

Are You Emotionally Intelligent?

Presented By:
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Top Echelon



Industry Experts | Innovative Learning | Global Perspective



Top Echelon

Emotional Intelligence

Understanding what drives our professional and personal success requires a combination of the **IQ** and the **EQ**

“the ability to monitor one’s own and other people’s emotions, to discriminate between different emotions, and label them appropriately, and to use emotional information to guide thinking and behavior.”

Carry The Load



What You Should Consider

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We live at a time when change appears to be coming at us at a faster rate than ever before, time to adjust between changes is shorter and shorter, and making change a part of life has become more important.



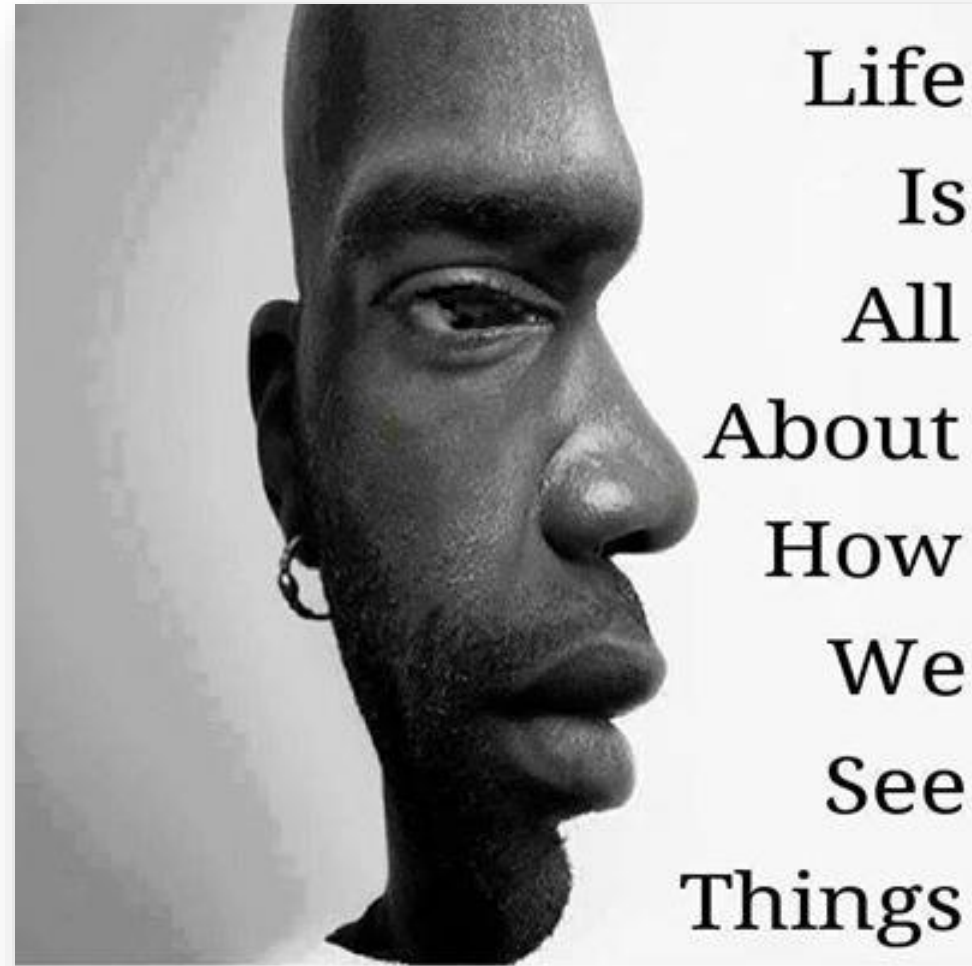


Adaptable To Change

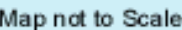
"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change."

-Charles Darwin

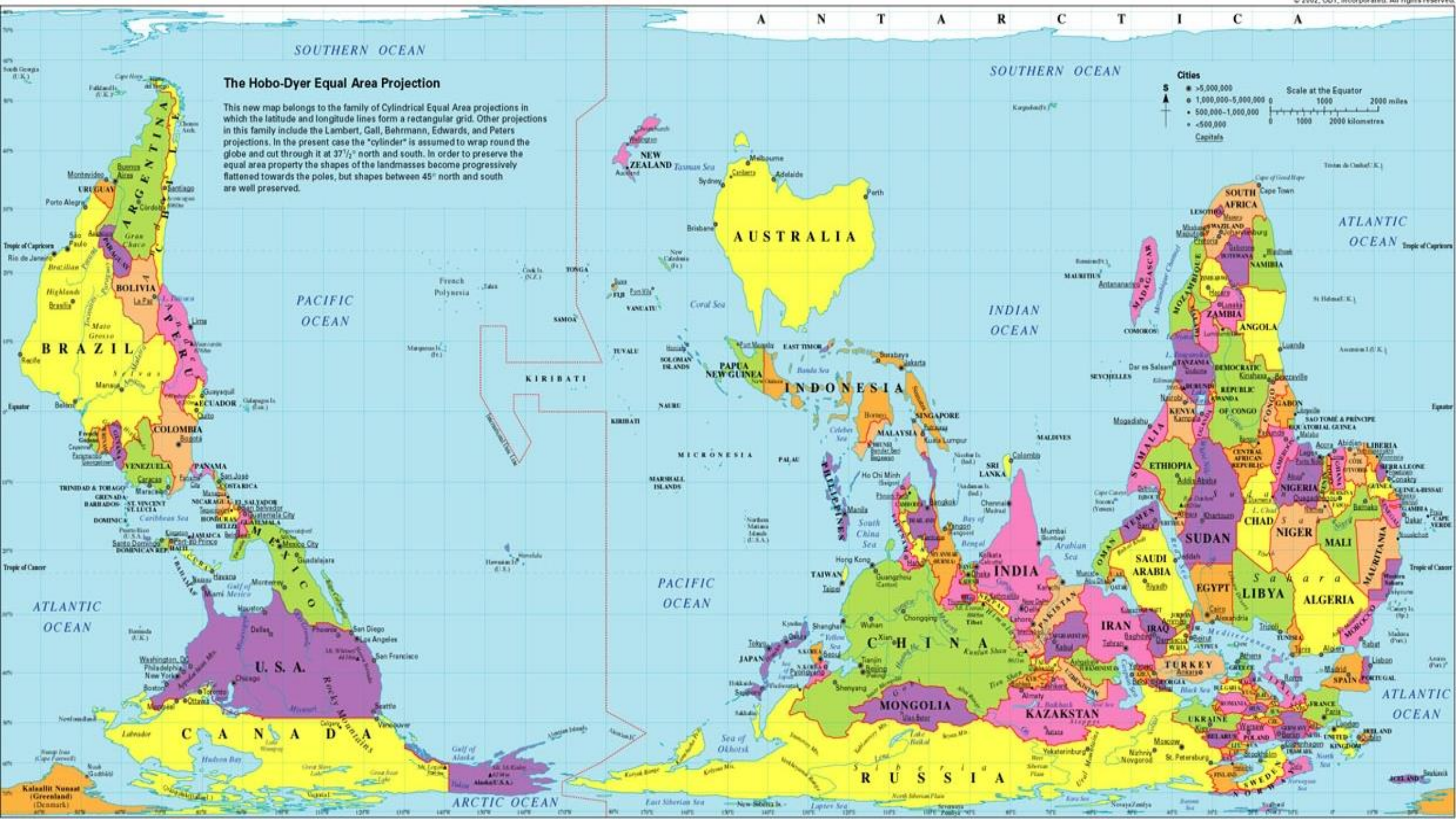
Your World View







This new map belongs to the family of Cylindrical Equal Area projections in which the latitude and longitude lines form a rectangular grid. Other projections in this family include the Lambert, Gall, Behrmann, Edwards, and Peters projections. In the present case the "cylinder" is assumed to wrap round the globe and cut through it at 37½° north and south. In order to preserve the equal area property the shapes of the landmasses become progressively flattened towards the poles, but shapes between 45° north and south are well preserved.

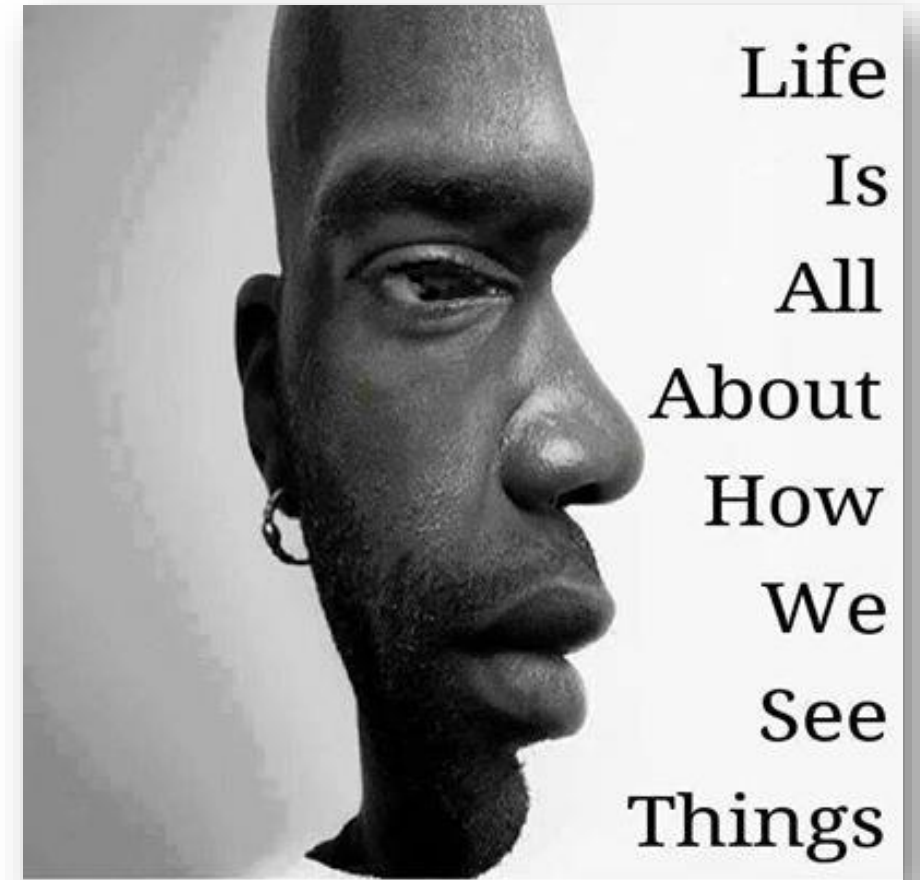


Your Map of The World

- Many geographic maps contain biases
- Our psychological maps also contain biases
- This series enables you to see yourself and others with less bias

Perception

- **Be aware of how we are perceived by others:**
 - Managers
 - Colleagues
 - Clients
 - Family / Friends
- **How others perceive us may not be:**
 - Our reality, yet it is their reality
 - Our truth, yet it is their truth



24 Qualities

- Accommodating
- Collaborative
- Empathetic
- Observing
- Measured
- Intimate
- Cautious
- Evidence-Based
- Practical
- Reliable
- Structured
- Purposeful
- Adaptable
- Flexible
- Spontaneous
- Conceptual
- Imaginative
- Radical
- Sociable
- Demonstrative
- Takes Charge
- Logical
- Competitive
- Tough





Understanding Your Qualities

Adaptable

Works in passionate bursts towards emergent goals

Flexible

Easy going and informal

Spontaneous

Makes quick gut-feel decisions

Conceptual

An abstract thinker comfortable with complexity and ambiguity

Imaginative

A source of new and creative ideas

Radical

Embraces change and is willing to challenge tradition

Sociable

Friendly and energized by interacting with others

Demonstrative

Enthusiastic and expresses positive emotions

Takes Charge

Seizes the initiative in a group and is drawn towards authority positions

Logical

Objective and rigorously applies reason

Competitive

Strong willed with a win/lose mindset

Tough

Argues forcefully and is comfortable with conflict

Accommodating

Strives for harmony and is willing to adjust their stance in a conflict

Collaborative

Team player with a win/win mindset

Empathetic

Considerate and in touch with other people's feelings

Observing

Boundaried and energized by their inner world

Measured

Serious minded and contains positive emotions

Intimate

Listens first and gravitates towards one-to-one conversations

Cautious

Resists change - prefers to stick with tried and tested methods

Evidence-Based

Focused on observable facts and attentive to details

Practical

Adopts a realistic and common sense approach

Reliable

Disciplined and meets commitments

Structured

An organized and effective planner

Purposeful

Sets ambitious goals and then works diligently towards them

Your Five Qualities – Breakout

- ☐ Circle three qualities you think are most crucial for the roles of *producer*. Then circle the 3 qualities that you think are most crucial for a *team leader/coach*.
- ☐ When appropriate, share one quality you selected for either a leader or producer and share why you believe it is crucial.
- ☐ **Self Reflection:** Do others see the same qualities in you that you stated are crucial for your role? How might the qualities that we looked for 3 years ago be different in the future?

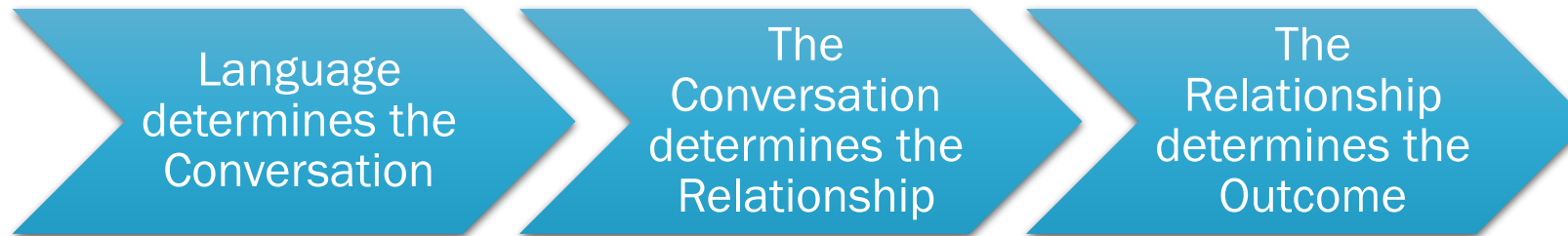


Are My Over
Extended
Behaviors
Limiting Me?

When Qualities Become Overextended

Accommodating	→	Acquiescing
Collaborative	→	Consensus Obsessed
Empathetic	→	Emotionally Stretched
Observing	→	Detached & Aloof
Measured	→	Serious & Withdrawn
Intimate	→	Passive
Cautious	→	Change Resistant
Evidence-Based	→	Lost In The Details
Practical	→	Narrow Sighted
Reliable	→	Hesitant
Structured	→	Rigid Planning
Purposeful	→	Goal Fixated
Adaptable	→	Unfocused
Flexible	→	Chaotic
Spontaneous	→	Impulsive
Conceptual	→	Unfeasible
Imaginative	→	Fantasist
Radical	→	Change For Sake Of Change
Sociable	→	Can't be alone
Demonstrative	→	Overbearing
Takes Charge	→	Controlling
Logical	→	Argumentative
Competitive	→	Win At All Costs
Tough	→	Seeks Conflict

Your Words Matter



How Do I Develop Self Awareness and Challenge My Paradigms?



Self Awareness

*"Knowing others is clever.
Knowing oneself is true wisdom."*

- Tao Te Ching



Self Awareness

Skilled

- ☐ Knows personal strengths, weaknesses, opportunities, and limits
- ☐ Seeks feedback
- ☐ Gains insights from mistakes
- ☐ Is open to criticism
- ☐ Isn't defensive
- ☐ Is receptive to talking about shortcomings
- ☐ Looks forward to balanced performance reviews and career discussions

Self Awareness

Unskilled

- ☐ Doesn't know him/herself well – strengths, weaknesses or limits
- ☐ Doesn't seek feedback – may be defensive or arrogant
- ☐ Doesn't listen to or learn from feedback
- ☐ May misestimate his/her performance – either too high or too low
- ☐ May rush in where he/she shouldn't, or not move when he/she should
- ☐ May assume he/she already knows when he/she doesn't
- ☐ May be an excuse maker and blamer; doesn't learn from mistakes
- ☐ Is surprised by negative personal data

Overused Skill

- ☐ May be too self-critical, too open about self
- ☐ May not move past knowledge to improvement and action
- ☐ May spend too much time in self-insight activities
- ☐ May be too dependent upon waiting for feedback
- ☐ May overly solicit feedback

Emotional Intelligence

*“Try never to be the smartest person in the room.
And if you are...I suggest you invite smarter
people or find another room.”*

- Michael Dell

Communication Challenges



What Are Blind Spots
in Our Judgement?

How Do We Recognize
Them?

Hockey Dilemma – Who Do You Take?



Now Who Do You Take?



Judgement and Emotions

*“When Dealing With People, Remember You Are Not Dealing
With Creatures Of Logic, But Creatures Of Emotion.”*

- Dale Carnegie

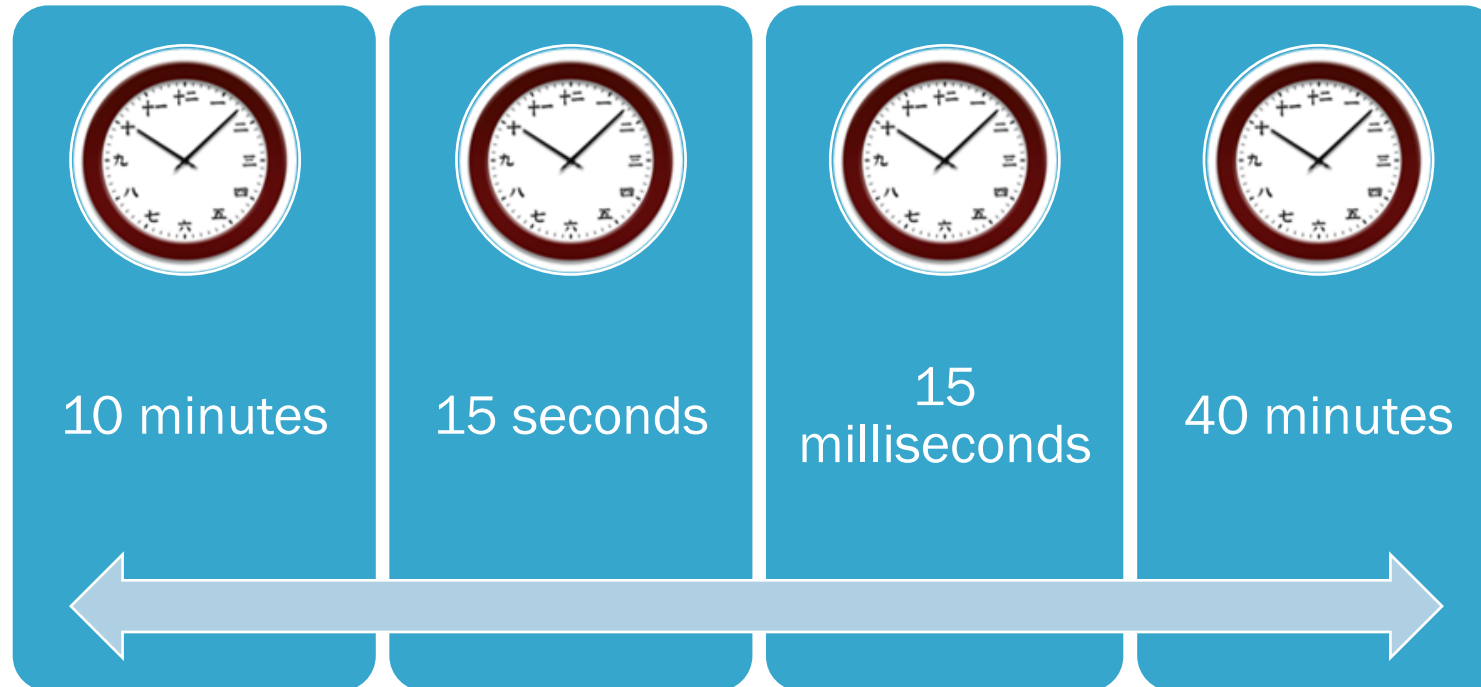


Your World View



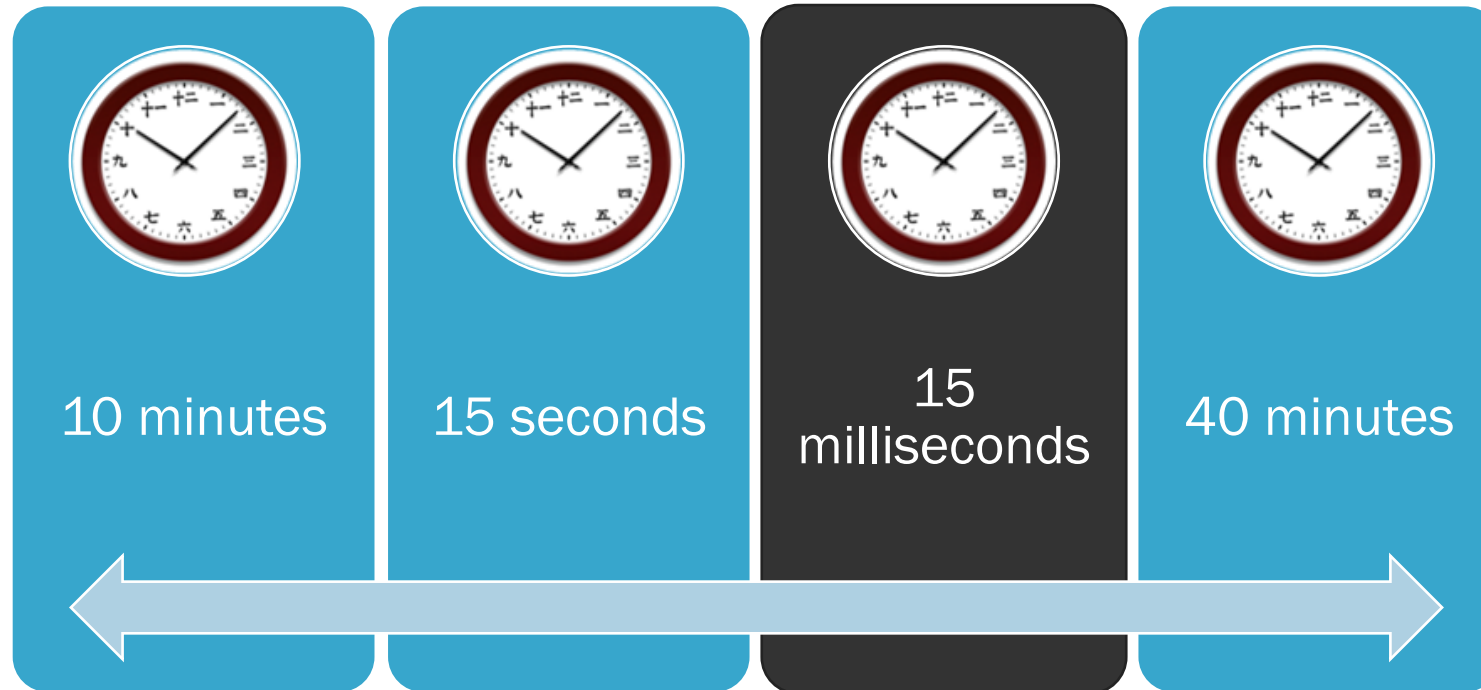
Yes....People Do Judge

According to the Harvard Business Review, how long does it take for humans to categorise others?



Yes....People Do Judge

According to the Harvard Business Review, how long does it take for humans to categorise others?



Yes....People Do Judge

Humans categorize
others in less than 15
milliseconds



Within 10 minutes,
they've made lasting
judgments about your
character

10 Blind Spots in Judgement

- ❑ Going it alone (being afraid to ask for help)
- ❑ Being insensitive of your behavior (being unaware of how you show up)
- ❑ Having an "I know" attitude (valuing being right above everything else)
- ❑ Avoiding the difficult conversations (conflict avoidance)
- ❑ Blaming others or circumstances (refusing responsibility)
- ❑ Conspiring against others (driven by a personal agenda)
- ❑ Withholding emotional commitment (emotional blackmail)
- ❑ Not taking a stand (lack of commitment to a position)
- ❑ Tolerating "good enough" (low standards for performance)

Where Could Things Go Wrong?



What is Cognitive Bias?

Cognitive Bias

Errors in thinking that cause irrational decisions

Separating facts from the decision

Not aware of the bias

Thinking...Fast and Slow

- ❑ Daniel Kahneman, American Psychologist and author of the Best Seller “Thinking Fast and Slow”
- ❑ Nobel Prize winner for groundbreaking “Prospect Theory”
- ❑ New field of economics that helps explain how people make judgements and decisions under UNCERTAINTY

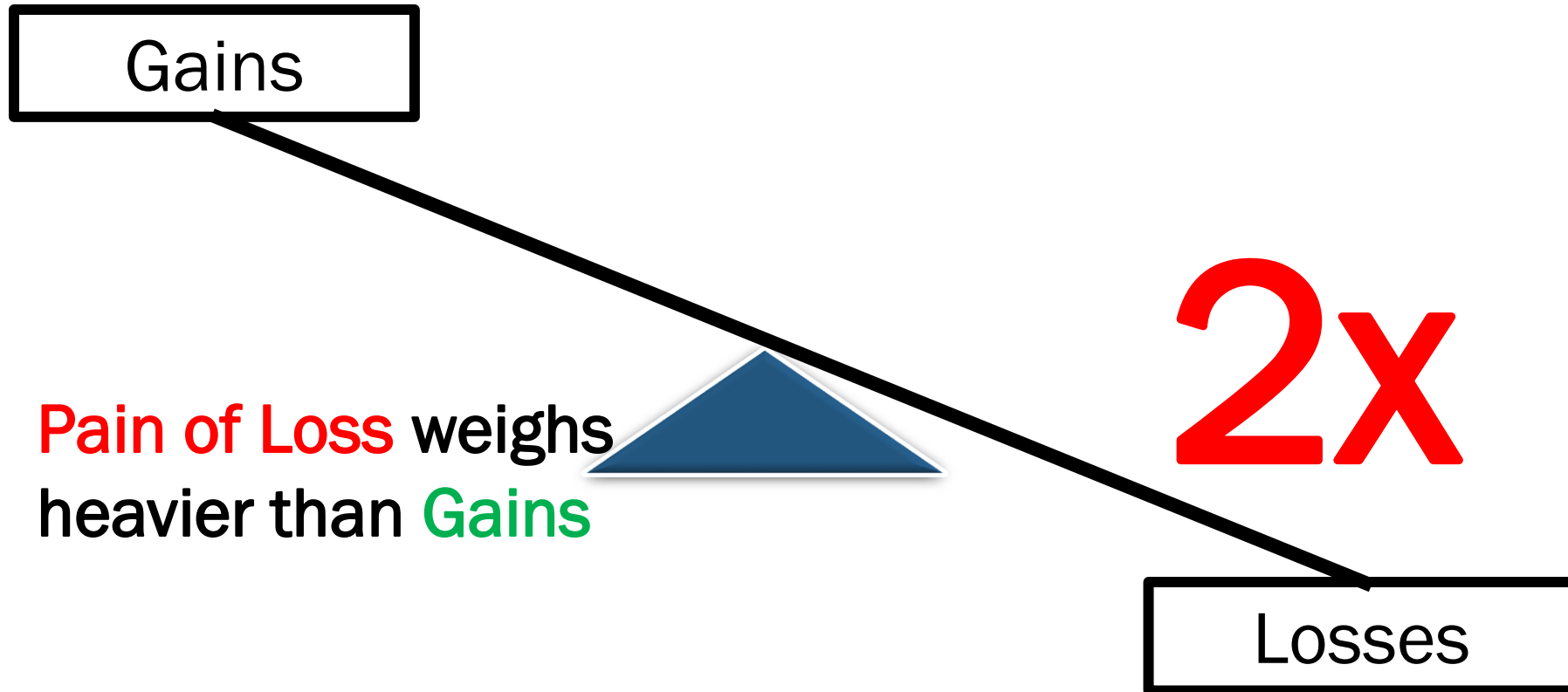
Cognitive Bias

Common Types of Cognitive Bias

1. Loss Aversion
2. Anchoring
3. Default/Status Quo
4. Myopia

The Weight of Loss

LOSS AVERSION



Loss Aversion

The pain of loss is greater than the benefit of gain

- ❑ Reaction to loss is more extreme than reaction to gain
- ❑ A person experiencing a loss will go to great lengths to get the money back
- ❑ How a gain or loss is framed plays a critical role

Loss Aversion



Loss Aversion

Sort by: Relevance					Main Cabin
DFW	7:05 AM	→	BNA 8:56 AM	1h 51m Nonstop	Round trip \$ 285 4 seats left
AA 1065 ■ M80-MD-80 ✈ Details Seats					
DFW	9:10 AM	→	BNA 11:09 AM	1h 59m Nonstop	Round trip \$ 369
AA 3736 ■ E75-Embraer RJ-175 ✈ Operated by Envoy Air As American Eagle Details Seats					

Anchoring



Anchoring

Over reliance on the first or the most vivid piece of information received

- ❑ A reference point for comparisons
- ❑ Order impacts what becomes the anchor – “first impression”
- ❑ Recent events carry greater weight than distant ones
- ❑ Vivid memories disproportionately influence final judgment

Restaurant / Price Anchoring

Cabernet
\$27
\$49
\$65
\$55
\$70



Bad Experience / Anchoring



Anchoring

“You are always aware of the anchor and even pay attention to it...

...but you do not know how it guides and constrains your thinking, because you cannot imagine how you would have thought if the anchor had been different.”

-Daniel Kahneman

Anchoring Considerations

- ☐ Do we understand what someone's anchor is?
- ☐ Have we provided timely and compelling information to form a new anchor?
- ☐ Are we revealing early the “investment” ballpark?

Importance of “First”

Recent Events Carry Greater Weight

Vivid Memories Hang Around Longer

Default/Status Quo

JUST DO IT.

Default/Status Quo

DO NOTHING.



Default/Status Quo

Tendency to select the default option when given choices

- ❑ “When in doubt, do nothing”
- ❑ Status Quo: Preference for things to stay the same
- ❑ Default: Stick with a previously made decision
- ❑ Difficulty of the decision process can drive this bias

Status Quo Considerations

- ❑ Is doing nothing still an option?
- ❑ How can we reduce the risk and increase the reward?
- ❑ How can we reduce the perceptual complexity of moving forward together?

Reduce Complexity of the Decision

Reduce Complexity of Change Management

Create a Default Option

Myopia



NOW



LATER

Myopia

Tendency to think short sighted

- ❑ Thirst for immediate gratification clouds judgement
- ❑ Managers tend to weight the near term more
- ❑ Favor initiatives that deliver profits sooner even if overall value is less

Myopia

Where do we see Myopia at play?

Politics

Career Decisions

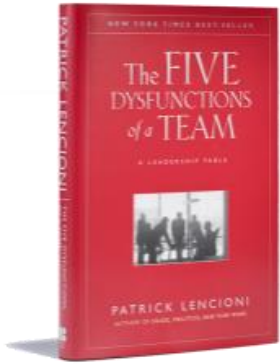
Diet/Exercise

Spending vs Saving

How Do I
Begin to
Build
Trust Based
Behaviors?



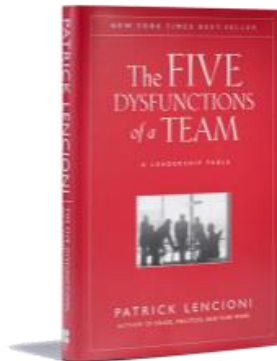
The Five Dysfunctions



Trust

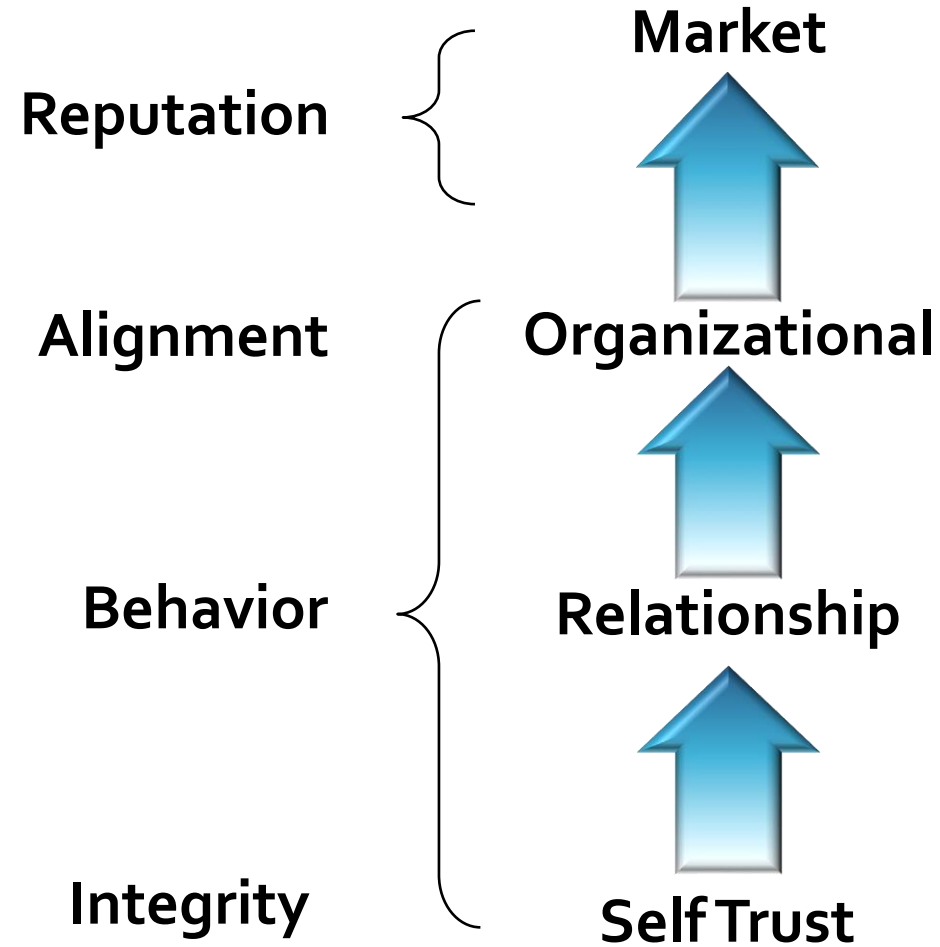
“Based on my experience working with teams during the past twenty years or so, I’ve come to the inescapable conclusion: no quality or characteristic is more important than trust.

In fact, my work with teams revolves around trust more than any other topic.”



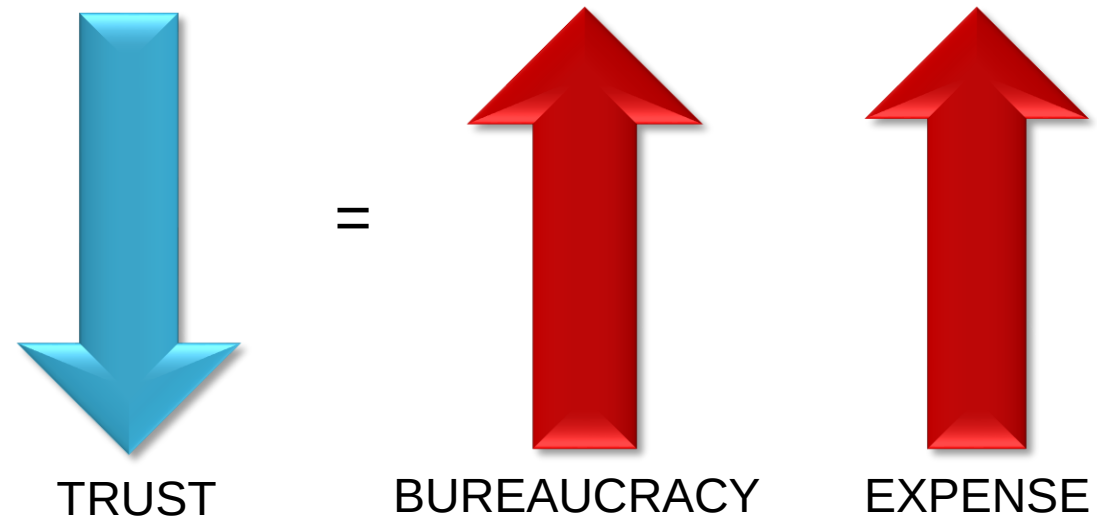
- Patrick Lencioni
The Five Dysfunctions of a Team

The Waves of Trust



The Economics of Trust

Trust Is An Economic Metric



Integrity and Trust

Skilled

- ☐ Is widely trusted
- ☐ Is seen as a direct, truthful individual
- ☐ Presents unvarnished truth in an appropriate and helpful manner
- ☐ Keeps confidences
- ☐ Admits mistakes readily
- ☐ Doesn't misrepresent him/herself for personal gain

Integrity and Trust

Unskilled

- ☐ Is not widely trusted
- ☐ May hedge or not take a stand
- ☐ May treat others differently or indifferently at times
- ☐ May not walk his/her talk and be seen as inconsistent
- ☐ May have trouble keeping confidences and talks out of school
- ☐ Makes promises he/she doesn't or can't keep
- ☐ May lack follow-through and causes problems for others
- ☐ Blames others for own mistakes / Seen as just out for him/herself

Behaviors that Drive Trust

- ☐ Keep commitments
- ☐ Clarify expectations
- ☐ Communicate directly
- ☐ Attend to the little things
- ☐ Be loyal to the absent
- ☐ Apologize sincerely
- ☐ Seek First to understand

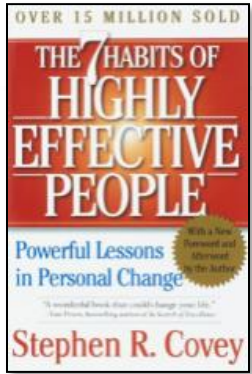
Trust Exercise

1. Pick a work/family relationship.
2. Determine where you think you are in terms of trust.
3. Identity one positive action you can take to build trust.
4. Identify one negative action you can eliminate to build trust.

My Priorities vs Others' Priorities?



Concern Vs. Influence



Concern Vs. Influence

Client Budget Cuts_____

Weakness of Other People_____

My Choices_____

My Commute Time_____

My Upbringing_____

How Others Treat Me_____

Job Security_____

Delayed Flight_____

Candidate Fall Off_____

My Happiness_____

Everything In Life Is Neutral

- Some of you may not want to hear this message....
- Everything in Life is Neutral....**We decide whether it is Stressful or If It Isn't.**

*Your Thoughts Create Your Feelings and Your Feelings Create Your
Actions and Behaviors*

Your World View

WHERE IS THE
OPPORTUNITY?

IT COULD
BE WORSE

IT IS
WHAT IT
IS...

WHAT CAN WE LEARN
FROM THIS?



HELPLESS

VICTIM

ANGER

Everything In Life Is Neutral

- Everything in Life is Neutral....We decide whether it is Stressful or If It Isn't.
- We decide whether it is above or below the line.
- **As Leaders and as a TEAM, we have an obligation to be ABOVE THE LINE**

*Your Thoughts Create Your Feelings and Your Feelings Create Your
Actions and Behaviors*

Everything In Life Is Neutral

- **Catabolic Energy:** Negative energy that Drains Us
- **Anabolic Energy:** Positive energy that Builds Us Up
- What are some behaviors at **Your Firm** that create **Catabolic Energy**?
- *Both Catabolic and Anabolic Energy will filter its way into all our client and candidate relationships!*

*Your Thoughts Create Your Feelings and Your Feelings Create Your Actions
and Behaviors*

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