

Emotional Intelligence Demystified – The Competitive Edge for Leaders

>> PAULA FRIEDLAND: All right. Welcome, everyone. I am Paula Friedland as Mel said. I am so happy to be here with one of my favorite topics. So just a little bit about me. This is me in a nut shell. I am a licensed clinical social worker and a certified professional life coach, executive coach and have been doing all of this for a little over 20 years. I split my final between individual sessions with people and then sessions like this on all kinds of topics. And one of the things I wanted to say upfront is I may bring examples in from my private practice today. I will never give any identifying information about those clients. So I'm not breaching confidentiality, but I think those realtime examples, especially with a topic like this because this is a process of building emotional intelligence. It isn't just something you ever completely conquer or whatever because we humans are dynamic things. And so we're constantly changing and we're up against or with different people all the time. So then we might need different skills and tools and all that. So I want to have you think about this as a practice through your life. You have to keep building muscle or at least, you know, maintaining muscle as well like you would as if you remember going to the gym. I may bring those examples as we move forward. Also my suggestion to you all is not to be multi-tasking when you're listening to this today. And part of that is just because we are all, um, how can I say -- we're kind of at the mercy of our guises and they're miraculous things, but technology is a useful servant, but a dangerous master. We need to be in charge of our devices versus the other way around. So having times when we're not multi-tasking, times when we unplug periodically to restore ourselves to, you know, being in the present moment instead of always busy or distracted. Aye talk a little bit more about that as it applies to emotional intelligence. But it's a great time to practice that right now by just giving yourself this hour to listen, to listen for things that resonate. They're all levels of skills of people here and this is a general training. But no matter what level you're coming in, whether you're a beginner at this whole thing, or you've been investigating this and building skill already, you can get something from this. So sot your sights to -- set your sights to take something away. I always implore to you take notes as you're going through here because otherwise it stays in our head. You might hear a good idea that by this afternoon, it will all disappear because you have so much on your plate. I have a feeling. So really be proactive in this as Mel said. You can send things through the chat. I may be rinsing some of that as I go through here. But if we do have time, I will also take some of those questions when we go to the end if there is time. But there is so much to talk about today and we'll do -- this is kind of a nut shell of emotional intelligence for later. At least it will be a way to start because this can be a year long course. Right? All right.

So when we start to look at what we're talking about today, defining what even we mean by emotional intelligence, why it's important, the key principles and competencies because there are concretes involved. It's not just some nebulous, you know, thing that you can't that's illusive. There's some concretes that you can look at to start building skill or building skill on what you already have. Tips and tools, of course, understanding the importance of these soft skills, these people skill visit leadership. And then differences between the management and leadership and how that's informed by your level of emotional intelligence. You know, amongst other things. So again, this is a practice that's never perfected. Here's another thing that I usually say at some point is that there are a lot of assessments out there, you know, extensive ones or quick ones or whatever. It's my experience that often times people who take emotional when they take the assessment, people may score themselves really high and that might be true. You may have a lot of skill, but often times it's an irony that people may score themselves really high and that may be an indication that their emotional intelligence may not be that high because there's a level of awareness that all of us have if we're trying to build that skill. So, you know, being honest with yourself and where you need to build and where you have strength. Right?

The other quick thing here is as we go through here, this is geared toward leaders, managers, whatever position you might be in whether that's, you know, a name you have a leadership position or manage your position or you play a leadership role within your team. Whether you have that title or not, there are always internal leaders. So whether you're coming as a leader or a manager, the other piece is you're a person. So we're talking on both levels today. Both you developing these awarenesses and tips and skills as a person first because then that's going to affect how you lead. So we're talking on both levels today. So be listening out of both ears you as a person and you as a leader as we move order in. You can also bring any or all of this to your employees or your colleagues or whoever it might be. Sharing some of this information with them and looking for tools that you can offer your employees and how to develop them and help them build these skills as well. The more highly emotionally intelligent your people are, the stronger your team will be as well.

When we look at IQ versus EQ, you know, IQ tests looks at cognitive intelligence. And EQ tests, I'm using the term EQ or EI interchangeably for what we're talking about emotional intelligence. So EQmr. Tests look at emotional intelligence. Now these are not equal. You know? And there's been so many studies on this. You can look up a lot of the research on this. This isn't just airy-fairy stuff. More and more, there's research on showing the impact of building your awareness and again your skill and toolbox for understanding your emotions and understanding those of others. And some of these studies show that, you know, a group of people with similar IQs there will be those that have more of a high emotional intelligence, that's the competitive edge really. Success equals 80% EQ. 20% IQ. Yes, we need both for sure. But we contend to, you know, kind of ignore this other arena because it's hard.

[Laughter]

It takes a lot of, you know, determination and intention and vulnerability to be able to understand where you're good here and where you need some development.

So let's define one definition of, you know, education motional intelligence. So it's the ability to recognize and understand emotions in yourself and in others and your ability to use this awareness to manage your own behavior, your responses, your relationships. And you can see at the bottom here where this quote came from. Bradberry and GREAVEs is are the ones that wrote emotional intelligence.0. That's who -- 2.0. Some of them can be dry, but this particular book, I think it gives a lot of realtime examples that you can take with you. Some will apply, some won't. But it is one of my favorite books that's been around a while. I will give you some of the resources toward the end as well. And so the next piece is why? Why is it important? And especially in the day and age we're in, it was hard enough before, but because of, you know, things happening with the pandemic and more and more people working from home instead of in an office together, on devices versus face to face, you know, it's more difficult to read the room. More difficult to read individuals. There are more barriers to communication. Communication as a human condition issue was way hard forever even before the pandemic and the conditions that have come because of that. So we have to be even more diligent in building these tools because it's harder than ever. Other reasons were disconnected. There's a thinner boundary between the work and personal life. I don't know what all of your situations are, but working from home and you got your kids leer and your dog and trying to navigate and you your partner may be working both from home or, you know, it's a hybrid situation. So more difficult than ever. And also people are burnt out. They're afraid. They feel unsafe and look to their leaders and co-workers to see them and care about their well being. And then societal deception and conflict is so much of this in our society right now. Tensions are high and people are polarized. Again, communication is challenging on a good day, lead alone with some of these conditions we're talking about now.

So let's look at how people -- we looked at what it is and some of the reasons why. How people with the high EQ navigate this whole human condition issue.

All right. So people with a high IQ, these are general, but they make better decisions and ability to solve problems. These may not all be things you would necessarily think about this topic. So keeping

cool under pressure. Resolving conflict. This thing conflict, of course, can be a year-long course and we would never cover it all. It's another practice we need to work on all of us. It's a high-level skill. If we avoid conflict throughout our whole life, we will have difficulty expanding our relationships working through conflict with relationships. So some of those relationships may disappear. It's critical to our interactions with each other. And one of the hardest things I think for human beings. So if you look at these things, you know, on the left, one thing you can do yourself is score yourself like on a scale of 1 to 10. How well do you feel you do make decisions and solve problems? 1 means not well at all. 10 means you're masterful. Same with keeping cool under pressure. How are you managing your own emotions? How do you deal with conflict on a scale of 1 to 10? Dealing with empathy is a huge piece I will talk about more specifically and listening and reflecting and responding to constructive criticism. This is hard for us as human beings, but as I build more strength in your own self-awareness and more of owning your own strength, that can help us navigate some of these more difficult things in life. So do you -- what about the right side? Do you identify with any of these? Playing that role of a victim or not taking responsibility for errors. This is a huge piece I'll talk a little bit more later. Having passive or aggressive communication styles or our favorite. Passive aggressive. It is somebody might say how are you and you're like I'm fine. So they're saying they're fine, but they're -- what they're saying, how they're saying it and their body language may indicate something else and there may be a passive aggressive element to this. Not working as a team. Having difficulty receiving feedback. Are overly critical of others. Sometimes we don't want to feel our own. I don't know. Challenges. So we may project those on other people and chastise them for that instead of owning it ourselves. So this is also looking at what about your employees? When you look at these lists, do you notice traits on either side of this with certain employees? This might give a more concrete way of working with them or talking about what they need to work on. Yeah. So we all need to build more muscle. I keep using that expression, but that's really what this is. It's a muscle that has to be built, has to be maintained. You have to keep checking back with it because you will have different people come into your life and they require different skills.

So this starts to talk about how we're breaking down this thing emotional intelligence. And Daniel Goldman is one of the first founders of this whole idea of emotional intelligence. He's written a lot on the subject. This is generally how we're breaking down Emotional Intelligence. And then it's about looking at others. How are we perceiving their emotions? How are we accepting that? How are we responding? So we take those two elements, self other people and then we can start to break down these two things into five domains as we would call them. I want to read one of the questions that came in here -- I want to read one of the questions that came in here. How do you work with someone who displays signs of a low EQ, but they don't think so? That can be the whole hour.

[Laughter]

But part of it is asking more concrete questions like, you know, if they had a problem with their colleague but they think they're really good at their relationship, then maybe you ask them questions about what do you think Sally was feeling right then? How do you think you came across in that interaction with her? If they say I think I was fine. I think I was just direct and then you can reflect back with concrete terms. Here's what I observed. I heard you raising your voice. I saw you rolling your eyes. I saw you not turning away and not really listening to her. Pointing out some specific behaviors and setting the scene so you can maybe observe some of those and then putting it in their court and having them reflect back how they're perceiving themselves so that you can start to address some of those things. That's the short answer for now. But I appreciate that question.

So, the first domain is self-awareness. This is knowing your own emotions. This is a big piece and this is a foundational piece. And so knowing your own emotions. We as human beings in general are not great at this. We have a limited vocabulary when it comes to our emotions and a limited capacity sometimes for sitting with more uncomfortable emotions. You know, those being like anger or hurt or

vulnerability or sadness. We're much more comfortable in sitting in happiness and joy and contentment or whatever it might be. So we must build year capacity to know what we're feeling and then how to be with those feelings without even trying to ignore them. That is sort of like pushing a ball down in the water. It will come back more volatile. And I'll give you an example here. Often times I will have when clients first come to me, you know, part of what I assess with them at the beginning of this session or maybe throughout this session is well how are you feeling right now? How did that make you feel? And often times they'll say -- I will say how are you feeling today? And they'll say good. Well, that's a pretty broad term. What does that mean? So part of my education with them is helping them even know what they're feeling. We don't know what we're feeling and often it's more than one thing. And so one way to increase your EQ is to increase your vocabulary around emotions. We can do this with our children as well. My first internship out of graduate school 21 years ago was at an elementary school with some, you know, kids that were having behavioral problems and developmental problems. The first thing that we instructed them to do is when they walked in the room in the morning, they would look at this little chart of emotions. This is before there were as many emojis and look at the different faces on there and determine how am I feeling right now. This wasn't about them or trying to make themselves not feel angry or whatever.

It was just overing it. So that's what we can do as adults too. You can download a list of vocabulary words. Think about the word angry. That's one -- what does that mean? Does that mean you're enraged? Does that mean you're frustrated? Does that mean you're pretubed? If somebody expresses they feel angry, you might have them get clear on what that is and often times I will say this with anger. It is that people feel more comfortable with anger than they do with hurt or sadness or vulnerability. I have a client right now and I've been working with her on this because she's had a lot of problems with her main relationships, her friends. And it's the same kind of complaint that she doesn't show her hurt or sadness. She just expresses through anger. So let's say she's hurt about something. She may end up attacking and so then the person hears the attack. They don't hear the hurt underneath. And she loses her power ultimately and her voice because people shut her off when she's too angry when actually she may have been feeling vuler innage or sad or hurt. We have to expand our vocabulary and our awareness around what we're feeling. And that can be a great tool. Throughout the day, what am I feel something if you find you're feeling good and then you're feeling anxious, what just -- what else am I feeling and why did that anxiety come to me? I can do more talk about that, but we'll talk about increasing your skill here and not necessarily getting to why you're feeling that. That's a whole other training. So that's the first thing. Know what you're feeling.

And then it's about awareness, which we will get to in a moment. I will note talk about self-motivation. How we motivate ourselves, but today I want to focus on the self and how we're aware of others. Recognizing and understanding other people's emotions. This includes empathy and greater listening skills. Social skills then are how we react to those emotions are other people, how we manage the emotions are others. It's really more about how we respond to them and reflect to them and how we're being with them. And, you know, an example I will give on this is maybe that speaks to that question that came in earlier as well. The awareness piece. You'll see if it applies, but I was an actress in New York before this career. And so I waited a lot of tables.

[Laughter]

, and um, I remember when I first started waiting tables and that was in my early 20s. I didn't have a lot of self-awareness either. I thought the whole experience was about me. So I'd get upset if a customer got upset at me or they were, you know, wanting certain things or they didn't seem to understand that I was in the weeds or whatever. When I start fod learn more restaurants that I worked in is I need to read them. If I can turn their -- if they come in and they're upset and they're hungry, if I can be kind to them and compassion and compassionate and read them a little more, I used to make that my mission. How can I turn that situation around rather than taking it personally and saying, well,

they're not -- they're saying they're bad or they're not good people or whatever instead of judging them. If I can start to look with compassion at them, I may be able to have that power to turn this situation down or turn this situation around. It might increase my tips as well. So how are we looking at a situation? The other piece here is how do we keep able to manage our own emotions to self-soothe, to have more than one coping strategy. We have all heard that thing for the person that only has a hammer in the toolbox, everything looks like a nail. So for the person who, for example, only has anger in the toolbox, everything comes out through anger. And that's pretty tough to cope with.

Yeah. This question that came in: Does anger take more energy? It can. It can. And anger is not bad. We're often taught anger is bad. It's human. It's what we do with that anger that makes a big difference, which you all know, but you have to understand yourself more to even know how do you soothe yourself through that? How do you talk yourself through that situation? Have you calmed yourself down enough to maybe express yourself to the person that you felt made you angry? And then finally I talked about this already.

Um, so common ways of controlling or avoiding our uncomfortable emotions. See if you recognize any of these. We distract ourselves. It is sometimes easier to -- I don't know know -- be too busy or over accommodate other people so not to feel our own hurt or whatever it might be. Or we go to too much alcohol or drugs or whatever form of that, shopping or like I said, staying too busy. These can be ways of not feeling our feelings and then again we're pushing that ball down in the water. Some other things that we might do -- I'll be curious what some of your ways of distracting yourself might be.

So the next one is, you know, sticking with only one emotional response. I talked about this already. Only having that hammer or anger, you know, in the toolbox. And then this last one of shutting down or shutting out intense emotions. You know, this is -- we can call this a coping strategy of avoidance and it doesn't mean we always come out of situation, but if our coping strategy -- coping strategy is avoiding that, we're not going to be able to navigate things that come into our path. So the consequences of avoiding our emotions, you don't get to know yourself. You lose the good along with the bad. If we're avoiding those quote/unquote negative emotions, hurt, vulnerability, sadness, maybe anger, it keeps us from having the other end of the spectrum as full as we might. Full happiness, full joy, full connection, full love, whatever it might be. Right? Okay.

So hopefully this makes sense. Again, you can send questions. I try to get there's a lot of questions coming in and trying to have some time at the end to address these or a couple as they come in.

And so let's talk about leadership more. How do you think low Emotional Intelligence or lack of Emotional Intelligence affects you as a leader? Here's what you guys have to say about this. If you look here, here's a cheat sheet, right? But the single most common factor being too harshly critical, sensitive or demanning. Alienating co-workers and direct reports. You probably heard this term that people don't leave jobs. They leave managers. And people stay for the same reasons. Many, many years ago, I worked in a counseling center and I had the most amazing manager. He was a coach. He was a leader. He was a mentor and I stayed probably too long in that job, but he kept me there because he was so great. But it's also that you can have a great job, but if you have a really difficult manager, you may end up having to leave that job even though you love the work itself. So you as a leader have to look at this. If you want to retain employees, you need to build your own ability to solve things with them, to listen to feedback. This whole thing about rigidity and the 80 to accept feedback, right? In order to improve, an ability to listen or learn or change, this is like -- I worked with a leader a while back and she was at a very high position and very, very good at operations piece. But she was not good at dealing with the people part. And she just got annoyed at it. And, you know, she got put in this position because she was brilliant at the operations, the systems, the processes stuff, but she got to a point where she was over her head. She never developed the ability to deal with people and she got to the point where she would just come in and she would go right into her office and close the door. And so the people in her -- I worked with them as well as her. So I knew sort of a bigger picture of the whole thing and the people

that worked for her were very frustrated. They didn't feel connection to her. So they didn't feel trust with her. And she even said to them, she got so frustrated with the difficulties employees were having with each other. She said if you have issues with each other, you will have to work them out yourself. Yikes.

[Laughter]

That's a difficult situation. Own please started bonding with each other around difficult she was. She kept blaming them for the situation instead of taking a look at herself. It doesn't mean she was fully to blame, but you have to start with yourself. You know, to be a leader. Also, leaders can be people, leaders is even more important because they're so in such a potentially influential position. They can be afraid of being vulnerable. Right? None of us love to be vulnerable or looking weak, but the problem with not allowing those emotions is they don't take responsibility or not being able to apologize because feeling it makes them weak and we see this in quote/unquote leaders we may have around us. The opposite is actually true. If you're able as a leader to accept responsibility when you made a mistake, you will build trust with people. Now that doesn't mean you will fall on the ground crumbling in vulnerability. Here's a quote I heard many years ago that I have always loved. What people are looking for in a leader is a combination of vulnerability and expertise. So the vulnerability piece is that if you're able to be, you know, human, admitted mistakes, show some of your own (inaudible) where you made a mistake in your life or sharing examples in your lifelike that, people then will be able to relate to you which means they'll be able to trust you more with their own feelings and then you have your expertise along with it. That doesn't go out the window when you make a mistake. So both of those things are really important and the other thing that -- other quote I love, which is the people aren't looking in their leader for perfection. They want authenticity because that's the thing that can build trust. They'll be able to trust you, feel safe around you, be able to come to you with issues, et cetera, et cetera. So being able to apologize, take full responsibility is a skill to develop. If you don't already have that, that may be the place you really need to look.

All right. So suggestions for more suggestions for developing Emotional Intelligence. So this first one, we talked about labeling your feelings rather than labeling other people or situations. So examples here would be I feel impatient versus this is ridiculous. There's an example. I feel hurt and bitter versus you're an insensitive jerk. That's kind of extreme, but these things happen, right? Especially when we get emotional. Other example. I feel afraid versus you're driving like an idiot.

[Laughter]

Don't say that, by the way.

[Laughter]

Note to self. So ownings feeling and the impact -- owning the feeling and the impact versus making a judgment on the other person because you won't be heard. This is in service to being heard yourself.

Second one. Note to our time here. I will pull this poll quickly, Mel, if you can. This poll about the difference between the thinking and feeling. So read this poll. It says identify the feeling statement here. And there are three options. The first one said I feel you don't listen or care. I feel like you don't listen or care. The second one is I feel misunderstood when you don't listen to me. And the third option is both of these things. And the question is identify the feeling statement. So you guys are pretty good. 59, 60% of you said the second one, which is I feel misunderstood when you don't listen to me. And some of you said it was both 1 and 2 and some of you said 6% said it was the first one. I feel you don't care or listen. The distinction I want to make sure and I don't think we talked about this very much. The feeling statement is I feel the second one. I feel misunderstood when you don't listen to me. The first one is a thought.

I feel like you don't listen. When you hear the word like, I feel like you don't listen or I feel that you don't care, when you hear that, that's actually a thinking statement. And we will use those to avoid having to express difficult emotions. I can say more that there's more I want to cover, but if it is

something to listen for, you will hear that from yourself or others in your life if you get in an argument or you have your kid there or your employee and they're saying I don't feel like. Get to the underneath of what the actual feeling is there. Then you can conquer that or start to work on it. Okay. Hopefully that makes sense. Other ones here we talked about taking responsibility here. Using managing your emotions we talked about that all along. This other one, don't advise command or control or lecture others. Instead try to find that empathy piece. Some of you have been writing in about empathy here. Trying to listen with empathy, you know, and recognizing what feelings may be coming up for this other person. There's another note I had on this. Yeah. Instead of saying you need to get your act together. Don't say that.

[Laughter]

By the way, instead saying something like what is going on with you? Where you are and then you talk about the behavior. Get underneath instead of just shaming or judging or pushing somebody. Now, as leaders, yes, you have to bring back the performance and you may not always take a lot of time, but listen to what's underneath can make a bigger difference down the road. And then being able to express yourself in a calm way. This is the other part of managing your emotions. Calming yourself down, learning how to self-soothe so you can come back and express yourself in a more conducive way. Right? Okay. All right.

So a few more things that I want to cover here. So relationship management. This is the second piece, right? The first is about the self, the second is about other people. So some things to consider. You notice this is one of the most important qualities in a leader is how to build trust. There's plenty of research on this. There was a book that Patrick Ulenceiony wrote called the five dysfunctions as a team. The research pointed to many others point as well. If you don't have trust as the foundation, you can't build anything else on top of it. I worked with a manager the other day though who was like, well, these people aren't listening to me. They just have to trust me. I think he said that to them. You just have to trust me. Well, okay.

[Laughter]

That's not easy. The minute somebody says that to me, I start to question them and I have less trust for them. You have to build trust, right? It is something you build through honesty, through consistency. How else do you build trust? Trust happens over time, not overnight. Fairness, right? What else know? Showing that vulnerability here and their yourself. Showing you care. And then giving it time. Right? Other things here. Now, communication skills I talked about this at the beginning. These are huge and we have to continually work on these. The basic -- the most basic, but most important communication tool is expressing your feeling. It's three parts. The formula. I feel, fill in the blank. I feel disrespected. There's a feeling. And then the second part is the impact. I or the behavior. I feel disrespected when you and then fill in the behavior. When you roll your eyes in a meeting. There is something concrete. You're not saying to them you're a jerk. You are saying you roll your eyes. That's a behavior and how that made you feel is disrespected. And the third part is the request. My request is if you have a problem with what I'm saying, come to my office and we'll discuss it privately. There's your three part. Basic communication skill that is to me one of the most important building blocks. What else do I want to say here? Yeah. And then not turning a blind eye. Avoiding communication can cause more problems. Right? Or blowing off things that people have said. I had a client the other day who came to his boss with a safety issue that one of his employees was a DOT position. He's driving a commercial license. His boss likes this employee that was having the safety issue. So he's like ah, don't worry about it. It's not that big of a deal. That is dangerous territory. So don't blow things off. Right? Take them seriously. On a scale of 1 to 10, how well do you deal with conflict? 1 means not at all, 10 means masterful. I know it depends on the conflict. Maybe you do better in your personal life or work life, but this is a muscle every one of us can continue to build. And helping your children with this, having a foundation of working through conflict is one of the most important skills they can have in their

whole life. And one of the most difficult because it's hard. You know? So building this up. You know? Finding ways to help your employees build this, but you have to build it yourself first in order to be able to help them. Right? And then showing respect and validating other's feelings. I want to make a quick distinction here between respect and being respectful. I did a training with a group of nurses a little while back, a couple years ago, a floor of nurses that were having big conflict with each other. I walked in the room and I could feel it. I could feel the anger. They all had their arms folded. They started talking about respect and one woman said why should I respect her? She hasn't earned my respect. What I said about that, you can still act respectful even if you don't respect the person or their opinion or what they're saying because if you stop acting respectful, now you're down to their level. You know? So looking for these kinds of things and how to maintain your integrity in the midst of difficult situations. We talked about empathy. Why this is so important with your people, with customer service, with any situation is besides food and shelter, one of the main things people need is to feel seen and heard. It goes so far with people. Just to acknowledge and even if you can't help them, you know, I'm so sorry I can't help you with, this but I can really feel how difficult this must be for you. That type of sentence can really be magical. Not with everybody. There's always going to be difficult people, but with most people, once they feel seen and heard, it can deescalate them.

They may feel validate even if you can't solve their problem. Okay. That's a huge one in Emotional Intelligence is how to develop empathy. Put yourself in their position. Okay. And then a couple of other things here. Influence we can't control people, but we can bring some influence to them and then develop your people. Find ways to have them build their emotional intelligence. Have them take an assessment or have them talk about what their strengths are. Have them reflect to you instead of it being all up to you as a leader. Have them come up to you and tell them what are your strengths and what are their weaknesses? What do they want to work on? If you get them articulating on this, have them say what do you feel like you need to work on? And then you may have to bring some input to the table there as we talked about. But develop them and give them opportunities for that if you can offer them classes or give them some of the material we're talking about today. Okay.

And then team work and collaboration is a whole thing.

All right. I wonder if any of you have had this happen. Anybody said these things to you and how did that go over? And I have to point one more thing out here and then I know we're getting toward the end. I want to leave some time for questions. This one it boils down -- there's too much drama.

People throw this word around. Drama. You see different places I work with a CEO of a law firm and I work with his employees too. So I get the bird's eye view. He's often saying there was so much drama.

What that means to me is there's an emotion, a lot of emotion. And if you POO-POO something by calling it drama, you're being kind sending. So again -- condescending. Don't call it drama.

Label it. When you raise your voice or I see you crying 3 or four times a day, let's see what is going on here. Right? So this goes a long way. These things can exacerbate an already -- exacerbate an already difficult situation.

So finally, you know, each one of these is critical here. Become a better listener. What does being a better listener mean? How good are you on a scale of 1 to 10? If you score yourself as a 9, then be sure to ask the people in your life where they rate you. That can also be a tool for that one question I addressed with the employee thinks they already have high Emotional Intelligence. Maybe you pull some of -- everybody pulls their co-workers. That will get them some feedback. So this is not thinking of your response when you're listening. This is not being distracted. This is giving somebody your full attention. It is reflecting back what you hear, active listening. Compassion we talked about. Gratitude. Why do you think this -- what does this have to do with Emotional Intelligence? I just want you tongue about this. Gratitude and I'll throw in some pieces here and I want to move forward. When we -- it's hard to be angry and have gratitude. Anger and grateful at the same time. It helps you -- it can take the edge off our emotions and help us get perspective on, you know, the good know of our life or our

situation or even our work position. This is something you can build as well. Three things you're grateful for before you go to bed and before you get up in the morning, keep a journal of this. There's studies on the difference. Patience is an ongoing practice and mindfulness. This is being in the moment as I mentioned to begin with. You can do this in many places in your life. You can develop mindfulness which is being mindful of the present moment. Do it when you're eating. Chew your food. When you're washing the dishes, don't make it a means to an end. Really feel the suds and the warmth and feel grateful how many people it took you to bring you this dish you're washing. There are so many practices you can do. And it can make a huge difference in your life. Be able to manage your emotions and not just react because you'll be more mindful and have more space in between the emotions. Having breathing techniques that are always there for you and then I talk about manages your technology at the very beginning. All right.

So almost at the end here, but these are things I want you to consider. Now, we need to often have both of these things be a manager and a leader, but some of the leadership pieces are really key here. We talked about some of these already, but reading this list as Mel talked about to begin, you have access to these slides later and you can go back? And look at these more in depth. See where you are on this list. You sometimes do need to direct your employees, but then there's time to coach them. We go in with a question and come out with more questions because he didn't solve it for us. He gave us a way to think more about it so we developed our skills is just an example. Right? Okay.

So I just have this one quote I want to leave you with. This is my favorite quote of his right now which is we have very little morally persuasive power with those who can feel our underlying contempt. Do you want to be persuasive? Do you want to be influential? Do you want to be powerful? You have to develop the ability to know your money emotions and triggers, your own strengths and weaknesses and then be able to manage your emotions and have a discussion and tolt rate and navigate conflict. You know? How you say what you say has more influence than what you say. Right? Okay.

So gosh, I wish there was more I could talk about, but that's really, you know, the end of our discussion here, but I would love to see what you might be taking away today and there's a poll that Mel put up here. I will hand it back over to Mel. She has a count things to say and then we'll close shop here.

>> MELANIE ORDONEZ: Sure, Paula. Thank you so much. This is such a huge topic. You did a great job of trying to wrap as much as you could in the short amount of time we V. I do want to encourage all of you to what will you take away? We're not broadcasting the results, but we'll read them in just a moment. We want to remind you that we may not be able to get to all your questions. We're not going to be able to. There is too many people and too many questions, but remember. You have your EAP number. You have your benefits. So please be sure to call us on your company's 800 number or your company's member website. If you're not sure what those are, please contact your human resource department. We have people from all of our companies on the line today. So we cannot hand out that information to you because we don't know specifically what your number is or what your website S. again, I want to remind you to call in. The website has more information on this topic and other health and wellness. Let's face it. We're all juggling life right now and we're all going through times that are really stretched and we need a little help. Your EAP has a benefit that's tree for you and confidential. Available 24 hours a day, 7 days a week. Please use that service. Before we go on, I want to make some notes about what people are taking away from the presentation today. Some good stuff here.

>> PAULA FRIEDLAND: Yeah. Fabulous. More listening. I statements. Yeah. The issue versus my Ego. These are all so good. If you haven't written anything down for yourself, take something away. Really amazing.

So I know we just have a couple minutes. I'm just going to address one or two things here if that's okay, Mel.

>> MELANIE ORDONEZ: Sure, sure.

>> PAULA FRIEDLAND: Somebody asked for resources. Get your pen ready. Emotional intelligence 2.0 is a book I referenced before. The old school how to win friend and influence people has been around a long time by Dale Carnegy. And one called thinking fast and slow. Thinking fast and slow, Daniel Conoman. It's really interesting. You know? So that's another good one. I have many of these, but you can search yourself for these. Those are the ones I would recommend. One quick thing here. Yeah. I can't remember what that question was I wanted to say to high emotional person. I will just answer that really quickly. Try to help them see if they're highly emotional, they lose their power. Doesn't mean their feelings are wrong, but if they can keep calming them, they can express themselves in a way it can be heard. That to me is like gold. How do you want to keep your power? Right? So I just have one order quote I will leave you with. But this explains Emotional Intelligence in the best way, I think. The emotionally intelligent are like parents to their emotions, acknowledging their needs, loving them and indulging them where appropriate, yet restraining them from foolish destructive or discourteous behavior. And then also if you're not at ease with your own emotions, you will find it hard to relate and to respond appropriately to them. So that's what I will leave us with here. And I'm just going to turn it back over to you, Mel. Thank you, everybody!

>> MELANIE ORDONEZ: Thank you so much, Paula. I do have several people asking about the books. So I want to just address that. I will try to read them off and make sure I have them correct so I can answer in the chat and give everyone these responses. Let me make sure this is right. The five distinction. And Emotional Intelligence 2.0 is that Daniel Goldman who wrote that?

>> PAULA FRIEDLAND: No. That's (inaudible) Greens.

>> MELANIE ORDONEZ: And Think Fast and Slow. Does that sound right?

>> PAULA FRIEDLAND: That's correct.

>> MELANIE ORDONEZ: I do want to let everyone know that we have hit the top of the hour. I appreciate you joining is much. We're not broadcasting results, but the question is please write your overall satisfaction. Be sure to click the radio button that round icon in front of your answer. That is what will send us your responses. We can see them. It may not be showing on your end, but we definitely can see them. Please do that. You do have the certificate of completion here to download. Hover over that certificate and you will see a download button and just make sure that you save that certificate somewhere on your computer where you can find it again. You will need to go and open it and get it. So maybe on your desktop. Again, I want to thank everyone for joining. I will be adding that note here to the chat in just a minute and that does owned our session-for-today -- does end our session for today. Thank you, Paula, for such a wonderful job.