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Communication Strategies

Government IT Symposium

PRESENTS

Applying Emotional Intelligence for Career Success

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Self-Awareness

Self-awareness is the first component of emotional intelligence.

Self-awareness means having a deep understanding of one's emotions, strengths, weaknesses, needs, and drives. People with strong self-awareness are neither overly critical nor unrealistically hopeful. Rather, they are honest with themselves and with others.

People who have a high degree of self-awareness recognize how their feelings affect them, other people, and their job performance.

Self-awareness extends to a person's understanding of his or her goals. They know where they are headed and why.

How can one recognize self-awareness?

It shows itself as candor and an ability to assess oneself realistically. People with high self-awareness are able to speak accurately and openly about their emotions and the impact they have on their work.

Self-knowledge often shows itself in the hiring process. One of the hallmarks of self-awareness is a self-deprecating sense of humor.

Self-awareness can also be identified during performance reviews. Self-aware people know, and are comfortable talking about, their limitations and strengths, and they often demonstrate a thirst for constructive criticism.

Self-aware people can also be recognized by their self-confidence. They have a firm grasp of their capabilities and are less likely to set themselves up to fail, for example, overstretching on assignments. They know, too, when to ask for help.

PERSONAL TRAITS

ACADEMIC
ACCURATE
ACTIVE
ADAPTABLE
ADEPT
ADVENTUROUS
AGGRESSIVE
ALERT
AMBITIOUS
ANALYTICAL
ARTICULATE
ARTISTIC
ASSERTIVE
ASTUTE
ATTENTIVE
AWARE
BROAD-MINDED
BUSINESSLIKE
CALM
CAPABLE
CAREFUL
CAUTIOUS
CHALLENGING
CHEERFUL
CLEAR-THINKING
COMPETENT
CONFIDENT
CONGENIAL
CONSCIENTIOUS
CONSERVATIVE
CONSIDERATE
CONSISTENT
CONSTRUCTIVE
CONTRIBUTOR
COOPERATIVE
COURAGEOUS
CREATIVE
CURIOUS
DECISIVE
DELIBERATE
DEMOCRATIC
DEPENDABLE
DETAIL-ORIENTED
DETERMINED
DIGNIFIED
DIPLOMATIC
DISCIPLINED
DIVERSE
DOMINANT
DYNAMIC
EAGER
EASYGOING
ECONOMICAL
EFFECTIVE
EFFICIENT
ENTERPRISING
ENTHUSIASTIC
ETHICAL
EXCEPTIONAL
EXPERIENCED
EXPERT
EXTROVERTED
FAIR
FAR-SIGHTED
FIRM
FLEXIBLE
FORCEFUL
FORESIGHT
FORMAL
FRANK
FRIENDLY
GENEROUS
GENTLE
GOAL-ORIENTED
GOOD-NATURED
HARD WORKING
HEALTHY
HONEST
HUMOROUS
IMAGINATIVE
INDEPENDENT
INDIVIDUALISTIC
INDUSTRIOUS
INFORMAL
INGENIOUS
INNOVATIVE
INSIGHTFUL
INSTRUMENTAL
INTELLIGENT
INVENTIVE
JUDICIOUS
KIND
LIKABLE
LOGICAL
LOYAL
MATURE
METHODICAL
METICULOUS
MODERATE
MODEST
MOTIVATED
NATURAL
OBJECTIVE
OPEN-MINDED
OPTIMISTIC
ORDERLY
ORGANIZED
ORIGINAL
OUTGOING
PAINSTAKING
PATIENT
PERCEPTIVE
PERSEVERING
PERSISTENT
PERSONABLE
PERSUASIVE
PLEASANT
POISED
POLITE
POSITIVE
PRACTICAL
PRECISE
PRODUCTIVE
PROFICIENT
PROGRESSIVE
PROMPT
PRUDENT
PUNCTUAL
PURPOSEFUL
QUICK
RATIONAL
REALISTIC
REASONABLE
REFLECTIVE
RELIABLE
RESOURCEFUL
RESPONSIBLE
RESPONSIVE
SELF-CONFIDENT
SELF-CONTROLLED
SELF-DISCIPLINED
SENSIBLE
SENSITIVE
SHARP-WITTED
SINCERE
SOCIABLE
SOPHISTICATED
SPONTANEOUS
STABLE
STEADY
STRONG
SYMPATHETIC
SYSTEMATIC
TACTFUL
TASK-ORIENTED
TENACIOUS
THOROUGH
THOUGHTFUL
TOLERANT
TOUGH
TRUSTWORTHY
UNAFFECTED
UNASSUMING
UNDERSTANDING
UNEXCITABLE
UNINHIBITED
UNIQUE
VERBAL
VERSATILE
VIGOROUS
WARM
WHOLESOME
WITTY

Exercise

Enhancing Your Personal Brand

Powerful brands focus on "owning" a single relevant benefit or value that differentiates it from all others in the market. Brands allow you to succeed and get credit for what you do (or preclude you from getting that success/credit).

Personality – unique personal style

Values – standards, ethics, ideals

Emotional Rewards – how customer feels?

Functional Benefits – what will features do?

Features – tangible, measurable, different

Self-Regulation

Biological impulses drive our emotions.

Self-regulation, which is like an ongoing conversation, is the component of emotional intelligence that frees us from being prisoners of our feelings. People engage in such a conversation feel bad moods and emotional impulses just as everyone else does, but they find ways to control them and even to channel them in useful ways.

Why does self-regulation matter so much?

People who are in control of their feelings and impulses, that is, people who are reasonable, are able to create an environment of trust and fairness. In such an environment, politics and infighting are sharply reduced and productivity is high.

Self-regulation is important for competitive reasons. Everybody knows business today is rife with ambiguity and change. People who have mastered their emotions are able to roll with the changes. They are able to suspend judgment, seek out information, and listen to coworkers as they explain the new program.

Self-regulation enhances integrity, which not only a personal virtue but also an organizational strength. Many of the bad things that happen in organizations are a function of impulsive behavior, such as exaggerating profits, padding expense accounts, or abusing power.

The signs of emotional self-regulation include a propensity for reflection and thoughtfulness, comfort with ambiguity and change, and integrity with an ability to say no to impulsive urges.

Understanding Your Emotions and Responding Appropriately

Senses – raw data of what we see and hear

Interpretation – the intellectual question "why?"

- *Why would a person do this?*
- *Why would a person say this?*

Feeling – emotional state following the interpretation

Options – options of what we feel like doing or saying

Express – action we take and express our thoughts and feelings

Understanding Negative Emotions and Overcoming Them

Being aware of our feelings is an important and somewhat difficult task. Many of us were taught to hide our feelings. We learned to pretend we did not have them. This especially true of feelings we consider negative, such as anger. We often keep our anger inside and act as if it were not there. We deny to ourselves that we are angry. In order to be aware of our anger and express it appropriately, we must understand what makes us angry, frustrated, or negative.

The purpose of this exercise is to increase your self-awareness of what makes you angry, frustrated, or negative.

Working by yourself, complete the following statements:

I feel angry, frustrated, or negative when...

When I have had it...I usually express my anger, frustration, or negativity by...

What are some of the positive, productive, or professional methods you have used to manage your anger, frustration, or negativity?

With your table partners; share your positive, productive and professional methods of dealing with negative emotions:

Motivation

People with motivation are driven to achieve beyond expectations – their own and everyone else's. The key word is achieve. They are motivated by a deeply embedded desire to achieve for the sake of achievement.

They have a passion for the work itself. They seek out creative challenges, love to learn, and take great pride in a job well done.

They also display and unflagging energy to do things better. People with such energy often seem restless with the status quo.

They are persistent with their questions about why things are done one way rather than another. They are eager to explore new approaches to their work.

They are forever raising the performance bar. During performance reviews, people with high levels of motivation might ask to be "stretched" by their superiors.

They like to keep score. People who are driven to do better want a way of tracking progress – their own, their team's, and their organization's.

People with high motivation remain optimistic even when the score is against them. In such cases, self-regulation combines with achievement motivation to overcome the frustration and depression that come after a setback or failure.

People with high levels of achievement motivation tend to have commitment to the organization. When people love their jobs for the work itself, they often feel committed to the organizations that make that work possible. Committed employees are likely to stay with an organization, even when pursued by headhunters or competitors.

Abraham Maslow grouped human needs into five basic categories. Once lower needs are satisfied, an individual begins to focus on higher needs. Maslow's categories were:

1. **Physiological needs** (such as needs for oxygen, water, food, physical health, and comfort).
2. **Safety needs** (to be safe from danger, attack, or threat).
3. **Belongingness and love needs** (needs for positive and loving relationships with other people).
4. **Needs for esteem** (needs to feel valued and to value oneself).
5. **Needs for self-actualization** (needs to develop to one's fullest, to actualize one's potential).

Frederick Herzberg developed a two-factor theory of motivation. **First**, there is a set of **extrinsic conditions**, the job context, which result in dissatisfaction (dissatisfiers) among employees when the conditions are not present. They include:

1. **Salary**
2. **Job security**
3. **Working conditions**
4. **Status**
5. **Organizational procedures**
6. **Quality of technical supervision**
7. **Quality of interpersonal relations** among peers, supervisors, and with subordinates.

Second, a set of **intrinsic conditions**, the job content, when present in the job, builds strong levels of motivation (satisfiers) that can result in good job performance. They include:

1. **Achievement**
2. **Recognition**
3. **Responsibility**
4. **Advancement**
5. **The work itself**
6. **The possibility of growth**

David McClelland proposes a theory of motivation that is closely associated with **learned needs**. The three needs are:
Need for Achievement - Need for Affiliation - Need for Power

What Motivates Employees?

Rank order the items from #1 "most important" to #10 "least important"

Job Security	_____
Appreciation for their work	_____
Potential for promotion	_____
Tactful discipline	_____
Good wages	_____
Participation in planning & decisions	_____
Varied and interesting work	_____
Management supportive of workers	_____
Good working conditions	_____
Management sympathetic toward personal problems	_____

Twelve Management Errors Leading to De-Motivation

1. Refuse to accept responsibility.
2. Fail to develop your people.
3. Try to control results instead of influencing thinking.
4. Manage everyone the same way.
5. Don't challenge others to be successful.
6. Concentrate on problems rather than objectives.
7. Be a buddy, not a boss.
8. Fail to set standards.
9. Fail to train your people.
10. Condone incompetence.
11. Recognize only top performers.
12. Try to manipulate people.

Behaviors of the Self-Motivated

1. **They respond constructively to failures**, setbacks, problems, and disappointments. They break tasks and large projects into smaller, manageable steps.
2. **They use time efficiently**. They schedule starting times, set deadlines, goals, and quotas so they don't procrastinate.
3. **They have a healthy self-esteem**. They maintain themselves physically and emotionally. They assess their skills and abilities realistically. They never stop growing.
4. **They demonstrate self-discipline** and think positively about themselves and others. They use outside resources as role models and for inspiration. They develop and cultivate good habits.
5. **They are never without hope**. They are willing to listen and learn. They are willing to try new things. They remember their success.

Empathy

Empathy means thoughtfully considering others' feelings, along with other factors, in the process of making intelligent decisions.

They listen and learn what coworkers are feeling and acknowledge their fears.

Empathy is particularly important today for at least three reasons: the increasing use of teams, the rapid pace of globalization, and the growing need to retain talent.

A team's leader must be able to sense and understand the viewpoints of everyone around the table. It is important to create a supportive environment where team members can speak openly about their frustrations and raise constructive complaints. Empathy helps in understanding the team's emotional makeup and the result can be heightened collaboration.

Globalization is another reason for the rising importance of empathy. Cross-cultural dialogue can easily lead to miscues and misunderstandings. Empathy is an antidote. People who have empathy are attuned to subtleties in body language; they can hear the message beneath the words being spoken. They have a deep understanding of both the existence and the importance of cultural and ethnic differences.

Empathy plays a key role in the retention of talent, particularly in today's information economy. Empathy plays a critical role in attracting, developing, and keeping good people. When good people leave they take the organization's knowledge with them.

Coaching and mentoring provides better performance, increased job satisfaction, and decreased turnover.

Fourteen Characteristics of Effective Listening

1. Be M_____
2. Make E_____ Contact.
3. Show I_____
4. Avoid distracting A_____.
5. Demonstrate E_____
6. Take in the W_____ picture.
7. Ask Q_____
8. P_____
9. Don't I_____
10. I_____ what is being said.
11. Don't O_____
12. Confront your B_____
13. Make smooth T_____ between talking and listening.
14. Be N_____

What Would You Say?

I'm really depressed. I have a good job and I make an adequate salary, but I'm not happy. I guess working is not all it is cracked up to be. I have some money saved. I did not do too well in school before, but maybe I will quit work and go back to school. I don't know what to do.

Advising and Evaluating Response
You should...

Analyzing and Interpreting Response
Your problem is...

Reassuring and Supporting Response
I believe ... (personal trait or job skill)

Questioning and Probing Response
What...? or How...?

Paraphrasing and Understanding Response
If I understand... (thinking or feeling)

Perception Checking

Feelings are internal reactions, and we can tell what people are feeling only from what they tell us and from their overt actions.

Overt actions include such things as smiles, frowns, shouts, whispers, tears, and laughter.

When other people describe their feelings to us, we can usually accept their feelings to be what they say they are.

But if other people express their feelings indirectly (such as through sarcasm) or nonverbally (such as through a frown), we often need to clarify how they actually feel.

A basic rule in interpersonal communication is that before you respond to a person's feelings, you need to check to make sure you really know what the other person actually feels.

The best way to check out whether or not you accurately understand how a person is feeling is through a perception check.

A perception check has three parts:

1. **A description of the behavior you noticed**
2. **At least two possible interpretations of the behavior**
3. **A request for clarification how to interpret the behavior**

Examples:

"When you stomped out of the room and slammed the door *(behavior)*, I wasn't sure whether you were mad at me *(first interpretation)* or just in a hurry *(second interpretation)*. How did you feel *(request for clarification)*?"

"You haven't laughed much in the last couple of days *(behavior)*. I wonder whether something's bothering you *(first interpretation)* or whether you're just feeling quiet *(second interpretation)*. What's up *(request for clarification)*?"

"You said you really liked the job I did *(behavior)*, but there was something in your voice that made me think you may not like it *(first interpretation)*. Maybe it's just my imagination, though *(second interpretation)*. How do you really feel *(request for interpretation)*?"

Social Skill

Social skill is friendliness with a purpose; moving people in the direction you desire, whether that's agreement on a new strategy or enthusiasm about a new product.

Socially skilled people tend to have a wide circle of acquaintances, and they have developed a talent for building rapport and finding common ground. They are upbeat, and their "glow" is cast upon conversations and other social encounters. They have a network in place when the time for action comes.

Social skill is the outcome of the other dimensions of emotional intelligence.

Socially skilled people are adept at managing teams. They are expert persuaders – a manifestation of self-awareness, self-regulation, and empathy combined. They know when to make an emotional appeal, for instance, and when an appeal to reason will work better. And motivation, when publicly visible, makes such people excellent collaborators; their passion for the work spreads to others, and they are driven to find a solution.

Socially skilled people may at times appear not to be working while at work. They sometimes seem to be idly schmoozing – chatting in the hallways with colleagues or joking around with people who are not even connected to their "real" jobs. They build bonds widely because they know that in these fluid times, they may need help someday from people they are just getting to know today.

Career success is based upon getting work done through people, and social skill makes that possible. A person who cannot express empathy may as well not have any. Motivation will be useless if a person cannot communicate their passion to the organization. Social skill allows people to put their emotional intelligence to work.

Building a Supportive Communication Climate

- **Description**: You talk about what you see, not about what you think might be behind what you see.
  - **Rather than Evaluation**: Any judgment, direct or implied.

- **Equality:** You view the other person in the relationship on the same level and being worthy and deserving of respect.
  - **Rather than Superiority**: Verbally attacking someone's abilities, talents, and self-esteem. Nonverbal attacking by rolling the eyes or making faces.

- **Problem Orientation**: You look at the value of the idea, regardless of the source.
  - **Rather than Control**: Suggestions, and recommendations communicated to another individual that you know how they ought to behave, think, or feel.

- **Spontaneity:** You are honest in your reaction and communicate openness, trust, and self-confidence.
  - **Rather than Strategy:** Giving out dishonest messages, withholding information, making up stories, sending distorted messages.

- **Empathy:** You understand a situation from the other person's point of view. You give the person positive regard and identify with their emotional state with genuine concern and caring.
  - **Rather than Neutrality**: An impersonal approach of detachment and noninvolvement. Indifference, no sharing of commonality in feelings or perspectives.

- **Provisionalism**: Your willingness to wait and hear all sides of an argument. An open mind helps you to let go of your own idea or method if a better one comes along.
  - **Rather than Certainty**: Always certain about their opinions, ideas, tastes, suggestions, demands, and allows little room for alternatives.

Eight Factors of Building Cohesiveness

Cohesiveness provides a collective sense of identity.

1) **Shared or Compatible Goals**
People draw closer when they share an aim or a goal.

2) **Progress Toward These Goals**
While a team is making progress, members feel highly cohesive; when progress stops, cohesiveness decreases.

3) **Shared Norms**
Norms are shared values, beliefs, behaviors, and procedures.

4) **Lack of Perceived Threat Between Members**
Cohesive group members see no threat to their status, dignity, or emotional well-being.

5) **Interdependence of Members**
Teams become cohesive when their needs can be satisfied only with the help of other members.

6) **Threat From Outside the Team**
When members perceive a threat to the team's existence or image they grow closer together. The team unites against its common enemy.

7) **Mutual Perceived Attractiveness and Friendship**
Teams often do become close simply because members like each other.

8) **Shared Team Experiences**
When members have been through some unusual or trying experience, they draw together.

grow
laugh
learn
KIT welchlin
Keynote Presentations

Award Winning Speaker

KIT WELCHLIN'S approach has helped him earn the respect and appreciation of audiences for years across a wide variety of organizations. Often described as "high energy" and "entertaining," he weaves his special blend of lighthearted humor with practical strategies that enhance listeners' personal and professional lives. Kit customizes his content, sharing proven methods and techniques that are truly relevant.

Kit's gift is his ability to transform his audience to active participants. At the end of the presentation, audiences walk away energized and informed, armed with new tools and strategies, and believe their time with Kit was very well spent.

SPEECHES, SEMINARS, AND WORKSHOPS

➤ Chaos and Change: Become a Quick-Change Artist

Change is becoming the norm, to resist it can ruin your career. Learn to invest your energy in finding and seizing the opportunities brought by change.

➤ Creating a World-Class Customer Service Culture

Research shows that we never hear from 96% of the people that are unhappy with us, or our organization, or our service. Do you really know how you're doing? Learn world-class customer service strategies that work.

➤ Closing the Gaps: Communicating Across the Generations

With different generations converging on the workplace, everyone needs to be equipped with practical strategies to deal with the differences. Learn to sort through stereotypes and identify strengths.

➤ Handling Difficult People: Dealing with People You Can't Stand

It is estimated that 20 percent of our population can be classified as difficult people. No matter where you go, there will be at least one to deal with. Learn to identify types of difficult people and strategies for controlling your emotions and responding appropriately.

➤ Stress, Time & Procrastination: Are You a Burnout?

Nearly half the nation's workers say job stress is destroying their mental and physical health, and eroding productivity. Learn 30 techniques to relieve stress, 20 time management techniques and 5 steps to stop procrastination.

➤ You're On A Team, You May As Well Be Good At It

Working together is a difficult and complicated communication task. Working well together is a necessity. Learn how to participate effectively and build cohesiveness on a team in this fast-paced & interactive program.

➤ Applying Emotional Intelligence for Career Success

The qualities that make up emotional intelligence — self-awareness, self-regulation, motivation, empathy, and social skill — enable the most successful professionals to raise their own and others' performance to a higher level.

➤ Leadership: It's not just Positional; It's Personal

Position power is the extent to which you have rewards, punishments, and sanctions. Personal power is the extent to which you can gain the confidence and trust of people you lead. The new leaders are communicators and build and sustain both positional and personal power.

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Communication Strategies

"Helping People Get More Done in Less Time"

AND

"Helping Organizations Get Their People to Work Together Better"

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