

Emotional Intelligence Secrets

Crystal Jonas



CRYSTAL JONAS

EMOTIONAL INTELLIGENCE SECRETS

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AUTHOR BIOGRAPHY

International consultant, coach and author Crystal Jonas has been helping clients leverage their emotional power and become more productive and profitable for over 20 years.

As an Assistant Professor at the U.S. Air Force Academy, in Colorado Springs, USA, for seven years, she taught communication, persuasive speaking and leadership principles.

Since starting her company, Tap Your Genius, Inc. over 10 years ago, Ms. Jonas has helped tens of thousands of people all over the world raise their emotional intelligence so they can have more gratifying personal relationships and be more productive and profitable professionally.

Every year, Ms. Jonas delivers over 140 programs world-wide to companies who want to improve how well their employees communicate so they can gain the competitive advantage in this global economy.

“Engaging, enlightening and inspirational” are terms her clients have used to describe her highly interactive, experiential programs.

Participants who attend seminars with Ms. Jonas come away with clear action plans that they can immediately implement to improve the quality of their interactions and results. Because her programs are participant-centered and tailored specifically for each client’s unique interests and concerns, her clients receive maximum returns on their investment and happily bring Ms. Jonas back for multiple engagements.

Crystal Jonas’s services include: Interactive seminars ranging from half-day to several days, consulting and coaching. Coaching services can be done in person, or remotely, one-to-one or tailored for small groups.

Among her publications are: 6 books and 4 CD programs.

Her most popular programs are

“Social Savvy: Advanced EQ Principles All Successful Professionals Know”

“Inspirational Leadership”

“Transformational Leadership”

“The Power of Purpose: The Art of Living in Excellence”

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To sign up for free success tips, go to <http://crystaljonas.com>



1 WHAT EQ IS, AND WHAT IT CAN DO FOR YOU

1.1 WHAT EQ CAN DO FOR YOU

Have you ever known someone with a great work ethic, who cares about quality, and is committed to getting better each year yet seems to be under appreciated and rarely rewarded while this person's co-worker, who is no more hard working, qualified or caring gets recognition, appreciation and promotions?

Perhaps you are the person who has been overlooked at work. How is it possible that some people soar to great heights of success both professionally and personally, while others struggle for a fraction of the rewards of others around them?

If you've ever wondered why there could be such a difference in how people are treated, you are in good company. Over many years, sociologists, psychologists, and biologists wondered, what is the key difference that makes a few people so successful, while some people must work much harder for rewards?

Finally, researchers solved the mystery and discovered that your level of Emotional Intelligence, measured by your emotional quotient, or EQ, is the #1 predictor of your personal and professional success.

You can navigate through life with much greater ease the higher your EQ is. In fact, it helps you tremendously in all of these areas and more:

- Be less impulsive
- Control your temper better
- Cope more effectively with stress
- Speak up for yourself with confidence
- Let someone know when you're feeling uncomfortable
- Set clear boundaries with bullies
- Be more positive about yourself
- Make better decisions
- Get yourself motivated and maintain momentum
- Interact better with others
- Positively influence people
- Be emotionally resilient

High EQ will enhance your professional and your personal life. No matter what challenges you have faced in the past, no matter what mistakes you may have made up to this point, nor how long you have waited to cultivate a higher level of EQ, you can start right now, from wherever you are in life, and begin building high EQ. Read this book, follow the advice, and you will find your life deeply enriched and rewarded.

1.2 WHAT DOES EQ COVER?

According to Daniel Goleman, psychologist and prolific writer on this topic, there are four parts to EQ:

1. Self-Awareness
2. Self-Management
3. Social Awareness
4. Relationship Management

Self-Awareness is your skill to:

- Recognize your emotions when they arise
- Tell your emotions apart (for example, embarrassment is not the same as disappointment)
- Know why you're feeling these emotions
- Understanding the impact your emotions have on others around you

Self-management includes your capacity and willingness to:

- Control your emotions so they do not take over your behavior
- Bring the right emotion in the appropriate intensity to the situation
- Be emotionally resilient
- Motivate yourself

Social Awareness covers your skill to:

- Identify, articulate and appreciate others' feelings
- Express without judgment your understanding of how the other person feels
- Show interest and concern for others

Relationship Management involves how well you:

- Recognize different communication styles in others, and address them in their preferred style
- Notice the mood in a group and adapt appropriately
- Build connections with others who may be quite different from you
- Motivate and inspire others

1.3 HOW IS EQ DIFFERENT FROM IQ?

IQ measures how well you learn facts and figures. If you learn quickly, are good in math, logic and analyzing, you likely have a higher than average IQ. Think of your IQ as being what's called "book smart." In "American Psychologist" in an article called "Intelligence, Training and Employment," Richard K. Wagner summarizes extensive research that reveals IQ accounts for only 4 to 9 percent of success on the job. This means other factors determine between 91 and 96 percent of job performance.

EQ measures your ability to understand not only your own emotions, but the emotions of others. It reflects how well you manage conflict, get along with others, and motivate yourself and others. Research suggests that the higher one's EQ, the more they can help raise profits at work because not only can they motivate themselves to work more productively, they can inspire others to work better in teams. EQ can count from 27 to 85 percent of your success both in your professional life, and your personal life.

Your level of EQ is your #1 predictor of personal and professional success, and it accounts for up to 85% of your success.

1.4 CAN QUIET PEOPLE HAVE HIGH EQ?

Of course, quiet and introverted people absolutely can have high EQ! Sometimes, one's level of EQ is confused with their personality traits. You might have the traits of being quiet, thoughtful and reflective, while a good friend of yours might be boisterous, talkative and spontaneous. You can both have high levels of EQ.

1.5 CAN YOU LEARN EQ?

If you are willing to learn it, the answer is yes, you absolutely can! And just like with any subject, you'll remember that it's one thing to learn the topic, and other to apply it consistently.

Here's your checklist for learning EQ:

1. Get respected sources on the topic
2. Apply what you've learned
3. Notice what works and what doesn't when you are trying these new skills
4. Use the "LBNT" (Like Best, Next Time) method of course correction
5. Try again, continually repeating from step 1.

The "LBNT" method of course correction is this: When you try a new behavior, ask yourself "What did I like best about how I handled that situation?" "What would I try differently next time?"

1.6 ARE WOMEN AND MEN EQUALLY GOOD AT EQ?

The answer is, it depends. It depends on what aspect of EQ you're considering. Women and men can rate equally well in EQ, however, women tend to have a slight edge in one aspect of the discipline, while men are stronger in another.

In his blog, Daniel Goleman explores these differences. He notes that while these conclusions are in general, women hold a slight advantage when it comes to being more empathetic than men, men pull ahead a bit when it comes to handling stress better.

The principle differences in these two strengths of empathy and dealing with stress might look like this: A woman sees someone in distress and would be more comfortable staying with that emotion and giving comfort to the person emotionally hurting. A man, on the other hand would look to stay more emotionally removed from the situation so that he could spend his mental energy finding a solution to help the person deal with their distress.

1.7 DO YOU SHOW SIGNS OF HIGH EQ?

Take this quiz to see how you rate when it comes to EQ. Are you in the elite group? Could you use some brushing up? Are you below the average and need to ramp up quickly?

As you read through this quiz, rate your answer to each question on a scale of 1 to 10 based on how much that description applies to you. If it is not even remotely like you, rate yourself a 1 on that question. If it is absolutely a spot on description of you, give yourself a 10.

As you answer these questions, write your numbers down on a scratch sheet of paper.

1. I readily recognize my own emotions and express them comfortably and appropriately, always in the right setting with the right people.
2. I quickly alter my focus so that I can bring about more empowering emotions in myself so that I can control my impulses easily and make wise decisions.
3. I can “read” the emotional states of those around me which enables me to connect authentically with them.
4. I adapt my behavior quickly and easily given the emotional mood of any room I enter.
5. I easily and respectfully articulate my understanding of another person’s perspective so they feel understood.
6. I comfortably apply flexible communication styles so that I can easily converse with another person regardless of their communication style, and even when it’s quite different from my own.
7. My life is completely absent of addictive behaviors, no smoking, overdrinking, overeating nor recreational drug use.
8. I address conflict quickly, respectfully and with confidence.
9. I am completely self-motivated, and start projects quickly and finish them quickly and well, without procrastination, and without needing a deadline from outside sources.
10. I ethically leverage social awareness to positively inspire others to consistently be who they are, at their best.

Now, add up your numbers and find your score on the “Rate Yourself” chart below:

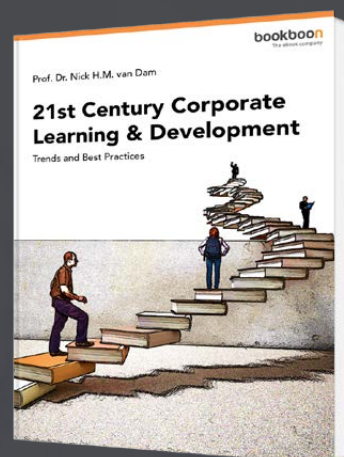
“Rate Yourself:”

If you scored points between:	Then...
90 and 100	Congratulations! Your EQ is extraordinary. Keep up your good work and your great example. Read through this book to confirm you are on the right path. And be sure to share the book with others!
80–89	Quite good. You’ll find ideas for further refining your EQ in this book.
70–79	Better than average, yet, imagine how much further you will be in your personal and professional life after you read this book and follow its guidance.
60–69	About average. Ask yourself, are you okay with average? And do your results so far accurately reflect your potential? Read and heed the advice in this book to surprise and delight yourself with how far you can go.
Below 60	There’s work to be done. And you are wise to begin with your EQ. You’re self-awareness is higher than you might have given yourself credit for, and extra points for being honest with yourself. Now is the time, and this is the place to begin boosting this vital quality of EQ.

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1.8 OVERVIEW OF THIS BOOK

The rest of this book will cover all four major aspect of EQ: Self-Awareness, Self-Management, Social Awareness and Relationship Management, as well as two additional chapters, Energy Management, and Influence, to help you quickly implement the best EQ has to offer so that you can start seeing measurable results in your life.

Chapter 2 will cover Self-Awareness, and here you will learn that first you need to cultivate “emotional literacy.” That’s your ability to identify and articulate your emotions. You need to first be aware that you’re experiencing an emotion and it will have an impact on your thoughts and your actions. And of course, your actions will lead to your results. So, if you don’t particularly love what’s going on in your life right now, you’ll want to get that “original awareness” working on your behalf, so you can start to make difference choices.

Chapter 3 is on Self-Management, where you will discover how to quickly control your impulses and deal with your emotions in a healthy way. If you have had challenges speaking up for yourself with confidence, you’ll be relieved to learn there is a subtle yet powerful way to set boundaries with people, even if you’ve been shy your whole life. Or, if you’ve gotten in trouble before because your blunt and to the point manner is misconstrued, you’ll find that you can be true to your direct nature, but still address people in a way that doesn’t shut them down.

Chapter 4 covers Energy Management, you’ll read about how to make sure you are bringing the right intensity to the moment. If you’ve had struggles in the past of using a great deal of energy procrastinating, for example, you’ll learn exactly what you need to do to focus your attention so your emotions pull you towards what you want with energy and excitement. You’ll understand three biggest energy draining sayings and how to regain your energy by rethinking your assumptions.

Chapter 5 addresses Social Awareness, where you will take away greater insight into how you are being perceived by others. You’ll learn the tiny amount of information on which your reputation is based, and why it’s to your benefit to care about how you’re perceived, and major credibility killers that inhibit your ability to connect with others and to be taken seriously.

Chapter 6 deals with Relationship Management, and here you will learn to pick up on the emotions, needs, and concerns of others so that you can cultivate a greater degree of social savvy. You'll recognize your "Point of Power" and how that helps you not be hurt by harsh comments. Additionally, you'll discover why you can be happy about the fact that there are difficult people in the world.

Chapter 7 concludes with Influence and addresses how to apply what you know about EQ to inspire others to be who they are at their best. You'll learn five basic human needs to feed so you connect meaningfully with others. The most successful people in the world are multipliers. That is, they bring out not only the best in themselves, but the best in others. This final chapter will help you become a multiplier.

2 SELF-AWARENESS

2.1 THREE BIG CLUES THAT YOU COULD BENEFIT FROM GREATER SELF-AWARENESS

How are you supposed to tell if you need more self-awareness if you don't have self-awareness? It's a puzzle, isn't it? Not sure if you need more self-awareness? Look at these big clues that let you know:

#1 Your results in your personal and professional life are not worthy of your potential

#2 You carry stress-induced physical tension in your body

#3 You get consistent feedback from others that you come across as: angry, unsure of yourself, unapproachable, impatient or any other adjective that doesn't serve you well

Pay attention to how you respond to each of these clues. What goes through your mind when you consider if your results so far are worthy of your potential? For many people, this point poses many problems. They feel uncomfortable by it. Which, as you may have guessed, is a sure sign that the answer is no, and that they probably need more self-awareness!

How do you explain the reasons you aren't further along in your career and developing closer personal relationships? Before you read further, think this through.

Did you start thinking about the challenges you've faced in life? The fact that you have not had the advantages others have had? You haven't had the money or the upbringing or the advantages others have had, so of course, they'd be further along.

How you respond to this first issue: Whether or not your results reflect your potential, will give you deep and profound insight into your own self-awareness.

Psychologists say that when people are successful, they credit internal reasons, such as, "I'm smart, I work hard, I'm persistent." When people fail, they blame circumstances outside of themselves, such as bad luck. Yet, when they see other people failing, they credit internal reasons, "They're not sharp enough, they're lazy, they quit easily." And when others succeed, people tend to look at them and say, "That's good luck or unfair advantages." In other words, others are successful owing to outside factors.

The very next time you start thinking about your successes or failures, or those of other people, notice how you explain how they came about. This is your first step in becoming more self-aware.

2.2 THREE QUESTIONS TO ASK YOURSELF TO GET ON TRACK QUICKLY

Answer these questions when you have time to ponder the deeper answers:

“Who am I?”

“What do I want?”

“What does it take to get it?”

In the 20-plus years I’ve been a consultant, coach and keynote speaker, I’ve lost count of the number of times a client has come up to me and said, “Crystal, I just don’t think I’m perceived the way I’d like to be seen.”

When I say, “That’s troubling. How would you like to be perceived?” They don’t quite know how to answer.

You need to know fundamentally who you are if you want to quickly raise your EQ and reap the boundless benefits that results. Let’s cover an important point about answering this question for yourself. Begin with your foundation. And this, of course, would be your values.

Keep your values clear and in the front of your mind so that you will be guided to profound success while staying true to what’s most important to you.

As you continue to read and learn more about how to raise your EQ, more than once, you’ll be tempted to think: “Well holding my temper and my tongue can be difficult, so why even bother? Besides, that other person was so very difficult, it’s understandable I would blow up.”

Yes, you’d be right; some people are so difficult that they do negatively influence people around them to behave in the most unattractive ways. But, ask yourself, how do your values guide you? Do your values hold that you behave appropriately only when the other person is as calm as you? And if they are more difficult than average, you get to respond the way they are behaving?

When you keep your values in the front of your mind, instead of vague and forgotten ideas in the darkest recesses of your mind, you will be more clearly guided and more self-aware of how to behave in even the most challenging circumstances.

2.3 HOW DO OTHERS RESPOND TO YOU?

Just about everything of any real value in this world involves your relationships with others. Are you coming across in the way you intend?

Companies often send their high potentials to me for some fine tuning when their employees have great job-specific skills, but need some polishing up in people skills. Often, these employees think everything is fine because they do the mechanics of their jobs so well. Sometimes, people believe if you don't work in a team, who cares if others like you or not?

Across the globe, here's the way it goes: Everyone works in a team. Even if you get to commute from home, sooner or later, you will be interacting with others. And the way they feel about you will determine how stress-free or stressful your life is, how far you advance in the company, and how long you get to keep that job.

I once had a client that was sent to me for coaching because his people skills were not where they could be. "I don't know why they care," he began, "I do my work just fine, never miss a deadline, and get the project done right the first time. They think I'm unapproachable and I like that. If they saw me as open and friendly, they'd be talking to me all the time and I wouldn't get any work done. So this impression works for me."

Do you know anyone like this? Are you yourself seen as unapproachable and that's okay with you because you can get more work done if everyone just leaves you alone and lets you work?

You may be thinking, "This is just the way I am, they can take me or leave me." Unfortunately, you need to know, they could very well leave you. Countless research proves that people would much rather work with people they like than people they find unapproachable, even if those unapproachable people are smarter than average.

Yes, you read that correctly. People prefer to work with people they like. The man who said that his approach worked because people left him alone is missing a valuable point. The reason he was sent to me is that his career has derailed. He could be moving up in his career or at least secure in his position if he tunes in to the fact that others don't like working with him and applies the ideas in this book.

Save yourself from career derailment by noticing how people respond to you. Do they include you in meetings, ask your opinion, and invite you to lunch? The more people like you, the further you will go.

2.4 HOW WOULD YOU FEEL?

Let's say that you have a meeting this afternoon. Your boss is leading the meeting, and your entire department will be present. Naturally, you review the agenda, and note that you won't need to make a presentation at this meeting.

However, once you're in the meeting, the boss turns to you and asks you a question. You really dislike being called out like that when you haven't had a chance to think about the question. You like to reflect before you answer. The boss interrupts you three times as you try to respond, because apparently, you aren't getting your thoughts across as quickly as he would like you to.

How do you feel?

Angry? Embarrassed? Disrespected?

One of the key factors in Self-Awareness is your ability to recognize your feelings, to know what actions influenced your responses, and to be able to understand the ways your emotions are impacting those around you.

Emotional Literacy is your ability to identify and articulate your emotions.

What we know about memory can help you manage your emotions better. Have you ever been frustrated because you meet someone new, find them interesting and engaging, and then just moments later you realize you've forgotten this person's name!

It's not that you've forgotten the name; memory experts would tell you that you never caught the name in the first place. You didn't have "original awareness" of the name. So therefore, you can't manage that information, such as doing what you need to do to store the name in long term memory.

Emotions are similar in that if you don't have "original awareness" of an emotion, you cannot manage it. It will go on to influence you just the same, possibly in embarrassing ways, so there will be an impact on your behavior, but you need to be aware that you are experiencing emotions, and what they are if you want to manage them to your benefit.

2.5 WHAT YOU DON'T KNOW CAN HURT YOU

Because your emotions can be so powerful and lead you to virtually instant results, not always to your benefit, you'll be well served to cultivate two powerful insights into your behaviors.

First: What are your trigger points, pet peeves, and annoyances?

Rest assured, it's not a character flaw that there are things you just don't like. What you do need to know is that some emotions and responses work so quickly, that if you aren't prepared even before they arise, you're already too late to stop them.

Here's an example of how this works: Let's say that someone speaks to you in a way you can't stand, for example, this person not only yells at you, but yells at you in public: Here's what your body will go through: Adrenaline rushes through your blood stream, your heart beats faster, respiration increases, blood pressure goes up, skin temperature rises, and sugar is released into your blood stream.

Sound familiar? That's right! That's the fight or flight syndrome. Now, if your body is going through the automatic physical response of "Punch this guy or run like the wind" how do you think you're likely to respond? You're right again! You're likely to behave quite aggressively or defensively. Unfortunately, neither is likely to help you feel good or look good.

If you perceive a threat to your ego, you will experience the fight or flight syndrome!

You benefit by acknowledging your trigger points now because this preparation will help you recognize challenging situations in the future so you can plan a more calm and level-headed response that's consistent with your values.

The second insight to be aware of is this: "How do your emotions impact others?"

Your emotions influence others whether you intend to or not. Note, by the way, that influence isn't the same as control. You can influence people to do what you want, but you can't make them.

Here's the problem: too often, people fail to notice how their moods impact others around them. When you feel upset, you might not notice how others want to move away from you. Or, just as bad, they might want to be closer to you to see how poorly you behave. Neither of these responses is good.

Imagine this, it's Friday night, and your best friend is picking you up for dinner and she's buying! You've looked forward to this all week and you're eager to go out and have some fun.

Just one problem, your friend arrives at your place and she is in a foul mood. She's had the most difficult week on record. Here's the question, whether or not she chooses to talk about it, do you think her mood will impact yours? Of course it will. Don't you just hope she gets over it quickly, so you can go have some fun? Of course you do.

And this is someone that you really care about! You just hope she gets over it.

Now, imagine how uncomfortable people at work feel when you're out of sorts. They are not your best friends, and they don't extend to you the same level of loyalty we extend to dear friends.

Bottom line: Your emotions are showing and telling people volumes about who you are. Are you coming across intentionally and in a way that's congruent with your values?

2.6 STEPS FOR RAISING YOUR SELF-AWARENESS

1. Write down the emotions you experience on a regular basis, for example: anger, joy, disappointment, sadness, contentment, anxiety.
2. Note what circumstances precede these emotions, for example: are you with a certain person or people? Are you in a particular situation, such as a meeting, or a combination of these?
3. Observe strong physical responses: such as tense shoulders, grinding jaw, clenched fists. It could be that you aren't even aware you're carrying a negative emotion until you notice the symptoms of stress.
4. Self-talk, be aware of what you tell yourself about what you're observing. The stories you tell will impact your behavior.

Remember that being aware of your emotions is the first step towards managing them.

3 SELF-MANAGEMENT

3.1 AVOID EMOTIONAL HIJACKING

Have you ever been in a situation where you felt someone was being shockingly rude or unfair to you and before you know it, your response is out of control and certainly out of character?

You may have been the victim of an “amygdala hijacking.” Your amygdala is called the emotional center of the brain. It helps you process emotions, and helps you feel empathetic with people. In short, you definitely want your amygdala, and you definitely want it working for you.

What’s the amygdala hijacking? Normally, as you go through your day, your cortex, the thinking part of your brain, takes in messages from your senses, and lets you know how to behave accordingly.

However when you’ve experienced an intense emotional event, call this an IEE, something different happens in your brain. At this time, the thalamus, which is like your brain’s traffic cop, sends the information directly to your amygdala, by-passing your cortex.

The thalamus does this same emergency dispatch response when you’re being chased by a tiger, which is helpful when evading wild animals, but not so helpful when someone is just being rude to you.

You’re now in the fight or flight response and your behavior will be one or both of these: defend yourself and attack the attacker. Suddenly, vigorously and with emotional intensity, your body will do what your brain thinks you need to do to protect your ego.

Sure signs you’ve experienced this emotional hijacking:

Your response was overkill, way out of proportion to what the event called for.

It came on suddenly, as though you’re having an out of body experience and thinking, “I should probably shut up, but I can’t!”

When you look back and reflect later, once the IEE is over, you’re embarrassed by how you behaved, or worse, you feel you need to justify your behavior by retelling the story to 200 of your closest friends.

3.2 CONTROL YOUR IMPULSES QUICKLY

As you read in Chapter 2, if you're going to control and manage your emotions, you must first be self-aware of what those emotions are, and what your trigger points are. Your trigger points are people and or circumstances that you've not handled well in the past.

Since your body will go through fight or flight, responding to a threat to your ego exactly as it would a threat to your physical body, and the entire fight or flight response takes less than one second to kick in, you need to know beforehand not only your personal danger zones, but what you will do to manage your emotions when you find yourself in those situations.

Take back control of your emotions by implementing any number of these suggestions:

Breathe deeply – helpful because in fight or flight, your oxygen is going to your limbs, and you want to return a lot of that to your brain so you can think more clearly.

Drink water – a doctor mentioned this helps because the body perceived that the only reason you'd be pausing to take a sip is if the threat had past. So you're tricking your body into thinking all is well again.



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Do long division in your head – please note, this is not the old “count to 10” idea. For this to work, you need to activate more of your left brain hemisphere. Counting to 10 doesn’t require any effort, so chose something that causes you to think logically

To go to the logical side of your brain and slow the hijacking response, you can also count backwards from 100 by 7’s as in 93, 86, 79. You can also say the alphabet or spell your address backwards.

Remind yourself of your values – people might expect that other person to get into an argument, but what do people expect of you? Isn’t the standard higher for you?

There is no “time out” for free will. If you have it, you have it always.
So, no one “makes you” do anything. You have choice.

To keep control of your emotions, remember you have the ultimate control over what you chose to do. Dr. Stephen Covey, who brought the world the classic best-selling book “The Seven Habits of Highly Effective People” reminds us to exercise “Integrity in the moment of choice.”

To follow Dr. Covey’s guidance, you must first know what your values are, so you demonstrate integrity by staying true to your values, and second, recognize that your response to someone else’s behavior or an unfortunate circumstance is, in fact, your moment of choice.

3.3 SET BOUNDARIES WITH OTHERS, EVEN IF YOU’RE QUIET OR SHY

Just because you are holding yourself to a higher standard doesn’t mean you aren’t allowed to speak up on your own behalf. I would encourage you strongly to be assertive so others treat you appropriately.

In the past, you may have held your tongue and not expressed your discomfort with others because you were raised to be agreeable, and you don’t like to rock the boat, or perhaps, you just haven’t learned a way to speak up that feels right to you without coming across as whiney or pushy.

Use the “Triple A” method of setting boundaries with people. These A’s stand for “Acknowledge, Address, and Ask.” Let’s take them one by one.

Acknowledge your feelings. For example, you can say, “I felt embarrassed.”

Next, Address your take on the situation: “When I was talking, you interrupted me three times.”

Finally, Ask for what you want. It could be as easy as this: “Next time, please let me finish my thought.”

Of course, how you say something is as important as what you say. So be sure to look someone in the eyes when you talk with them, stand if they are standing, hold yourself with upright posture and speak clearly.

Additionally, context is king. Choose the right setting, and make sure you talk to this person as quickly as possible. Don't hold it in for a week while you think about it! It will eat away at you, and they will forget all about it. If you bring it up too late, it might seem that you're being petty or passive to let something bother you so long without addressing it.

To disagree without being disagreeable, chose your words carefully.
Instead of saying “I disagree, say, I see it differently.”

3.4 ACTIONS TO FOCUS ON TO DIFFUSE CONFLICT

When egos are at stake, people get stubborn and logic goes out the door. So it goes with conflict. To help yourself and the other person to handle the situation with more emotional maturity, follow these guidelines.

Focus on the problem, not the person. Avoid especially name calling, this includes telling someone their behavior was rude. That will sound like you're saying they themselves are rude.

Vocalize your feelings. Emotional literacy is that ability to recognize your feelings and to articulate them.

Don't insist on being totally right. You might be very good at being right. In fact, in the past, you may have collected dozens of reasons as to why you're right, and you're going to present all of these reasons right now. Just keep in mind that to sway the argument in your favor, you only have to be 51% right! This leaves you room to comply with the next guideline which is to

Give a little. If you are 51% right, they can be 49% right. It sounds like this: “You know, you're right.” Or “You have a good point there.” Imagine the good will you elicit, not to mention the credibility when you tell someone they have a good point!

Look for resolution, not to place blame. Remind yourself of your goal, is it to be right, or to move forward?

And finally be willing to walk away and regroup. If emotions are getting out of hand, you can always use a walk away script which might sound like this, “I’ve had a chance to think this through and you’re hearing about it for the first time. Let’s regroup and talk again after lunch.” Or you might say, “This isn’t going as well as I’d hoped, let’s take a break and talk again in 20 minutes.”

3.5 WATCH WORDS TO BE WARY OF IN TIMES OF CONFLICT

People become much more sensitive in times of conflict. Remember this is absolutely natural and understandable and people will go to great lengths to protect their egos. The two biggest responses to conflict are to become defensive or aggressive. Neither makes you look good nor feel good.

To help you speak respectfully and to avoid conflict getting worse, pay close attention to your word choices. Here are six words to watch for and why:

You – this is not to say you can never use the word “you.” You just want to be mindful of the context. When you say it are you coming across as though you’re placing blame on the other person? Don’t expect them to agree with you!

Can’t – did you know that when hostage negotiators go through training, they aren’t taught to avoid certain words as they are inflammatory. And guess what, can’t is one of those words! It seems the minute you tell people what they can’t do, it’s all they want! So just avoid it completely.

Should – you don’t even like to say this word to yourself, “Well, I really should chose a salad, or work out today, or call my mother” when you know you’re not going to do it. So, don’t even bother telling other people what they should or should not do.

But – you’ve heard that this word negates whatever comes before it. People feel set up when you start to tell them something, and then shift directions by saying but. It makes it hard for them to trust you.

And finally, 5 and 6 are Always and never – to be effective when handling conflict, it's important to be as logical as you can. If you're telling someone they always do this, or never do that, all they need is one example where you are wrong and they will focus on that. Stay clear of these absolute words.

3.6 TOO DIRECT? HOW TO REMAIN TRUE TO YOUR NATURE BUT STILL BE HEARD

If you're someone who has been accused of being too blunt, you may wonder how to speak up in a way that others will listen and not tune you out. Here's a process that will help you be influential in times of conflict. It's called "The EASY Script" and I first heard about it from Dr. Casey McNeal.

Remember it like this: Express, Address, Say, Yes

First, you'll want to express your feelings. You can say, for examples: "I'm concerned" or "confused," or "uncomfortable." I would strongly dissuade you from telling people that you are angry.

Second, address the situation. Believe it or not, this is the hardest part! To make it easier, just know that here you put in facts only. Just facts, no opinion. This is harder than it sounds, but becomes easier with practice.

In sticking with facts, be sure to differentiate in your own mind what really happened from how it seemed to you. Be precise to help diffuse conflict and manage your own emotions.

Instead of telling someone: "You didn't say that." You can say "I didn't hear you say that."

The S in the EASY script stands for say, as in say what you want them to do. Did you know that the #1 reason people don't do what you want is that they don't know what it is? And by the way, the second reason is they don't know how to do it. Make it easy for people to be successful with you by telling them exactly what you want them to do.

And finally, the Y in the EASY script is ask a question which gets a yes or no response. It could sound like this: "Is this something we can agree on?" or "Is this something you're willing to do?"

3.7 NEVER AGAIN TELL PEOPLE AT WORK THIS!

While it's vital for emotional maturity to be articulate about what you're feeling, with the strongest urgency, I caution you to never again tell people at work that you are angry!

Let's look more closely at this warning, and examine why it's so important to you to heed the suggestion.

First, "never again" tell people. You've probably said many times at work that you're angry. Understandable, just don't tell them again

The next part references specifically, people at work. Can you tell your closest friend you're angry? Sure, if that helps you get past the anger to find out what's really bothering you. How much do you enjoy being around people who are angry? Not at all. Don't be the person that brightens a room by leaving it!

And finally, watch the use of the word angry. Anger is considered a masking or a secondary emotion. You're not really something called angry, you're feeling left out, or embarrassed, or disrespected. So, as an emotionally literate person, you want to be more precise in sharing your feelings.

Self-Management is foundational to bigger and better success.

To capitalize on all the ways emotional intelligence can support your success, know that you must have a handle on your own emotions before you connect meaningfully with others.

4 ENERGY MANAGEMENT

4.1 LEVERAGE EMOTIONAL ENERGY

In their popular book “The Power of Full Engagement,” authors Jim Loehr and Tony Schwartz write that energy, not time, is your primary resource. They go on to mention four main kinds of energy: mental, physical, spiritual and emotional. Here, our focus is on getting you to leverage your emotional energy.

The surprising truth about emotions is that not all so-called ‘good’ emotions are good, and not all so-called ‘bad’ emotions are bad.

Consider this. Joy is what you’d call a good emotion, yes? It feels good; it tends to positively influence people around you. However, have you ever noticed that just sitting around thinking positively isn’t enough to accomplish anything meaningful? There’s nothing wrong with feeling happy and satisfied, that’s certain. However, you need more than a good attitude and happy thoughts to move forward.

Now let’s look at another emotion that you’ve experienced in your life: anger. Yes, you know that anger is a masking emotion, however, you have told yourself at some time in the past that the emotions you were feeling was anger, correct? And, have you ever gotten so fed up with a situation that you said to yourself: “Enough! No more will I put up with this!” As a result, you changed your behavior and this led to a new and improved result.

If you leverage the energy that comes with emotional intensity, you can avoid what I call “the complacent frog syndrome.” Rumor has it, if you place a frog into a pot of boiling water, it will immediately hop out. But, if you put it into a pot of room temperature water, and slowly bring up the heat, it will stay until it can no longer save itself.

It’s possible to get complacent, and not realize that the environment around you is becoming intolerable. This may have happened in the past, and you have felt powerless to make a change and to act on your own behalf. Making a change, hopping out of the pot, takes energy. Few feelings sap your energy faster than the feeling of hopelessness.

In this case, it’s possible that you can turn your anger into a refusal to settle for less than you are worthy of. You can turn the energy that comes from being fed up into the energy to move and change your situation.

“Eustress” is a positive form of stress, for example, when you accomplish well work that you find challenging.

When you are leveraging your emotions to serve you best keep these three ideas in mind:

1. The right emotion
2. The appropriate degree of intensity
3. For the right amount of time

Even intensely beneficial emotions will burn you out if you keep up them up for long periods of time.

4.2 USE YOUR EMOTIONS TO BLOW PAST THE INERTIA OF PROCRASTINATION

Where attention goes, energy flows.

Imagine for a moment that you’ve been procrastinating on something you feel you want to do, you should do, and you must do. Yet, you just keep not doing it.

Why do you do that, and how can you apply what you know about developing a higher EQ that will help you stop procrastinating and do what you really want to have finished?

It’s not a character flaw to take the path of least resistance, to do as little as possible. In fact, this is human nature, so you can save yourself some emotional energy by not beating yourself up about this.

Just about everyone who is now good at blowing past procrastination has at one point been stopped in their tracks by it. Learning to take action quickly is a skill, you can learn it, and you can read about right here.

To move towards what you want with energy and excitement start here:

Know exactly what you want in great detail. Thinking “I want to be rich and thin” won’t work. If it did, the world would be full of wealthy, skinny people. That affirmation just isn’t specific enough. Add as much detail to what you want as you possibly can.

Know why you want it. And here's where your emotions come into play. Knowing why you want something is as important as knowing what you want. Your "big, fat whys" or as I call them, your "BFWs" will be the intensity you need to get you excited enough to believe and even to know that you can get what you want.

The #1 key to financial advancement is "long term perspective."

According to Dr. Edward Banfield, professor emeritus of Harvard University, who spent more than 50 years studying what made some people financially successful while others struggled, the main difference in how successful one will be is "long-term perspective." The further you can think into the future about how your choices will impact your life, the more likely you are to make decisions you'll be happy about in the future.

Fold time: Imagine your future self is living with the results of the choices you are making now. Put your future self right in front of you, right now. Have this person you will become guide you on the best decisions to make.

4.3 THIS FIRST ENERGY-DRAINING SAYING MAY SURPRISE YOU

As a consultant, I get to meet people all over the world, and I've noticed how often some are misguided by what they believe will make them successful.

One of the biggest misconceptions and energy-draining sayings is "I'm a hard worker."

Now, there's nothing at all wrong with working hard. Success depends on it. However, this saying puts your energy and attention on effort, and that's not what gets rewarded.

The universe does not reward hard work, it rewards recognized results.

Think of how much emotional energy you've put into effort, irrespective of results.

The next time you're tempted to tell people you're a hard worker, think about Sisyphus, from Greek mythology. Sisyphus was cursed for all eternity to roll a tremendous boulder up a mountain. And what did it do when he got it to the top of the mountain? It would roll down. And what would Sisyphus have to do? Roll it back up. See why hard work in this case is a curse?

There's no reward, no purpose, just hard work for the sake of hard work.

Imagine how this mentality would sap a person's energy.

Let's give this tragic story a spin to produce positive emotional energy. What if, when Sisyphus gets his boulder to the top of the mountain, it's broken into stone, so it can be used to build a community with a school, and a hospital and a place of worship? Now, every bead of sweat that drips from his brow will be exhilarating.

And one day, you're hiking up this mountain and you see him pushing a boulder and you say, "Sisyphus, what are you doing?" He's not going to say "I'm working hard." He's going to say, "I am building a community."

Hard work is not your goal, it is simply a likely by-product of a worthy mission accomplished.

4.4 YOUR SECOND ENERGY-DRAINING SAYING IS "I DON'T HAVE TIME."

This is what people tell themselves so they don't have to face the truth. And the truth my friends is that you have the same amount of time as anyone else.

Often, when people chose to procrastinate, or to not do something at all, they tell themselves it's because of a lack of time.

How about saying this to yourself instead: Instead of saying "I don't have enough time." What if you were to say, "I chose not to make that a priority."

Now, I'm not suggesting that when your boss asks you for your monthly report you say, "Actually, I don't have it. I chose not to make it a priority." One must exercise judgment, after all.

However, do you see how saying this phrase to yourself will help you? And it will help you in one of two significant ways.

You'll finally reconcile that this is a conscious choice you've made, and you can stop spending any emotional energy on feeling guilty for not doing this thing you haven't done. Just think about how you can use all this new-found energy!

You may actually think: “I cannot believe I’m choosing not to make this a priority. Enough! I am now making this a top priority.” This could be just the kick you need to act deliberately and consciously on your own behalf.

Priority management seminar in 25 words or fewer: You’ll never have enough time to do everything. You’ll always have time to do something. So, the only thing that matters, is: What’s the something?

4.5 YOUR THIRD BIGGEST ENERGY-DRAINING SAYING IS “SOMEONE MADE ME”

I encourage you to start noticing when other people say things such as “The traffic makes me angry.” Or “She (or he) makes me mad.” You’ll be astounded by the number of times you’ll hear this in a day, and even coming from the same person!

For many years, I’ve been delivering to companies and agencies seminars in a program I call “Emotional Intelligence the Easy Way.” At the beginning of that program, I ask the participants to take a piece of paper and write down as many things as they can think of that they are happy about.



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After they write for a few minutes, I ask them to share those items. And then I ask, “What did I ask you to do in that assignment?” Fewer than five per cent of the class ever gets the wording right. Most people will guess that the assignment was to write down what “makes” them happy. I’ve tried this all over the world, by the way, as I have spoken in several different countries. Same result all over.

Next time you’re tempted to say that someone is responsible for your emotions, say this instead, “This person did this, and I chose to be mad.” Again, be careful to whom you announce this! I encourage parents to say this in front of their children, as children will quickly pick up on the fact that one’s responses are within one’s power to control.

You’ll be astonished at how quickly you rethink your choices when you say out loud, even if only to yourself what response you are choosing.

4.6 THREE GREAT RESOURCES THAT YOU ALWAYS HAVE AVAILABLE

Anytime you wish to draw on these resources, they are ready for you:

Your Values

Your Imagination

Your Emotions

Your values will guide you in making countless choices each and every day. And of course, the person you become and the results in your life will reflect those choices you’ve made. Note how often people put their lives on auto-pilot and wake up one day decades older, genuinely surprised that they never accomplished what they might have. Your values might include the commitment to be who you are, at your best.

A great man once said “Imagination is more important than knowledge.” Do you know who this great man was? Did you guess Albert Einstein? You would be right. He went on to say that “your imagination is your preview of life’s coming attractions.”

When you are making decisions in the moment, you’re wise to use your imagination to consider how happy your future self will be as a result of your current choices.

Imagine a better mood. When you're in a foul mood and want to snap out of it quickly, ask yourself and answer this question: "How would my life be better if this didn't bother me right now?" Asking a better question focuses your subconscious, which acts like an internal Google search. It will have you thinking about all the ways your life is great!

Your emotions have the power to stimulate energy and excitement that will sustain you even through the challenges that are inevitable as you work towards long-term goals.

Use each of these resources every day. They are powerful, they are free and they are unlimited.

4.7 BE EMOTIONALLY RESILIENT

Picture that each day, you are given a full tank of emotional energy. Each and every day, that tank must last you through the entire day. Tomorrow, you get a fresh tank of emotional energy.

If you picture that your emotional energy has limits, it will help you make more deliberate choices. For example, you could choose to be furious about something that happened in the past. At the end of the day, that person is still a jerk and your energy tank is empty.

Anger is expensive; indifference is free. How will you spend your emotional energy?

Let's say that you're driving to work, and some aggressive driver cuts you off on the freeway, and you choose to be mad. That will burn some emotional energy. You think about it all the way to work, more energy gone. You talk about it to several people at work; you draw from the tank again. You find that you're so upset about this your energy is tapped out before you even get home.

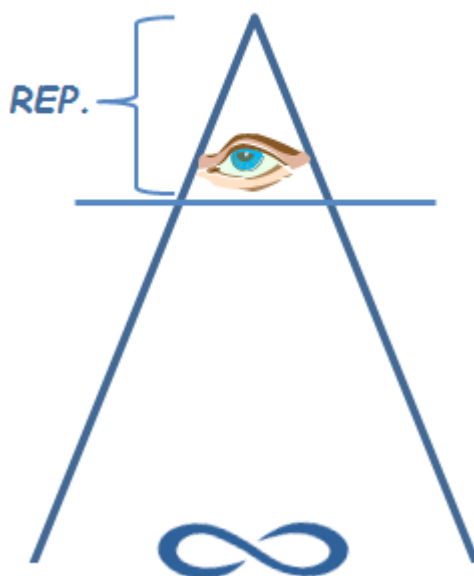
Consider that there's an opportunity cost to negative emotions, whatever they may be, it will cost you as you no longer will have that emotional energy reserve in your tank. Bad moods cost, and so does love, and meaningful work, and contribution. How much do these beneficial emotions cost? How much do you have? How about a full tank of emotional energy?

5 SOCIAL AWARENESS

5.1 HOW ARE YOU PERCEIVED BY OTHERS?

Do this exercise. Steeple your hands together, just touching your fingertips and holding your arms at a slant, so you create two sides of a triangle. Think of this structure as a bottomless mountain that represents you and your potential. It's bottomless because your potential is infinite.

Now, put your thumbs together, and you've created a little triangle at the top. Now, hold that little triangle to one of your eyes and look through it. See that little piece at the top, that proverbial tip of the iceberg? Well, that's how people see you.



So, while the entire structure is your character, who you truly are, and all you are capable of becoming, all people see is that tiny little tip of the iceberg. And that tiny amount of information at the top represents your reputation.

Here's what this means to you: Your reputation is based on brief snapshots in time, taken completely out of context.

What do you think of that? Is it fair? Do you care? When I ask this question in one of my Advanced EQ seminars, participants tend to go through a process like this:

First, they respond. “No, it doesn’t seem fair that there is so much to you, yet people only see that tiny bit at the top.” Second, “Well, maybe it is fair, because we only see that tiny part of them!” Finally, there’s some debate on whether people care or not. Sometimes, they say it’s important to care all of the time. A few will say, “Why care at all? You are who you are!”

5.2 WHY IS IT BENEFICIAL TO CARE HOW PEOPLE SEE YOU?

While it’s not my place to tell clients what to believe, I will remind them and you of this: Just about everything you can think of that you value in this world comes to you from the cooperation of others: your close relationships, your personal success, your professional success. So, perhaps you might want to care how people see you.

Companies often bring me in as a coach to work with their management teams in building and advancing their EQ. Recently, one of these managers said, “I’m struggling with this idea of caring how people see me. Do I always need to care? Are there limits to this?”

I’ll tell you, reader, what I told my coaching client. “This is the way I see it. As long as my behavior won’t contradict my values, I probably will care how people see me.”

Many studies prove that people would rather work with people they like than someone who might be more technically capable.

If people like you, they will help you. Your work will be easier and less stressful. You’ll be able to be more productive and you’ll help make your company more profitable as a result. A person who is likeable is significantly more valuable to a company than someone who has talent but is hard to get along with.

Since this issue often comes up in my seminars, yes, you are right, it is important that the likeable person can also do the work!

5.3 MAJOR CREDIBILITY KILLERS THAT INHIBIT YOUR ABILITY TO CONNECT WITH OTHERS AND TO BE TAKEN SERIOUSLY

If you’re looking to advance your emotional intelligence to the point where you can be a positive and powerful influence on others, you need to be aware of these three top barriers to your credibility:

1. Exhibiting anger
2. Complaining
3. Projecting

You'll note that #1 doesn't say that feeling anger is a credibility killer, but rather exhibiting anger is the problem. People like people that they're comfortable with, and they're not comfortable with others when they're angry. It is true, though, that there's a small part of the population that likes to see others get angry for the sensational factor.

The key is to note that some people are more comfortable with the high energy that might come with anger. Your goal will be to get better at reading people, so you understand if they would find your exuberant comments off-putting or just a sign of a passionate person.

Watch body language and facial expressions carefully as they will speak volumes about what people honestly think of you. I would urge you to err on the side of caution when it comes to demonstrating your anger and I would encourage you to temper your behavior so that you can preserve your favorable reputation.

Complaining is actually how good people become difficult. Remember the tip of the iceberg concept? Others see your behavior out of context, while you see the whole picture. Sometimes, your day could be so bad, that you feel you need to tell others about it.

Or, it could be that you have blown up in front of others, and now you feel it's time to explain your justification for doing so. By the way pay close attention to yourself if you start to justify your behavior. The more you talk, the more you know you really blew it!

When you've had a bad day, and acted out of that frustration, you want to tell people who witnessed your behavior the back story behind it. But please remember the next time you're tempted to tell people the rest of the story that they don't want to hear your B.S. Of course, B.S. stands for back story!

Please note: Apologizing for your behavior is different from justifying it!

"I apologize. I wish I'd handled that better." That's an apology. Launching into a 30 minute recap of how horrible your life has been lately is justifying your behavior.

How can you tell if you're moving into an unwelcome justifying pity party? Well, you could start out like this: "I apologize" and then you quickly move into "BUT..." or "It's just that..." When you hear yourself start adding to your apology, STOP! It's hard to be around complaining people, even when you like them!

Complaining costs a lot of emotional energy. Both yours and the person to whom you're complaining!

5.4 PROJECTING REVEALS SECRETS ABOUT YOU!

It's so easy to be critical of others. When you hear people go on and on about this or that awful person, pay very close attention to which traits they're criticizing, because you can learn so much about the person speaking! I call this phenomenon of repeatedly criticizing others "pulling a Dorian Gray."

Do you know the story of Dorian Gray? It's a book written by Oscar Wilde. Dorian is a young, rich, oh-so-attractive bachelor. He's got so much money he doesn't know what to do with it all. He decides to have his portrait painted and it magnificently captures the man and all of his classis good looks.

He looks at the portrait and thinks "I'll never be this young and good looking again." Later that evening, he makes a pact with the dark side. He will exchange his soul for eternal youth. His portrait will show age, but he will remain forever a perfect specimen.

Sure enough, as months turn into years, his portrait shows the ravages of time, but Dorian remains untouched. Not only does his likeness bear the graying hair and increasing wrinkles, it also reflects the man's character.

You see, Dorian no longer has any sense of responsibility. It doesn't matter what he does, nothing will change when he looks into the mirror. So, Dorian starts to misbehave, and as he does, his portrait becomes hideous. Dorian is at first, unnerved when his picture shows age and he's loathe to look at it, but when it reveals his character, he reviles it, and out of disgust, hides it away in his attic.

You see when he looks at the portrait, he's projecting the worst of himself on the canvas. When he looks in the mirror, he sees the reflection of imagined perfection.

So, when you think about those few people and you get a knot in the pit of your stomach, and you can't help but think of all of their character flaws the minute they come into your thoughts, you must ask yourself, "Is that my picture of Dorian Gray?"

People can learn a great deal about you by listening to how you speak about others. What qualities are you projecting?

5.5 ARE EMOTIONS CONTAGIOUS?

In a word: yes. Emotions are contagious. Here's why. It's because of mirror neurons. Have you heard of them? Here's what they mean to you. You have brain cells that, when you see someone frowning, will create the frowning neural pathway in your own brain.

And if your brain cells are firing off the frowning function, what do you think you're going to do? Of course, you'll frown. So you see, when you notice someone frowning for a fleeting moment, you create that gestures too. It's so fast and almost imperceptible it's called a 'micro-gesture.'

Why on earth would it be beneficial to you that emotions are contagious?

Picture this, tomorrow's your big day. You've decided you're going to have a discussion with your boss and finally ask for that raise.

You come into work, focused, determined and confident. You've rehearsed your speech a thousand times with each of your friends and family. You are ready!

The boss comes in. She's frowning, mumbling under her breath, and ignoring the "good morning" calls coming her way. Question: Do you still ask for a raise? Of course not! By the way, there are people who would still ask for a raise. And there's a term for this. It's called being "emotionally tone deaf."

Mirror neurons allow you to 'read' others behaviors so you can empathize and connect with them better. I've been called in to coach with employees who seem to be lacking in this ability to pick up on social cues.

"Emotionally tone deaf" people have trouble picking up on the mood of a room, and so they come across as behaving inappropriately.

5.6 MAKE SURE YOU'RE NOT TOTING SOMEONE ELSE'S BURDEN!

You come into work, focused and ready to accomplish major projects. You go to the break room to throw your sandwich in the fridge. You get back to your work station, and you realize that your purposeful intentions have turned into a foul mood.

What's up with that?

Because you are now more tuned into self-awareness, you're willing to take note of when you have a disempowering mood or emotion.

Ask yourself, "What's this I'm feeling?" And, "Where did that come from?" If you can figure out the source, write yourself a note if you need to address the issue at break and tell you subconscious mind to table the issue until a more appropriate time in the day.

If you can't figure out the source, here's what very likely happened. When you went to put your sandwich in the fridge, you might have caught a fleeting glance of someone in a bad mood. Your mirror neurons fired off what they saw and your body responded with the micro-gesture.

The good news is, you're probably good with empathizing with others. For now, just tell yourself, "That's not mine. I can let that go." And then, launch into your day.

5.7 IS YOUR SOCIAL GROUP HOLDING YOU BACK?

This could be a difficult section for you to read. It has to do with the people you hang out with the most. Likely, they are good friends.

Have you heard that you are the average of the five people you socialize with the most? Research is compelling and unequivocal about this. You are the average. The question is, then, is your social group supporting where you want your life to go?

If they drink, eat or spend too much, you likely will too. Do they complain a lot yet do nothing to move themselves forward?

Or, are they happy, productive, emotionally, physically spiritually and mentally healthy people? If they are, you likely are too.

Behavioral scientists bring us the idea of social proof. That is, we look around to others for clues on how to behave, and then we behave that way, too.

You may want to say, “Well, I’ve got a higher standard than they, so I’ll just lift them up with my example.” A noble idea, but that could be some heavy lifting. Only you know for sure.

Recently, I decided to take up chess. I learned as a child, but wanted to take it up again. I begged my 13 year old son, Cameron to play with me. He didn’t want to because he figured he’d lose. “Please play,” I pleaded, “it may be the only time I ever win!”

So he did play, and I did win. And I basked in whatever glory comes in besting a 13 year old who has played maybe three full games of chess in his life.

If you want to get better at anything, you need to be challenged by people better than you in that area. This applies to chess, sports, and even emotional intelligence.

Choose your social circle as if your success depended upon it; because, it does.

6 RELATIONSHIP MANAGEMENT

6.1 CULTIVATE A GREATER DEGREE OF SOCIAL SAVVY

Does it ever seem to you as though everyone is talking, but nobody is listening?

People who are perceived as great listeners are seen as likable, credible and smart.

You'll notice that you read "perceived as great listeners." Yes, it's possible to be a great listener, but not get credit for it. Whether or not you're a great listener is like beauty and credibility: It's in the eye of the beholder. Other people must believe that you are being attentive before you get credit for it.

This is significant especially if you're one of those people who tend to listen quietly without interruptions. This might be hard to believe, but think about it a moment. Are you or do you know someone who is quiet, thoughtful and reflective?



What if you could build your future and create the future?

The innovation accelerator

One generation's transformation is the next's status quo. In the near future, people may soon think it's strange that devices ever had to be "plugged in." To obtain that status, there needs to be "The Shift".

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These people lean towards the introverted side of personality profiles. Introverts also have more subdued body language as well. The unfortunate side to this is that when people are emotionally intense, they need to see in you a reflection of this intensity.

You can tell that you're not being given credit for listening well if the other person keeps repeating her story, or keeps saying, "Do you know what I mean?" When people do this, they're looking and listening for signs of empathy.

Here's a way that you can let them know that you are paying attention to them. Listen with HEART.



Listen with HEART

H – Hush

E – Empathize first

A – Ask questions

R – Rephrase

T – Tone (and Body Language)

6.2 A CLOSER LOOK AT LISTENING WITH HEART

Those of you who are more introverted will have no problem with the first step: Hush. Those of you who communicate with more, shall we say, exuberance, will want to remind yourself that it's more important right now to be attentive than to recall to the other person when you had a situation similar to theirs.

You'll want to empathize first, and evaluate later. If you are really good at solving problems, you might be tempted to step in and to start giving advice. You might even believe that they're telling you their story because they want advice. This may be the case, but listen carefully first.

People don't care how much you know until they know how much you care.

Ask questions to show you're paying attention and to help move the conversation along. Here are some possible questions:

“How did you feel about that?”

“What happened next?”

“How may I help you?”

Rephrase what the person is saying, but don't think you need to sound like a parrot, saying their entire monologue. In fact, the most important thing you can do is to “echo the emo.” For example, if someone tells you his story and says, “I was so mad!” You say back, “I can see that (or understand that or I hear you say that) you were so mad!”

Echo the exact word choice they use to describe their emotions. Do not attempt to bring them down by saying, “Yes, you must have been miffed!” “Miffed?!” they're thinking! “I wasn't miffed!” and then, you're going to have to sit through that whole story again.

And don't be surprised if it sounds worse this time. That's because they need to calibrate your understanding of the story. Since you seem to not have realized how awful it was, they'll need to embellish it a bit until you understand how dreadful their experience was.

Save them, and you this experience by being sure to echo their emo!

The T in HEART stands for tone and body language. To the extent that it makes sense, match their tone of voice and mirror their body language. Obviously, if they yell and flail about, you don't need to go this far!

6.3 EMPATHIZE AND PEOPLE WILL LOVE YOU!

Empathy comes naturally to a small portion of the world. The rest of us have to work at it.

In their book, “The EQ Edge,” authors Steven Stein, Ph.D. and Howard Book, M.D. note that many people may fail to use empathy owing to these three common misconceptions:

Empathy is just about being nice.

Empathy is the same as sympathy. (Actually, sympathy focuses on you, empathy focuses on them.)

If you empathize, that means you're agreeing.

None of these is correct. The authors clarify that empathy is your ability "to be aware of, to understand and to appreciate the feelings and thoughts of others... It's the ability to non-judgmentally put into words your understanding of the others person's perspective on the world, even if you do not agree with it."

One of the most profound needs that humans have is the need to feel understood, without being judged.

When someone is troubled and tells you their story, you help them put down their burden when you empathize. It's hard to nearly impossible for them to even see the way to a better situation when they are suffering under the weight of their problems.

Again, from "The EQ Edge" here are some of the many benefits to you for building this vital skill. Empathy:

Offsets tension that might have existed between you and the other person

Forges a strong bond of collaboration, that helps you get what you want

Helps you solve problems

Creates successful interpersonal relationships

6.4 RECOGNIZE YOUR POINT OF POWER

One of the reasons so many people struggle with relationships is they keep imagining that everything others do is about them personally. Yes, we can get a bit egotistical when it comes to our relationships with others.

If someone is rude to you, it says way more about that person than you. Yet, you may have, in the past kept racking your brain wondering why they are mad at you? What did you ever do to them?

It's time to reclaim what I call your "Point of Power."



Most people go through life experiencing an event, and then allowing it to affect them. They have the mentality, "Of course I'm angry, look what this person did to me! "He (or she) made me mad!"

To return to your Point of Power, you need to look at the truth, YOU are at the center of this equation.



Events happen. Unfortunately, you usually don't have control over them. You may have had some influence, but events do happen. YOU are the point of power. This is where YOU get to decide what something means to you, how you will interpret it, and the effect you will allow it to have on you.

When you are acting on the things you have control over, and influencing where you can, you are within your point of power. If someone speaks harshly to you, you can choose to make it about you, or you can say, "This is their issue, not mine!"

Your interpretation of what the event means to you influences how you let it affect you, and has a powerful effect on your actions, behaviors and emotions that follow the event.

True, others can influence your emotions, just as you can influence theirs, but ultimately, no one is responsible for the effect something has in your life but you. No one is responsible for you but you.

Accountability is a funny thing. It's something everybody wants: for others!

When it comes to accountability, people tend to forget that not until you take responsibility for your own interpretations and responses do you regain the power to turn your life around.

6.5 WHY TO WELCOME YOUR BOSS'S NEGATIVE FEEDBACK

It would be glorious if all of your relationships were always wonderful. If everyone always loved the way you did absolutely everything! Alas, such is not the case.

To build relationships with people, whether at work or at home, to make them as good as they could possibly be, you will need to be open to feedback.

Let's turn our attention now to negative feedback that your boss might give you at work. Granted, it's painful to hear, in part, because not all bosses have high EQ! And, in part because you want to do well, and you don't like to learn that your best efforts are falling short.

Before you wish that you'd never have to hear your boss correct you again, consider this. What if your boss were trying to decide between you and another co-worker for promotion. Only, there's one little thing about you your boss believes would be a hindrance. It's easy to change, but your boss isn't comfortable giving corrective comments, so she keeps it to herself. You never find out how you could have improved, and the other guy gets the promotion.

Would that be okay with you? What's that you say? Not so much? I thought you'd say that. Welcome your boss's negative feedback so you can keep improving! How are you supposed to know everything?! It helps to get this valuable insight, especially from the person who has the power to promote you.

6.6 HOW TO LOOK GOOD AFTER NEGATIVE FEEDBACK

It's possible to learn from negative feedback, build a stronger relationship with your boss, and boost your credibility all at the same time. Here's how.

Let's say that you're what might be called blunt. One day after a meeting, the boss pulls you aside and says, "You know, you were pushy in that meeting." You're thinking "Really? More pushy than usual?" But you have the presence of mind not to say that out loud!

Follow these three steps, keeping in mind that the first two steps are said to yourself.

Ask yourself "Is this fact or opinion?"

Ask yourself "Does this opinion matter in this context?" Hint: if the boss said it, it matters

Say to your boss: "I didn't realize that. What would you like to see next time?"

Has your boss ever given you negative feedback, and even though you were open to improvement, you had no idea what the boss was talking about? Take this example above. If you're always straightforward, what did the boss see that was different this time?

Good question! But whatever you do. DO NOT ask for examples!

Why would it be a good idea to refrain from asking for examples?

There are many reasons. If your boss is one of those people who is a "Director" himself, he doesn't like to feel that he's being questioned or challenged. And, whatever your boss's communication style is, remember that "where attention goes, energy flows."

You've now asked your boss to recall examples of when you were pushy. Is that really the memory you wish to be recalled?

And you know what memory is like anyway. People misremember all the time. If the boss says something inaccurate, what will you do now? Correct him? Now you seem argumentative.

How do most people respond when given corrective feedback? They might ask for examples (almost always a bad idea!), or they might get defensive, or point out someone else's shortcomings, or they might make excuses for their behavior, or over apologize.

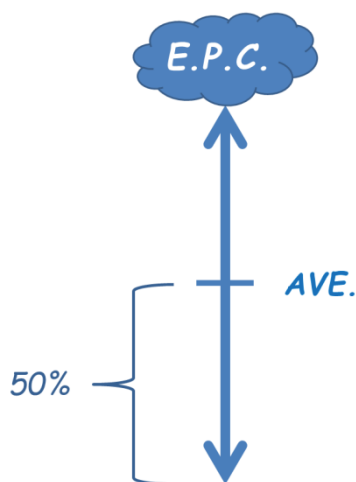
Most people handle negative feedback poorly. You really stand apart in a positive way when you use this process, because now, you get to come across as respectful, coachable, and open-minded; all great traits that your boss will remember you for. You can tell so much about a person by how they handle challenges such as negative feedback.

Difficult times don't build character, they reveal character;
however, reputations are built during difficult times.

6.7 WHY TO BE HAPPY ABOUT THE FACT THAT THERE ARE DIFFICULT PEOPLE

Half the people you know are below average. That might not sound polite. It's just a mathematical fact.

Check out this continuum. The "EPC" represents what I call the "Extraordinary People's Club" and it represents the top 3% of the population.



At any time, if you consider yourself to be above average, and you're talking with one other person, that the odds are good that she's below average! Something to think about.

Now, let's consider where you are. If you've read this far, I'm thinking you're one of those people in the top 10%. Would that be about right?



I understand that it's hard sometimes to be someone who is constantly learning and improving yourself when there are so many people around you that could be learning and applying these lessons of EQ but just chose not to. Frustrating, it's true.

But here's a positive reframe on that and how you can be happy about the fact that there are difficult people in the world. First, only a very tiny percent of the population cannot be reasoned with, even with your superior EQ skills. That means you will be able to learn new, valuable EQ skills that will help you cultivate talents that will always be in demand. In short, your superior EQ skills are your competitive advantage.

You are only in the top 10%
because there is a bottom 90%.

True, the world would be a much better place if everyone were as socially savvy as you are. But then, we would have a new definition for average.

7 INFLUENCE

7.1 DEVELOP THE HIGHEST PAID SKILL

To have your choice of careers in a global market, cultivate skills that are:

Valued

Rare

Difficult to imitate

Consider this list of three criteria in the box above. Of course, you want skills that are valued, or companies don't have to pay for them at all. Next, note that they must also be difficult to imitate. This means that you will need to work on them, learn what you need to learn, and apply the principles. If you would like more help on this for coaching or consulting, you can find me at CrystalConsults.com.

Naturally, if the skills are easy to imitate, they won't be rare for very long, and if demand is high and supply is high, again, companies can pay very little to bring in that employee.

The skill that's the highest paid, most valued and respected is the ability to inspire people to be who they are at their best in pursuit of a shared goal.

As you get better and better at influence, you have a unique, highly sought-after talent that companies around the world will pay top salary for.

7.2 YOU CAN BE A MULTIPLIER

One of the most significant professional benefits to you for learning and applying EQ concepts is that they can help you become a multiplier.

A multiplier is someone who can bring out the best, not only in themselves, but in others as well. By the way, you do not have to be a manager to be a multiplier. You just need to be a leader. When you read the word leader, think of someone who demonstrates a positive example.

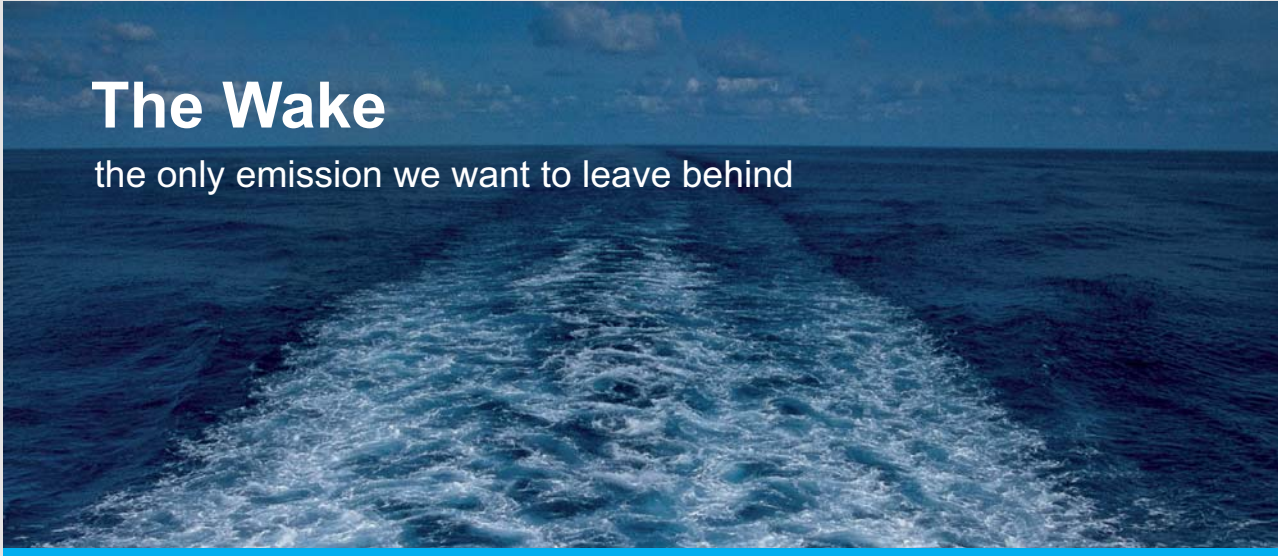
Multipliers are more valuable than ever, especially in this global economy. “Harvard Business Review” published an article called “How to Hang on to Your High Potentials” where they noted that only 15% of companies in the US and Asia, and 30% of companies in Europe can fill key leadership positions.

Multipliers can bring out the best in themselves and others.
This makes them exponentially valuable in this global economy!

With fewer people to take leadership positions, teams will need to get larger, since there are fewer managers to lead them.

Here’s what this means to you, you will likely find yourself working in larger and larger teams. More than ever, polished EQ skills will determine how successful you’ll be.

To be a multiplier, you’ll want to make sure that you’re maximizing your own discretionary effort, and being the positive example for others to do the same.



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Discretionary effort well applied can be reflected in increased productivity when we're considering the difference between what's possible and what's required.

Let's say that you and I work in a widget factory together. We are required to produce 10 widgets a month. However, because your EQ is so high, you get along well with others, they work cooperatively with you, and owing to less stress, and more support at work, and you are able to consistently create an average of 16 widgets a month. Someone with low EQ would likely struggle to make 10.

The higher your EQ, the more you can influence others, and the more valuable you are professionally.

A multiplier can exponentially improve productivity and profitability to a company by not only creating more widgets alone, but being a positive example and helping others cooperate more effectively together. When the groups you're a part of more thoughtfully use their discretionary effort, you are a multiplier who is able to help companies be more productive and profitable.

7.3 FIVE BASIC NEEDS TO FEED SO YOU CAN CONNECT MORE MEANINGFULLY WITH OTHERS

There are some basic psychological factors that you need to be aware of as you work to influence the people around you. To make it easy to remember these, think A, E, I, O and U.

Needs to feed – People want to feel:

Accepted

Exceptional

Important

One of a kind

Understood

All people want to be accepted for who they are, right now. Acceptance doesn't mean you have to like what they do, such as how they wear their hair, or the clothes they choose. It just means you respect their right to be different from you.

Recognize people as exceptional. Everyone you know is good at something. It may not be something you value, but trust me, if they're good at it, they value it. Listen carefully to what people brag about. Ask them how they came to be so good at what they do so well. Let them know that you don't know anyone else who knows as much as they know about this area of expertise. I'm sure that's the truth, and I'm sure they will feel good about themselves and you know their talents and interests are noticed.

It's more important to be interested than interesting.

Each person needs to feel important and a part of something bigger than themselves, whether it's being part of a family, or a team at work, or a club. They want to feel that their presence is part of what makes that group special. Find a way to let others know that they serve an important role in your group.

While we want to be part of a group, we also want to retain our individuality and be seen as one of a kind, a person like no other. Pay attention to this need, because if people feel there's nothing they can do to be one of a kind in a good way, they'll be one of a kind in a bad way, by acting inappropriately to get the attention everyone craves.

And last, but certainly not least, people want to be understood. One of the most powerful aspects of influence is that others will tell you exactly what it takes to influence them. The only question is, are you truly listening and making sure you understand their values, interests and desires, or are you stuck in frustration because they won't listen to you?

They won't listen to you until they feel you understand who they feel. Let your first priority be to learn how they feel and what's important to them. Then, when they feel understood, they'll be open to your influence.

7.4 BE THE WILLOW, PEOPLE LIKE PEOPLE WHO ARE LIKE THEMSELVES

In general, people fall into one of two categories, introverts and extroverts. Raise your understanding of how you come across and your tolerance for how others communicate, and once again, you move ahead of the pack of people who believe their way of communicating is the right way.

Let's take closer look at these two categories. They are on a continuum, it's not as though you possess all of the characteristics described here, nor do you need to exhibit extreme tendencies in either. It's possible to be an introvert in one setting and an extrovert in another.

In fact, if you've had some degree of success in your life, you have surely exhibited an ability to be flexible in your style as the situation called for it.

Here are ideas to keep in mind so that you can be flexible in communicating with people who may be quite different from you.

Introverts process the world internally. They gather information, and they tend to like a lot of it, then they ponder the situation, and finally, they voice their opinion. They're reserved, and they are likely to keep their emotions in check. They don't use a paragraph to say what they could say in a sentence, and they don't engage in a lot of chit chat at work because they come to work to (GASP!) work!

Extroverts process the world externally. In other words, if they want to figure out a problem, they literally will think better if they're talking it out with someone. They don't need others to solve the problem, it just helps them to talk it out. They say in a page what introverts would say in a paragraph and they love the social aspect of work. Small talk is a joy to the extrovert.

To get along better with others, keep these ideas in mind.

Introverts you are detail people. You like to demonstrate facts and research through statistics, flow charts, and clearly documented references. You can overload the extroverts with all that detail. It's not that they don't care; they just don't need all that information.

Introverts, you're probably really good at being right, but be careful to finesse this.

It doesn't matter how right you are if nobody is listening.

Finally introverts, extroverts have a real need to connect with others and to be liked. They assume you like them if you take a few moments from time to time to chit chat with them.

Extroverts, here are some tips for getting along well with introverts. First, do not do the "hallway ambush." That's when you want some information from them, so you see them in the hallway and pounce! Asking several questions rapid fire and acting as though you want all the answers right here and now.

Our introverted friends are thoughtful people. They like to gather information before they draw conclusions, and they don't like the element of surprise when you're asking their opinion. Give them time to think through your questions.

You'll make a friend for life if you don't waste an introvert's time with excessive verbal asides that add nothing to the bottom line. The details that introverts give extroverts are written, extroverts' details are verbal. Keep your comments focused and on point.

7.5 FAKE OR FLEXIBLE?

Recently, an international company I consult with brought me in to teach "Social Savvy: Advanced EQ Every Professional Must Know." We were covering the four main communication styles, and discussing the best way to interact with each different style.

As we were talking about how challenging it could be at times to interact with people who are so different from you and how easy it is for conflicts to arise when styles are different, one participant said "What if it's not authentic to me to communicate in this other way?"

Good question. It probably does feel strange to adapt, if you're not accustomed to interacting with people different from you. And yes, it does take work and effort to be more attentive to how people communicate so that you can adapt accordingly. And, yes again, it probably will feel unusual to you when you try a different approach with people.

If you've been blunt your whole life and now, you want to get along with someone who is much more casual about getting to the point, you might find this feels unnatural at first. Allow the context of the situation, both the circumstances for the conversation, and the other communicators' styles, help guide you on how to communicate well.

What got you here won't get you there. If you want a new result, you need a new approach.

When you try a new approach, you can feel good about staying authentic by always remembering that your values come first. You would never contradict your values so someone likes you. At the same time, you appreciate that saying hello to people and spending a moment here and there to chat probably doesn't violate your values.

Keep your values clear and in the front of your mind so that you will be guided to profound success while staying true to what's most important to you.

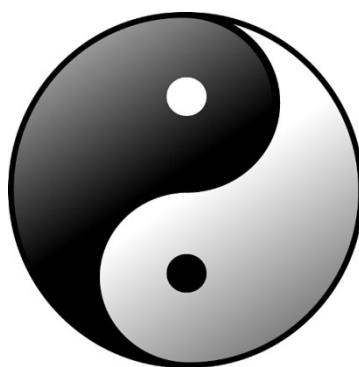
Years ago, I was the only female officer in an F-16 Tactical Fighter Squadron. The pilots had a saying: “Firm target, flexible approach.” Here’s how you can benefit from that idea. You want to connect well with people, yes? Connecting well may include changing how you’re used to talking.

Context is King: Your style of communicating has worked well to get you where you are now. To go further you must adapt. Consider the context to adapt your style successfully.

Keep your objectives clear when you’re talking with others, and keep your approach flexible.

7.6 RICHER BECAUSE OF OUR DIFFERENCES

It’s challenging at times to interact with people so different from you. However, know that if you can connect with them, you’ll find that often, the people the most different from you have complementary skills.



Note how the yin yang symbol is only complete when it is paired with its opposite. So it is with people. Appreciate the differences of others, work for your common good and see how much you can accomplish together!