

Emotional Intelligence The New Science of Success

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Disclosures

The following faculty and planning committee staff have no financial disclosures:

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Disclosures

The following faculty and planning committee staff have the following financial disclosures:

Name	Institution	Disclosure
Jackie Foster, MPH, RN, OCN	NMPD/Be The Match	Pfizer, stock owner (spouse)

Learning objectives

At the conclusion of this session, attendees will be able to:

- Identify how emotions and thoughts work together to influence our actions
- Learn how to increase employee engagement by meeting core emotional needs
- Practice cognitive and behavioral strategies for *managing emotions intelligently*

The Anatomy of an Emotion

Once upon a time...



The Anatomy of an Emotion

**An emotion is a signal
to take Action**

That's why it is called an

E-MOTION

The Anatomy of an Emotion

Will the Real Brain please stand up!



The Thinking Brain

(Neocortex)



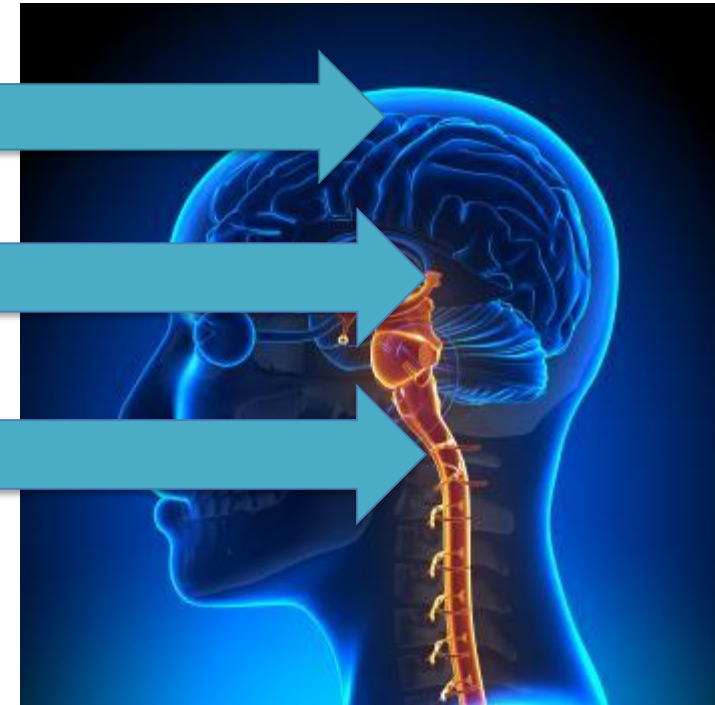
The Mammalian Brain

(Limbic)



The Reptilian Brain

(Brain Stem)



So, what this really means is...

**We are saber-toothed tigers
with smartphones.**



“The rules of work are changing. We are being judged by a new yardstick: not just by how smart we are, or by our training and expertise, but also by how well we handle ourselves and each other.”

- Daniel Goleman
Working With Emotional Intelligence

Emotional Intelligence Defined

Emotional intelligence is...

Using your emotions *intelligently*, to gain the performance you wish to see within yourself, and *to achieve interpersonal effectiveness with others.*

—Jeff Feldman and Karl Mulle
Put Emotional Intelligence to Work

Emotional Intelligence Defined

Emotional intelligence is the capacity for...

- Emotional Self-Awareness
- Emotional Self-Management
- Social Awareness
- Relationship Management

Self-Awareness:

Two Brain Systems That Control Your Attention

System 1 Fast Thinking (Automatic System)	System 2 Slow Thinking (Reflective System)
Effortless, subconscious, skilled, associative, fast, impulsive, intuitive, instinctual, visceral	Factors abstraction, proactive, intentional, aware, conscious, effortful, deductive, cognitive, intellectual
Mental models, shortcuts, heuristics, framing biases, learned messages and stereotypes	Weights multiple options, chooses rationally, challenges assumptions and rules

Source: Daniel Kahneman, *Thinking, Fast and Slow*.

Example

2

4

6

EQuip Yourself for Success

1. Manage Your Expectations

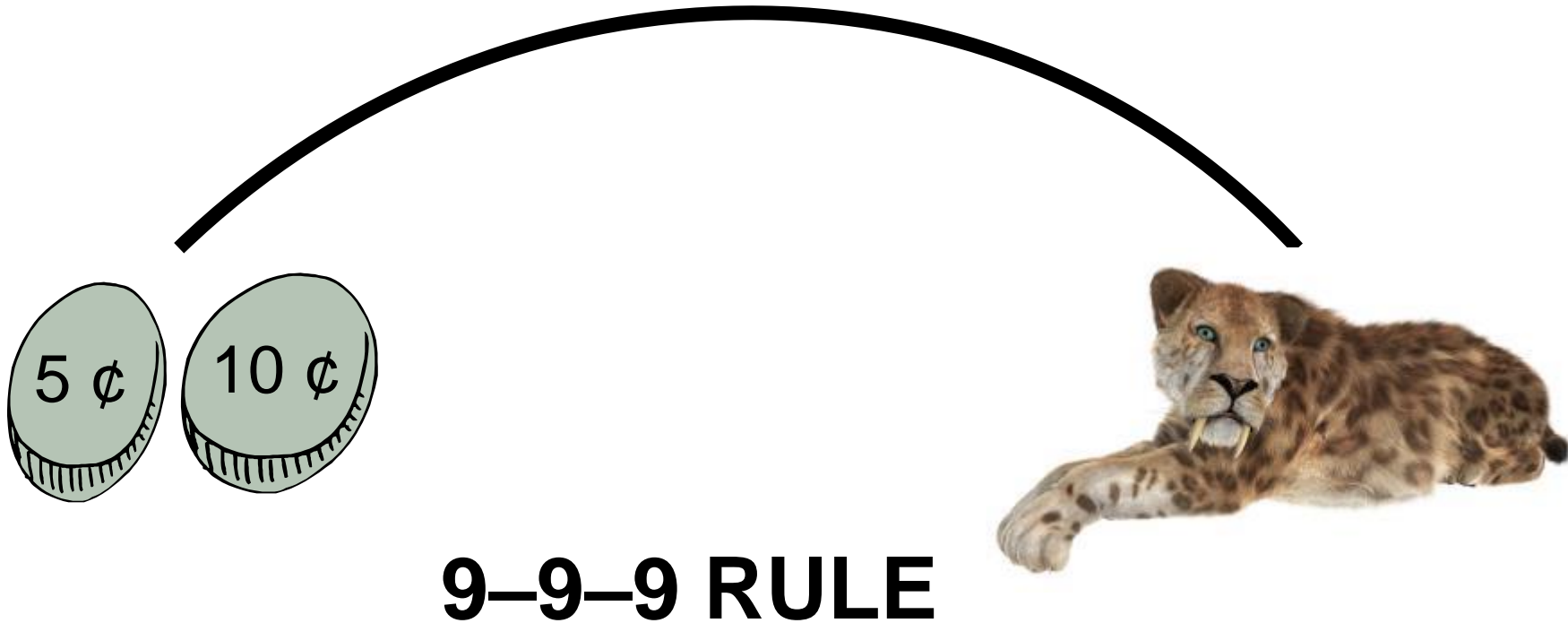
Expectations



Reality

EQuip Yourself for Success

2. Choose Your Battles



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3. Practice Asking System 2 Questions

System 1 Questions	System 2 Questions
Example: Why are you so difficult?	What can I do to support you?

Source: Marilee Adams, *Change Your Questions, Change Your Life*.

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4. Understand the Power of Reframes

“If you want to change a relationship, change the way you think about the relationship.”

Impatient

Perfectionist

Stubborn

Worries too much

Manipulative

Unrealistic

Critical

Unsociable

Resistant to change

Attacks First

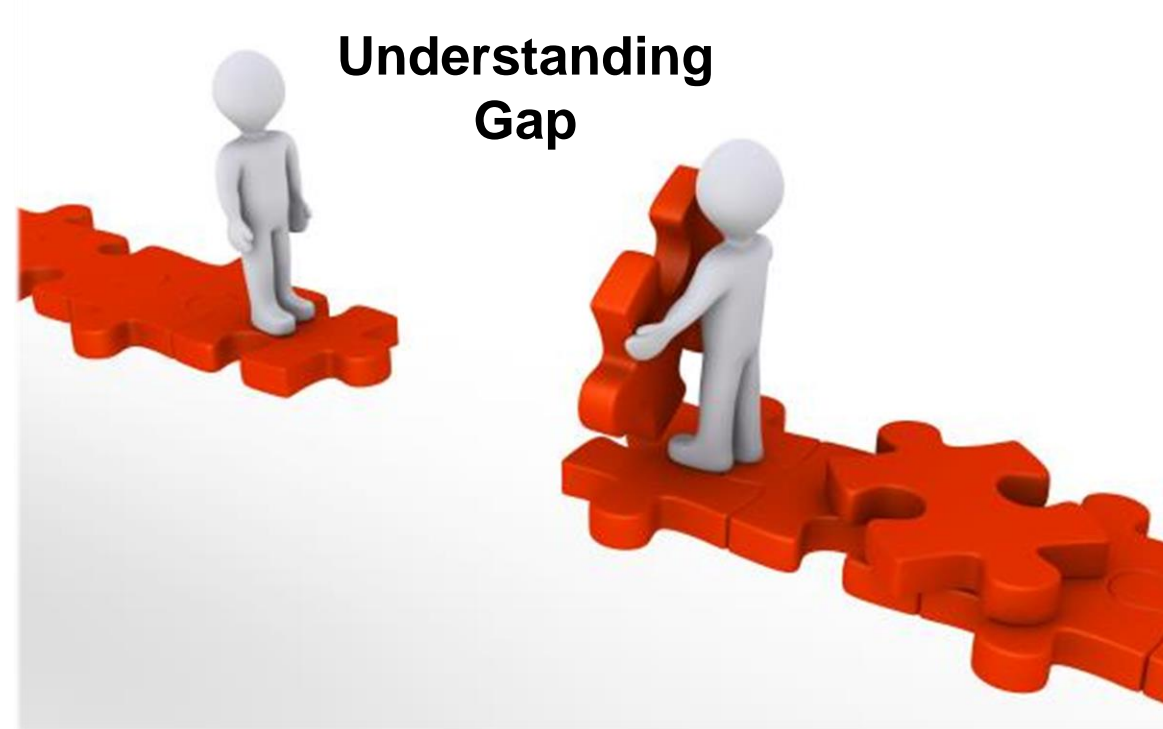
Social Awareness: Empathy

Your Understanding

Your view of the situation, your perspective, your intention, your needs and feelings, your behaviors

Their Understanding

Their view of the situation, their perspectives, their intentions, their needs and feelings, their behaviors



On whose side of the gap do you start to build the bridge?

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What Not to Do

1. Feeling Blockers

Judging Responses

- Criticizing
- Name-calling
- Diagnosing
- Praising Evaluatively

Sending Solutions

- Ordering
- Threatening
- Moralizing
- Excessive Questioning
- Advising

Invalidating Responses

- Diverting
- Logical Argument
- Reassuring

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What Not to Do

2. Choose certainty over clarity

“What we know and understand to be true is not reality, but reality as it is filtered through our method of questioning it.”

- Thomas Kuhn, ***The Structure of Scientific Revolutions***

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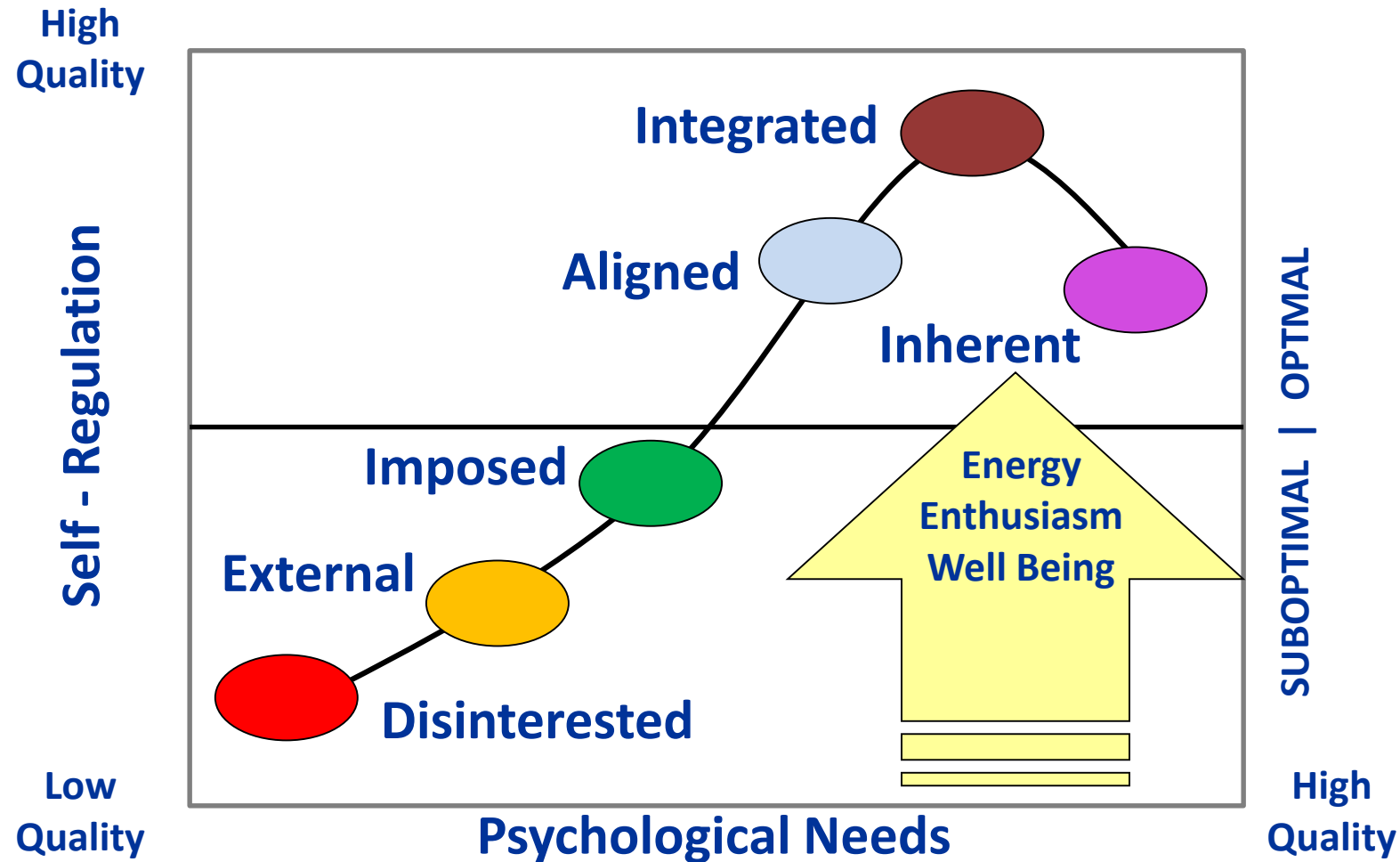
3. Practice the Skill of Motivation

Questions to ask:

- *What are my values?*
- *What is my purpose?*
- *What do I like to do that I am good at?*
- *What are your values?*
- *Why did you choose your current role?*
- *What do you like to do that you are good at?*

Motivation is a Skill

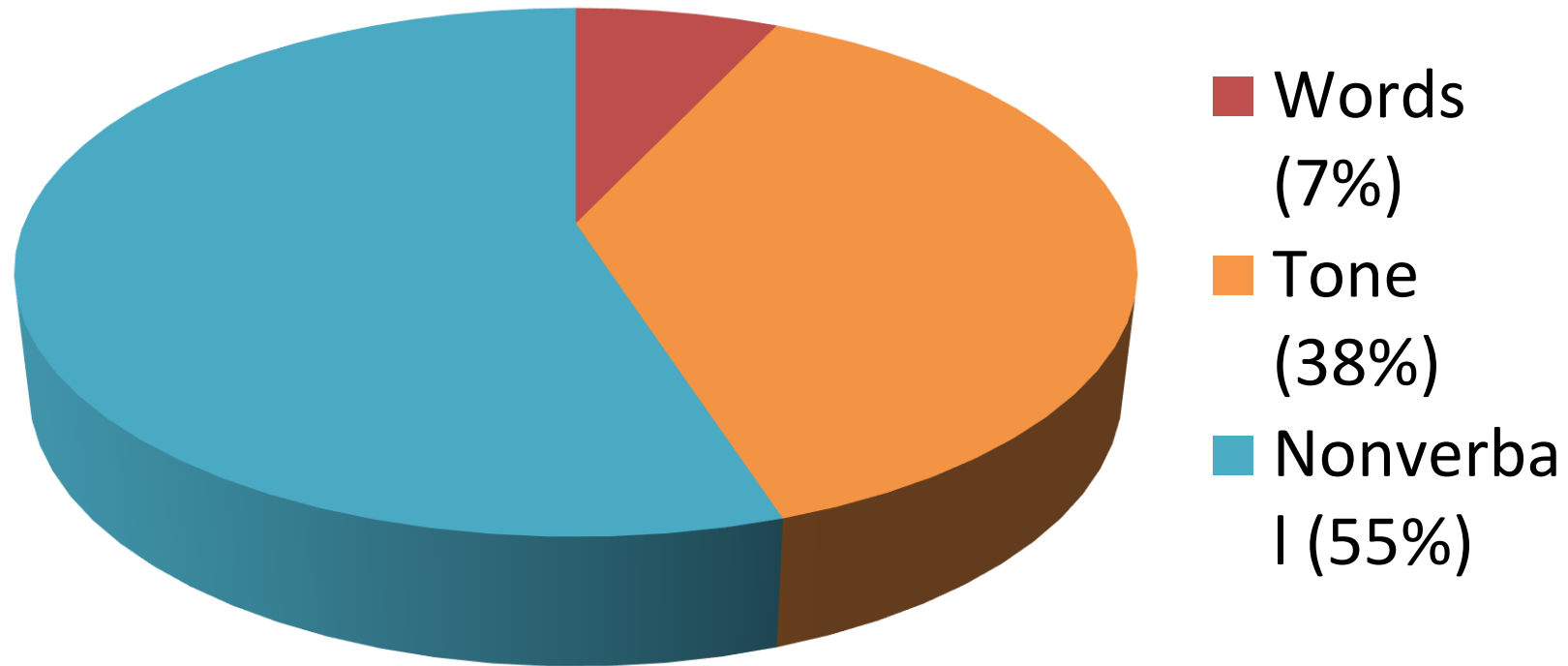
Fowler's Spectrum of Motivation



Source: Susan Fowler, *Why Motivating People Doesn't Work... and What Does.*

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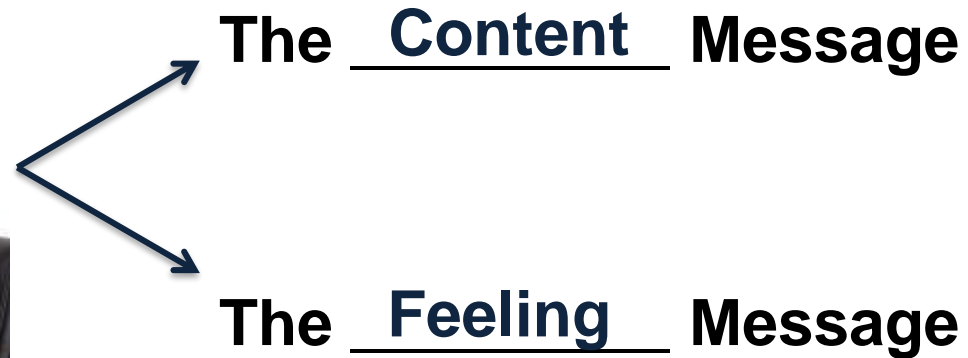
4. Maintain Congruence – *words, tone , body language*



Albert Mehrabian, ***"Decoding Inconsistent Communication"***

The Two Messages

The Two Messages You Send Every Time You Talk:



If you want to be successful with people, you need to send them positive feeling messages.

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5. State Facts, then *Interprefacts*, then ask:

“How do you see that?”

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6. Choose clarity over certainty

“The more you care about an issue, the less likely you are to be on your best behavior.”

- Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler,
Crucial Conversations

Q & A

Evaluation Reminder

Please complete the Council Meeting 2017 evaluation in order to receive continuing education credits and to provide suggestions for future topics.

We appreciate your feedback!