

Teams, Elephants and Emotional Intelligence



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TriAgile

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bollybites

Four Components of Emotional Intelligence (EQ)

Personal Competence

Self Awareness

Self Management

Social Competence

Social Awareness

Relationship Management

Our Theme Today

“People need to be reminded more often than they need to be instructed.”

Samuel Johnson, English Author

Context for Today

“Alone we can do so little, together we can do so much.”

Helen Keller

“None of us is as smart as all of us.”

Ken Blanchard

“To go fast, go alone. To go far, go together.”

African Proverb

Breathe

- ▶ Practice Breathing
- ▶ Practice 4-7-8 Breathing

<http://www.drweil.com/drw/u/VDR00112/The-4-7-8-Breath-Benefits-and-Demonstration.html>

Play Ball!

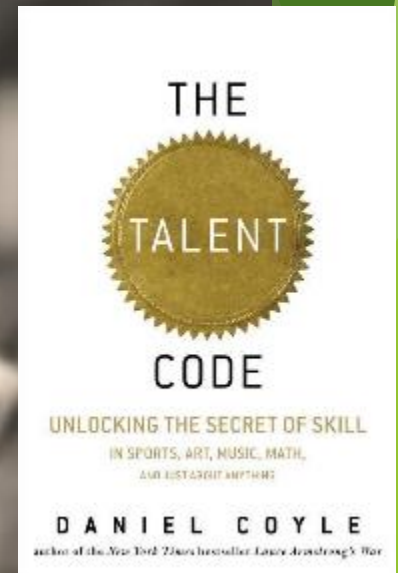


Play Ball!

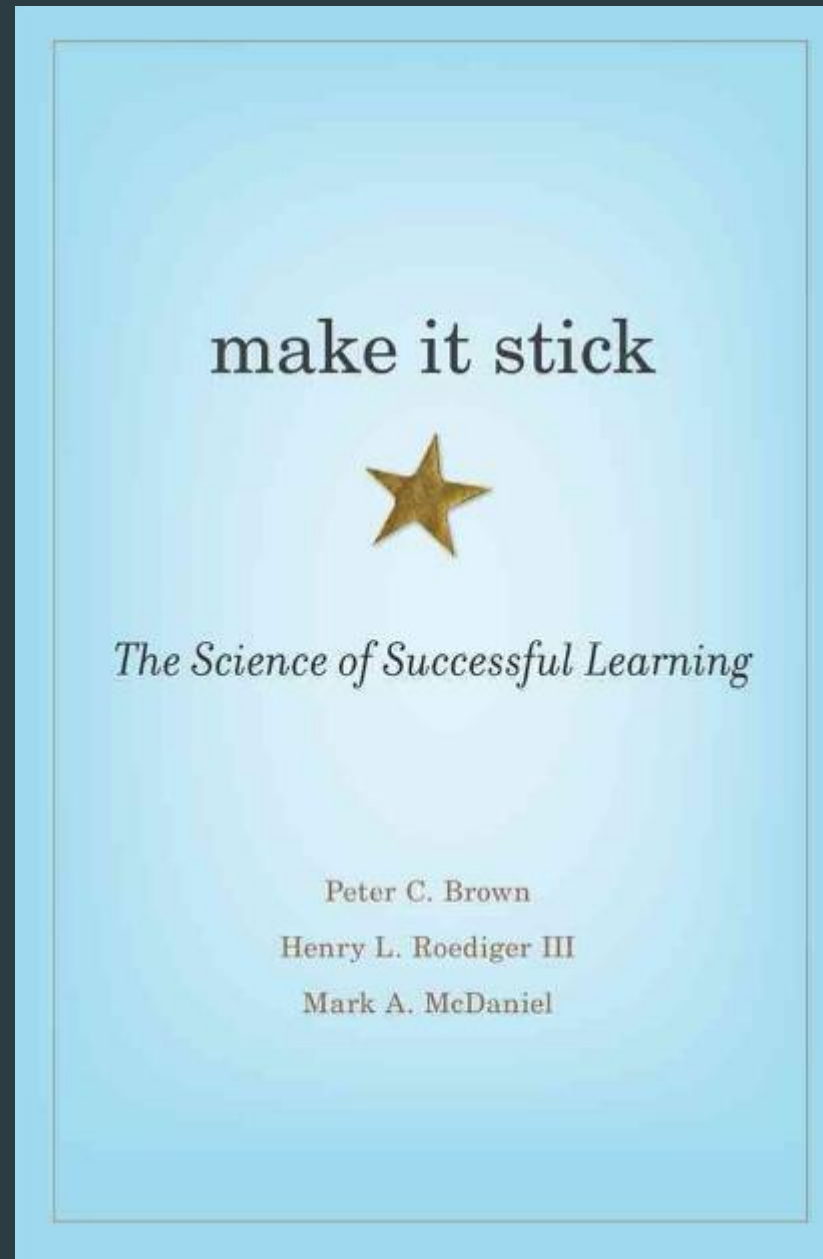
“We learn when we’re in our **discomfort zone**.

When you’re struggling, that’s when
you’re getting smarter.

The more time you spend there, the
faster you learn.”

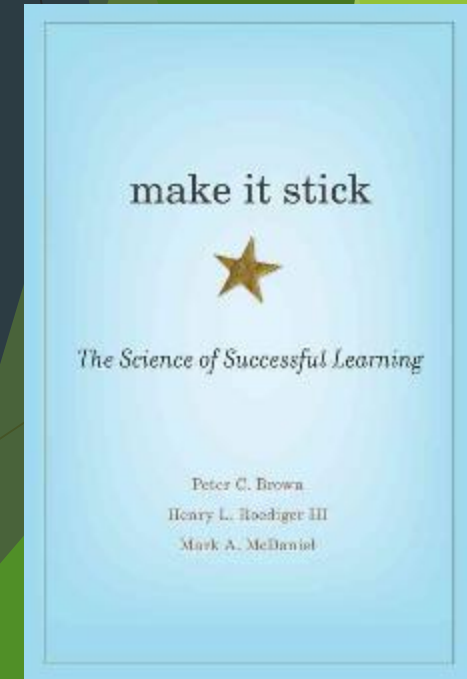


Expectations



Expectations

- ▶ Don't take any notes ... yet
- ▶ I will ask a lot of questions
- ▶ You may struggle to answer many of the questions
- ▶ I will “jump around”... a lot
- ▶ You may be uncomfortable
- ▶ You may not feel like you're learning
- ▶ You will learn



Objectives

By 3:39 PM Today, you will ...

- ▶ Describe 2-3 benefits of practicing “better” EQ skills
- ▶ Describe & practice 1-2 skills within each of the 4-quadrant model of EQ
- ▶ Commit to doing 1 or 2 EQ skills better than at 2:50 PM
- ▶ Become acquainted with neuroscience
- ▶ Experience 1-3 adult learning techniques

Why is EQ Important?

What Google Learned From Its Quest to Build the Perfect Team

New research reveals surprising truths about why some work groups thrive and others falter.

By CHARLES DUHIGG Illustrations by JAMES GRAHAM

FEB. 25, 2016

The New York Times Magazine

http://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html?_r=2

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1. equality in distribution of ‘conversational turn-taking.’
...by the end of the day, everyone had spoken roughly the same amount.
2. good teams all had high ‘average social sensitivity’
...a fancy way of saying they were skilled at intuiting how others felt based on their **tone of voice**, their **expressions** and other **nonverbal cues**.

Amy Edmondson

Psychological Safety and Learning Behavior in Work Teams, 1999

Why is EQ Important?

- ▶ People who **accurately perceive others' emotions** are better able to **handle changes** and **build stronger social networks**

Salovey, Bedell, Detweiller, & Mayer, 199 cited in Cherniss

- ▶ **75% of careers are derailed** EQ reasons e.g. can't handle interpersonal problems, can't adapt to change or build trust, etc.

The Center for Creative Leadership

- ▶ The reason for losing customers and clients are **70% EQ-related**

Forum Corporation on Manufacturing and Service Companies

Why is EQ Important?

- ▶ Higher EQ = Higher Pay
 - ▶ **\$29,000/year** more than low EQ
- ▶ More Productive Employees
 - ▶ **80% high performers** have high EQ

Emotional Intelligence 2.0
Talentsmart.com

- ▶ Better **predictor of performance** on group projects than IQ

“The Relation between Emotional Intelligence and Job Performance: A Meta-analysis”

Authors: O'Boyle, E. H., Humphrey, R. H., Pollack, J. M., Hawver, T. H., & Story, P. A. (2011).

3 Levels of Listening

- ▶ Level 1 - Internal Listening
 - ▶ All about **Me**
- ▶ Level 2 - Focused Listening
 - ▶ All about **You**
- ▶ Level 3 - Global Listening
 - ▶ All about **Us**



Active Listening

“Fully **concentrating** on what is **being said** rather than just **passively ‘hearing’** the message of the speaker.”

<http://www.skillsyouneed.com/ips/active-listening.html#ixzz4BD2ec07h>

Active Listening Practice

- ▶ Pairs
- ▶ One person - Tell a story about your morning
- ▶ One person - Actively listen

- ▶ 122 seconds
- ▶ Debrief

Active Listening Skills

- ▶ Choice you make
- ▶ Use non-verbals to show you're listening
 - ▶ Smile, nod, make eye-contact
- ▶ Close feedback loop
 - ▶ Repeat
 - ▶ Summarize / Paraphrase / Reflection
- ▶ Avoid interruption

Active Listening Practice

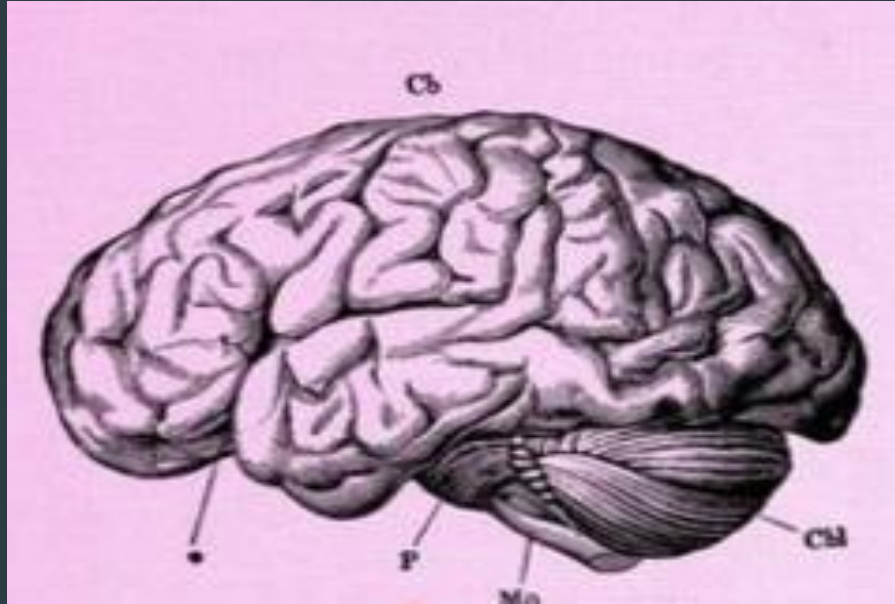
- ▶ Pairs
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- ▶ 122 seconds
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Notes Break

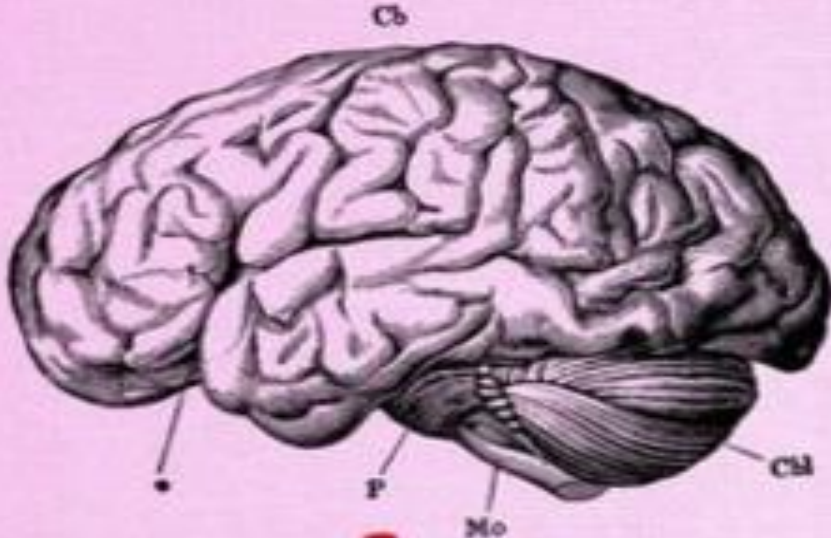
- ▶ 2 min
- ▶ Write down everything you've learned today
- ▶ Notable Learnings
- ▶ Name the emotion you feeling right now

Star of the Show



<https://skmusings.wordpress.com/2012/02/20/im-with-stupid/>

Star of the Show



I'm with stupid.

Elephant and the Rider



Elephant and the Rider

“In our heads we have a **rational charioteer** who has to rein in an **unruly horse** that “barely yields to horsewhip and goad combined.” ”

Plato



Elephant and the Rider

“**Reason** and **Emotion** must both **work together** to create intelligent behavior, but **emotion** (a major part of the Elephant) does most of the work”

Jonathan Haidt, Psychologist & Professor, UVA; *The Happiness Hypothesis*

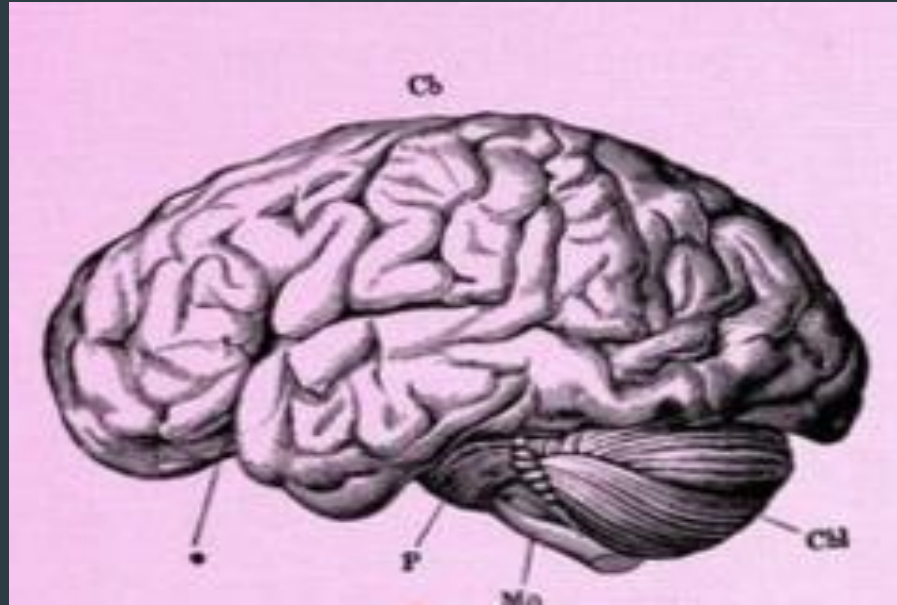
Elephant and the Rider



“Anytime the **six-ton Elephant** and the Rider **disagree** about which direction to go, the **Rider is going to lose**. He is completely **overmatched**.”

Jonathan Haidt, Psychologist & Professor, UVA; *The Happiness Hypothesis*

Star of the Show



What is EQ?

e·mo·tion·al in·tel·li·gence *noun*

Coined by two researchers **Peter Salavoy** & **John Mayer** 1990,
& Popularized by **Dan Goleman** in his 1996 book

- ▶ Recognize, understand and manage our own emotions
- ▶ Recognize, understand and influence the emotions of others

Institute for Health and Human Potential

Four Components of EQ

Personal Competence

Self Awareness
Self Management

Social Competence

Social Awareness
Relationship Management



Self Awareness

- ▶ Check your phone's battery level
- ▶ Check your energy level



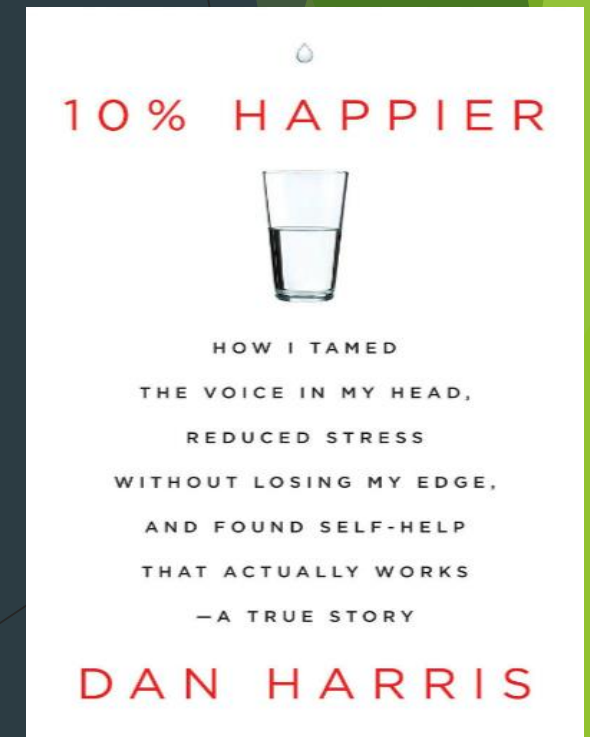
Self Awareness

- ▶ Keep a journal about your emotions
- ▶ Spot **your emotions** in books, movies & music
- ▶ Seek feedback
- ▶ Feel your emotions physically
 - ▶ muscles, stomach, chest, breathing, hands

Foundation of EQ
Biggest hurdle is **Objectivity**

Mindfulness

“Mindfulness is the ability to know what's going on in your head without taking the bait and acting on it.”



Self Management

- ▶ Name your emotion
- ▶ Engage senses: sight, sound, smell, taste, touch
 - ▶ Count to 10
 - ▶ Look for 4 red objects
 - ▶ Wiggle fingers and toes
- ▶ Take control of your stories
- ▶ Focus and practice Mindfulness
- ▶ Breathe right (4-7-8)

Empathy

Example One:

<https://www.youtube.com/watch?v=eMU5TRymzpE>

Example Two:

<http://www.youtube.com/watch?v=-4EDhdAHrOg>

Social Awareness

- ▶ Greet people by name
- ▶ Don't take notes at meetings
- ▶ Smile, nod and make eye contact
- ▶ Step into their shoes
 - ▶ Perspectives
 - ▶ Expectations
- ▶ Practice the art of listening

Listening to a 'New Idea'

No "But Monkeys"

- ▶ "I like it but ..." or "Yes but ..."
- ▶ "I like it and ..." or "Yes and ..."
- ▶ "What I like about that idea is ... and I would add is..."

Practice

- ▶ Giving a Thank You
- ▶ Thank the person next to you

Saying 'Thank You'

Be precise

- ▶ Thank them *specifically*

Acknowledge the effort

- ▶ Note *their personal cost*

Share your stakeholdership

- ▶ How did they specifically *help everyone*

<http://www.torbenrick.eu/blog/>

Practice

- ▶ Giving a Thank You
- ▶ Thank the person next to you

Giving Feedback

▶ Situation

- ▶ Anchors feedback in time, place & circumstances

▶ Behavior

- ▶ Observable actions that can be recorded

▶ Impact

- ▶ Feelings & thoughts the feedback giver had

Practice

▶ Give an SBI

Giving feedback is a **relationship building** activity

Relationship Management

- ▶ When you care, show it
- ▶ Acknowledge the other persons feelings
- ▶ Make your feedback specific, direct and constructive
- ▶ Give and get feedback well

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EQ Skills Self Quiz

- ▶ Give positive feedback
- ▶ Seek feedback
- ▶ Name your emotion
- ▶ Be physical & feel emotions
- ▶ Control of your stories
- ▶ Acknowledge the feelings
- ▶ Engage senses
- ▶ Mindfulness
- ▶ Smile, nod, eye contact
- ▶ Breathe
- ▶ Other's Perspectives

EQ Skills Self Quiz

- ▶ Greet people by name
- ▶ No notes at meetings
- ▶ Count to 10
- ▶ Listen
- ▶ Give specific, direct & constructive feedback
- ▶ Journal your emotions
- ▶ Look for 4 red objects
- ▶ Wiggle fingers and toes
- ▶ When you care, show it
- ▶ Spot your emotions in media
- ▶ Focus

Benefits of EQ Self Quiz

- ▶ Less Stress
- ▶ Higher Productivity
- ▶ More \$
- ▶ Higher Customer Retention
- ▶ ...

Team Benefits of EQ Self Quiz

- ▶ Better teamwork
- ▶ More trusting team members
- ▶ Higher productivity
- ▶ Happier customers
- ▶ Elephants moving in the same direction
- ▶ ...

Remember the Elephant?



Notes Activity

- ▶ 2 min - Individual Work
 - ▶ Write down everything you've learned today
- ▶ 5 min - Group Work
 - ▶ Fill in the gaps as a group
 - ▶ Notable Learnings

Objectives Review

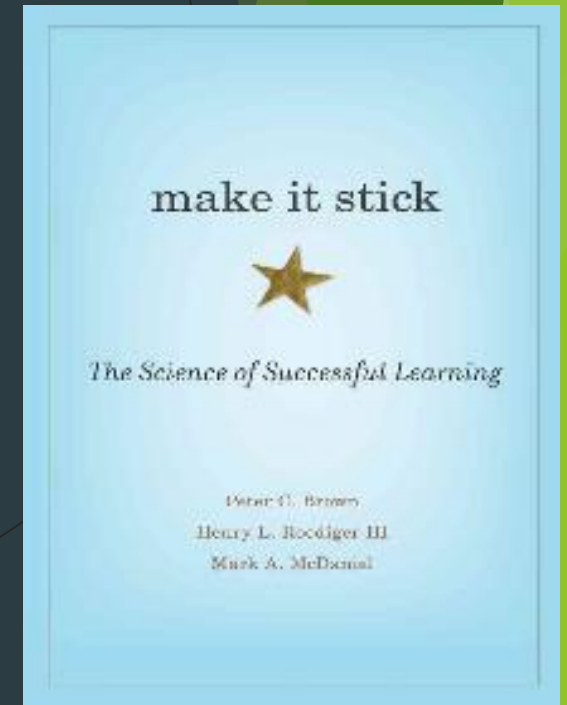
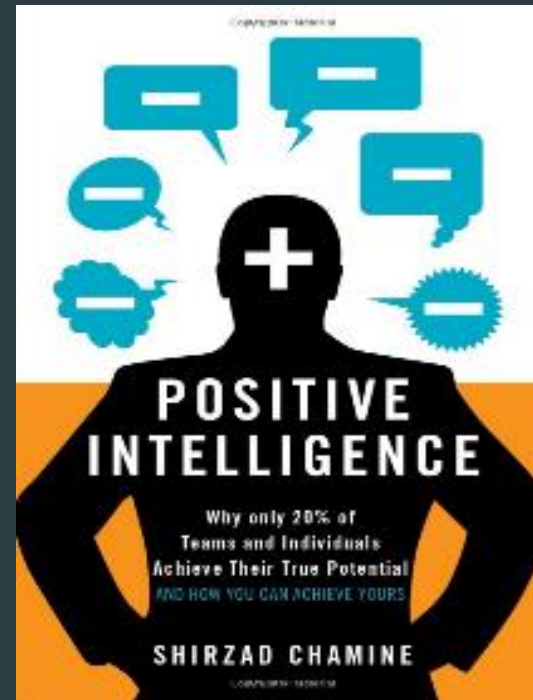
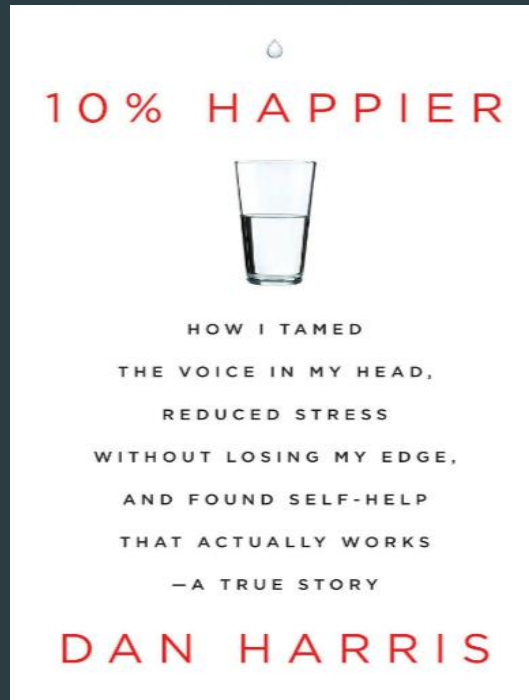
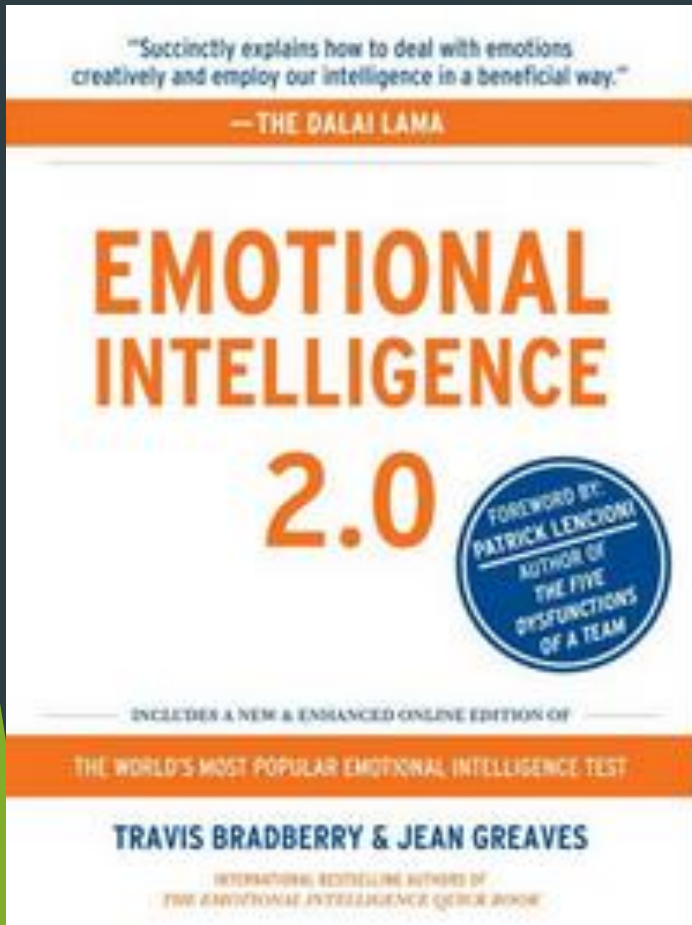
It is now 3:39 PM. Can you ...

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“Anyone can become angry - that is easy, but to be angry with the **right person** at the **right time**, and for the **right purpose** and in the **right way** - that is not within everyone's power and that is not easy.”

Aristotle

EQ Resources



The Dirty Little Secret



bollybites





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