

What Makes you Tick and What Ticks you Off:

Conflict Resolution and Emotional Intelligence Tips for your Success



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- Sculpting your Professional Image and Reputation
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- Creating your personal Job Content Document (JCD)
- Are you preparing for your next job?
 - Understanding your value
- Mentors and Decision Makers
- Understanding Race and corporate culture
 - Taking on every race issue in your organization
 - Racial vs. Cultural Diversity
 - Privilege
- The Power of Language
- ***Evaluating your Emotional Intelligence Quotient***
 - ***Navigating Conflict at Work***

Today's Agenda

- Defining Emotional Intelligence
 - The Importance of Emotional Intelligence
 - Evaluating your Emotional Intelligence
 - Improving your Emotional Intelligence
 - How understanding Emotional Intelligence can help you avoid unnecessary conflict
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- **Cascadeng.com/blend**

Ask Questions!

- This is an interactive dialogue...this presentation will create more value for you **with your questions and input**

Defining Emotional Intelligence

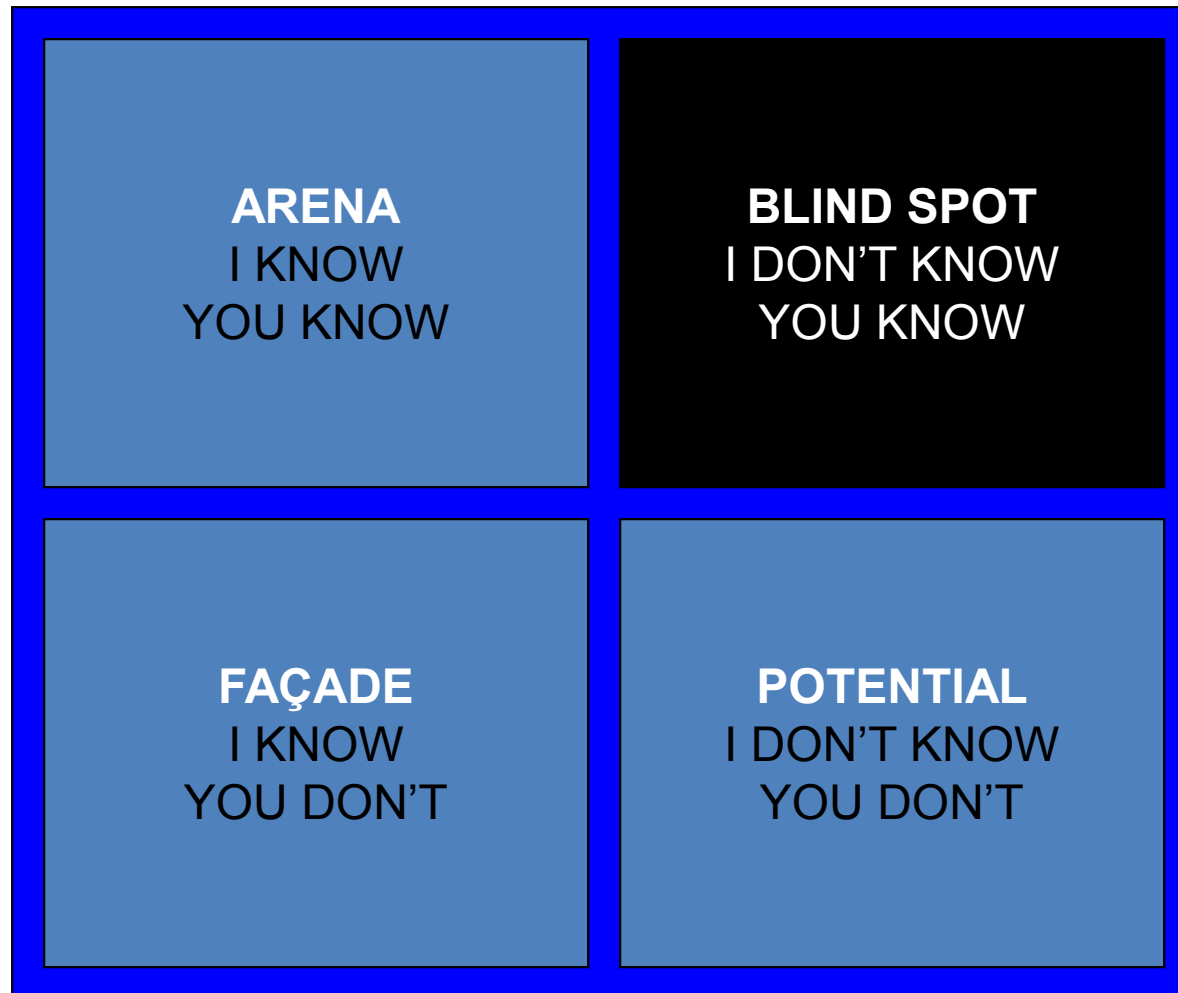
What is Emotional Intelligence or “EI”?

Defining Emotional Intelligence

“Know thyself”

Socrates

Johari Window



Defining Emotional Intelligence

- EI is the capacity to reason about emotions, and of emotions to enhance thinking.
- It includes the abilities to:
 - accurately **perceive** emotions
 - to **access** and **generate** emotions so as to assist thought
 - to **understand** emotions and emotional knowledge
 - and to reflectively **regulate** emotions so as to promote emotional and intellectual growth

Why is EI important to you?

“Only 10% of a person’s success is attributed to IQ the other 90% comes from a person’s Emotional Intelligence.”

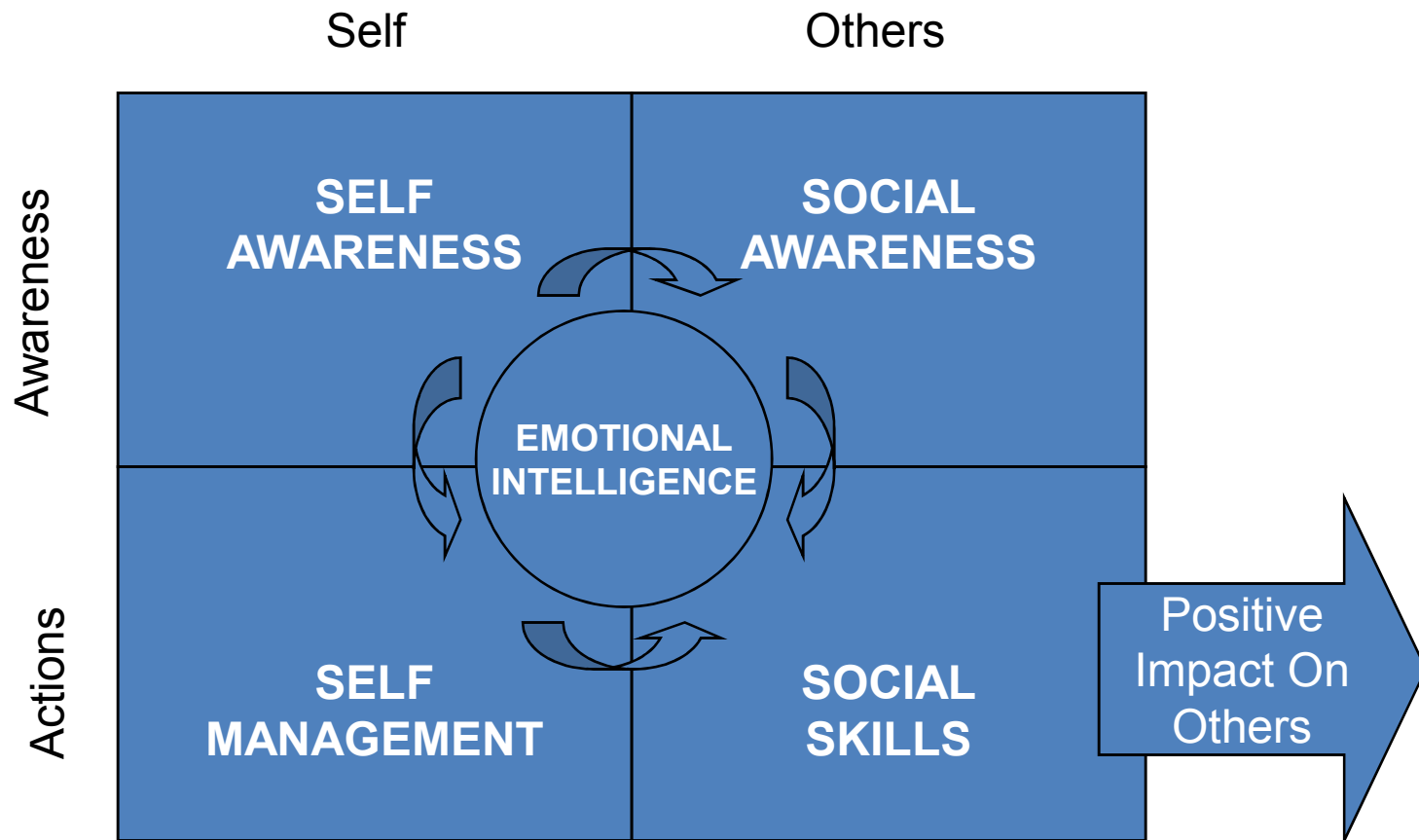
Daniel Goleman

The Making of a President

The “*frequency shown*” represents the number of times those who were promoted to *President* displayed a competency compared to those passed over.

EI Competencies	Frequency Shown
Self-Confidence	2X
Self-Control	7X
Achievement Orientation	2X
Empathy	3X
Teamwork	2.5X
Cognitive Competencies	Frequency Shown
Analytical Thinking	1.2X
Conceptual Thinking	1.5X

The Competency Framework



The Components of Emotional Intelligence

- Self-Awareness
- Self-Management (Motivation)
- Social Awareness
- Social Skills

Personal Competence: Understanding Ourselves

1. Self-Awareness

- a) Emotional Self-Awareness: recognizing our emotions and their effects
- b) Accurate Self-Assessment: knowing one's strengths and limits
- c) Self-Confidence: a strong sense of one's own self-worth and capabilities

Personal Competence: Managing Ourselves

2. Self-Management

- a) **Self-Control: keeping disruptive emotions and impulses under control**
- b) **Trustworthiness: displaying honesty and integrity**
- c) **Conscientiousness: demonstrating responsibility in managing oneself**
- d) **Adaptability: flexibility in adapting to changing situations or obstacles**
- e) **Achievement Orientation: the guiding drive to meet an internal standard of excellence**
- f) **Initiative: readiness to act**

Social Competence: Understanding Others

3. **Social Awareness** (our social radar)

- a) Empathy: understanding others and taking active interest in their concerns
- b) Organizational Awareness: empathizing at the organizational level
- c) Service Orientation: recognizing and meeting customer/coworkers/student's needs

Social Competence: Managing Relationships

4. Social Skills

- a) Developing Others: sensing others' development needs and bolstering their abilities
- b) Leadership: inspiring and guiding groups and people
- c) Influence: wielding interpersonal influence and tactics**
- d) Communication: sending clear and convincing /consistent messages**
- e) Change Catalyst: initiating or managing change
- f) Conflict Management: resolving disagreements**
- g) Building Bonds: nurturing instrumental relationships
- h) Teamwork and Collaboration: creating a shared vision and synergy in teamwork, working with others toward shared goals**

What's Your Emotional Intelligence Quotient?

There's no single, well validated paper-and-pencil test for emotional intelligence like an IQ test, but there are many situations in which the emotionally intelligent response is quantifiable.

Understanding your EI?

How do you impact others?

Self Awareness and Empathy

1. Think about a time you last laughed at work? Why? How did it make you feel? Did others sense your merriment?
2. Think about a time you felt defeated at work. Did others sense your mood?
3. When was the last time you were angry at work? Why were you angry? How did it impact your interaction with others?

Self Awareness and Empathy

4. Think about a time when you were overwhelmed at work. How did it impact the workplace spirit?
5. Think about a time when you were most proud of your department/company? How did that pride impact you and your co-workers?
6. Think about a time you were disappointed at work? What signs might have been visible to your coworkers?

Understanding your EI?

What is your listening style?

Listening Styles

- **The Faker-** All outward signs are there; nodding, making eye contact, and the occasional uh huh. However, the faker is not concentrating on the speaker. His mind is elsewhere.
- **The Interrupter-** The interrupter does not allow the speaker to finish and does not ask clarifying questions or seek more information from the speaker. He is too anxious to speak his words and shows little concern for the speaker.
- **The Intellectual and Logical Listener-** This person is always trying to interpret what the speaker is saying and why. He is judging the speakers words and trying to fit them in the logic box. He rarely asks about the underlying feeling or emotional attachment to message.

Listening Styles

- **The Happy Hooker-** The happy hooker uses the speaker's words only as a way to get his message. When the speaker says something, and frankly, it could be anything, the happy hooker steals the focus and then changes to his own point of view, opinion, story or fact. Favorite hooker line, "oh that is nothing, here is what happened to me..."
- **The Rebuttal Maker-** This listener only listens long enough to form a rebuttal. His point is to use the speaker's words against him. At his worst, he is argumentative and wants to prove you wrong. At the least, the person always wants to make the speaker see the other point of view.

Listening Styles

- **The Advice Giver-** Giving advice is sometimes helpful; however, at other times, this behavior interferes with good listening, because it does not allow the speaker to fully articulate his feelings or thoughts; it does not help the speaker solve his own problem; it prohibits venting; it could belittle the speaker by minimizing his concerns with a quick solution. Well-placed advice is an important function of leadership. However, advice given too quickly at the wrong time, is a turnoff to a speaker.

Listening Styles

Which style are you?

What can you do to improve your listening?

Really?

How could someone so
intelligent do something
so dumb?

Unaddressed Conflict leads to...

- If we allow conflict to occur and potentially escalate in the workplace, what type of work environment will this create?

Hostile Work Environment

- Conflict can also lead to:
 - Excessive competition between people and departments
 - Inability to get issues/conflict resolved
 - Stifling innovation and creativity
 - Ineffective Teams
 - Reduction in Productivity...EBIT

Managing Conflict

- Take responsibility to confront conflict as soon as you become aware of it.
- Balance the courage to confront the conflict with consideration for the participant's feelings.
- Work to identify and understand the underlying problem.
- **Determine the root cause of the conflict: is the source organizational or human?**
- Engage HR immediately in the process.

Managing Conflict

- Take an impartial position and treat each party equally with dignity and respect. Allow people to save face.
- **Take a win-win approach and make every effort for each party to feel good about the resolution.**
- Try to get the participants to come up with a solution; resist telling them what they are going to do. Ask them to share their perceptions and position on the issue and ensure both understand the others perspective.

Sources of Conflict in the Workplace

Work-related Conflicts

- Unclear Roles and Responsibilities
- Unclear/Conflicting Goals/Objectives
- Organizational Change
- Pressure and Stress
- Uneven distribution of tasks
- Scarcity Mentality: resource allocation
- Too much competition
- Inconsistent Policy Enforcement
- No/Miscommunication
- Conflicting priorities

People-related Conflicts

- Different Backgrounds
- Perceptual Differences
- Distrust and Disrespect
- Personality clashes
- Communication problems
- Career ambitions
- Incompatible Interests/Desires
- Interpretations: language/behaviors
- Basic Values and Beliefs
- Behavioral styles

Managing Conflict

What is your Conflict Management Style?

Conflict Management Styles

- **Avoiding-** Type D
- **Accommodating-** Type B
- **Competing-** Type C
- **Compromising-** Type E
- **Collaborating-** Type A

How Can EI Help Your Career?

- Know yourself – understand why and how you affect other people and why other people affect you the way they do.
- Know your strengths and weaknesses - maximize strengths and minimizes weaknesses.
- Develop a positive attitude about self, which causes others to trust and to have confidence in you.
- Develop the ability to study situations and people and adapt appropriate behavioral strategies.

How Good EI makes you a Good Leader

- Self insight and a sense of one's own identity. You need to know who you are as a person.
- Ability to understand other peoples values.
- Ability to see others values as not better or worse than ones own.
- Conviction that interpersonal problems can be solved.

Questions????

THANK YOU!!!