



Are You Emotionally Intelligent?

Rob Mosley
Managing Partner
Next Level Exchange



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American Staffing Association

Are You Emotionally Intelligent?

Rob Mosley, Managing Partner





Carry The Load

Emotional Intelligence

“the ability to monitor one’s own and other people’s emotions, to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behavior.”

What You Should Consider

-
-
-
-
-
-



Adaptable To Change

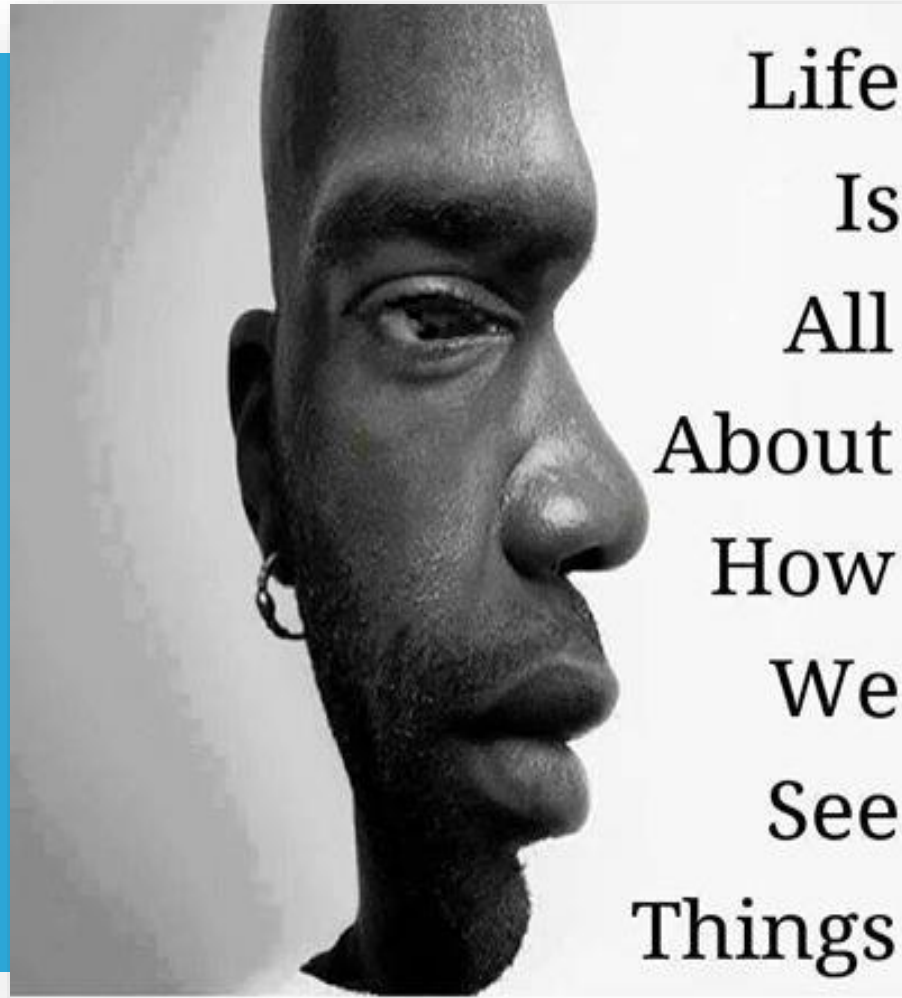
“It is not the strongest of the species that survives, nor the most intelligent that survives.

It is the one that is the most adaptable to change.”

-Charles Darwin



Your World View



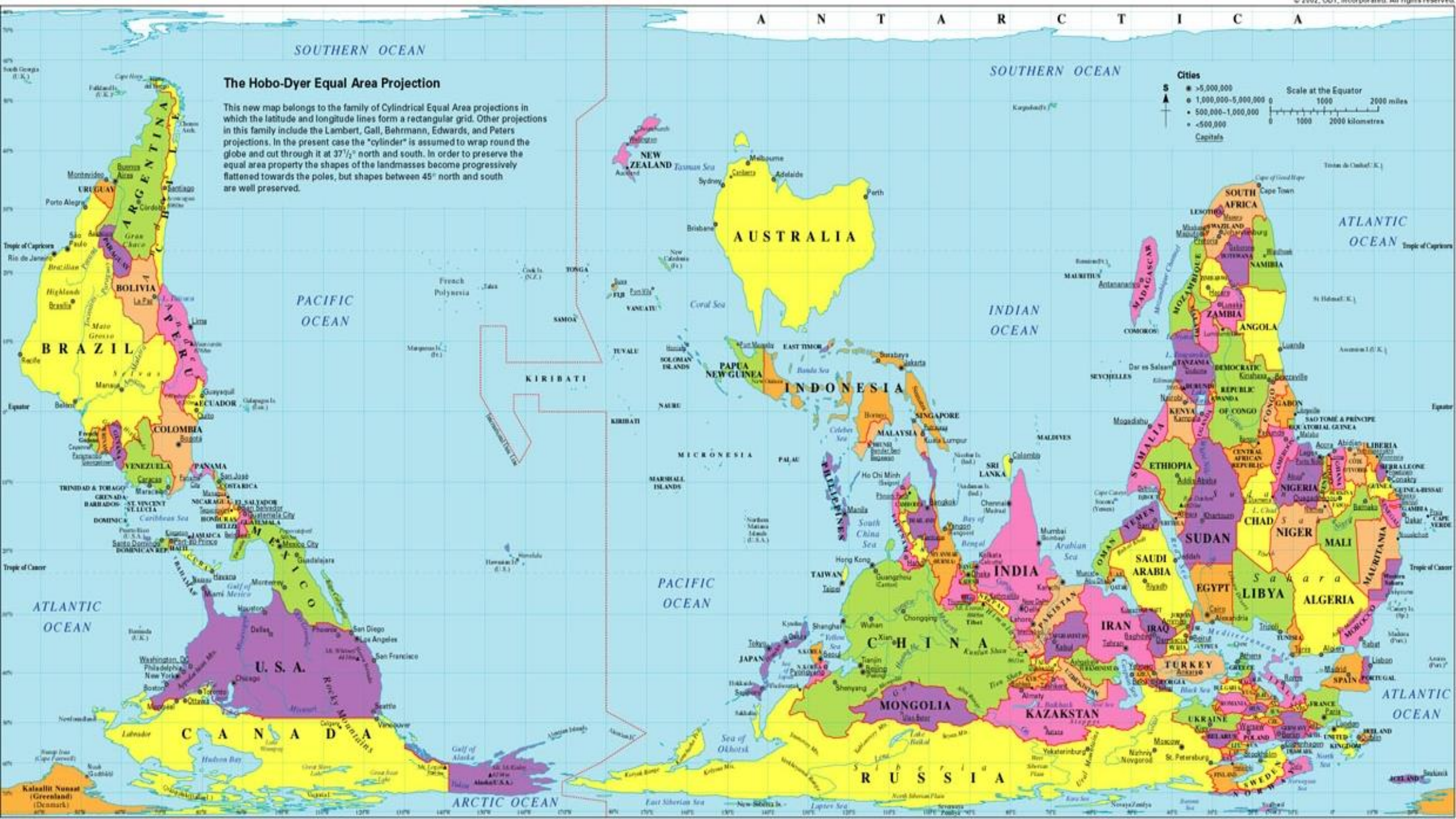


COSMOPOLITAN
World
A. S. WOOD



Map not to Scale

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The Hobo-Dyer Equal Area Projection

This new map belongs to the family of Cylindrical Equal Area projections in which the latitude and longitude lines form a rectangular grid. Other projections in this family include the Lambert, Gall, Behrmann, Edwards, and Peters projections. In the present case the "cylinder" is assumed to wrap round the globe and cut through it at 37 $\frac{1}{2}$ ° north and south. In order to preserve the equal area property the shapes of the landmasses become progressively flattened towards the poles, but shapes between 45° north and south are well preserved.

Cities

- >5,000,000
- 1,000,000-5,000,000
- 500,000-1,000,000
- <500,000

Capitals

Scale at the Equator

0 1000 2000 miles

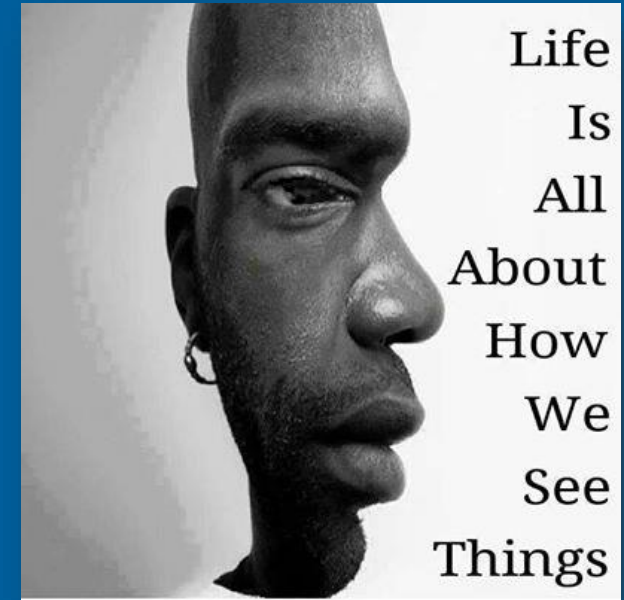
0 1000 2000 kilometres

Your Map of The World

- Many geographic maps contain biases
- Our psychological maps also contain biases
- This session enables you to see yourself and others with less bias

Perception is Reality

- We need to be aware of how we are perceived by others:
 - Owner / Manager
 - Clients / Candidates
 - Friends / Family
- How others perceive us may not be:
 - Our reality, yet it is their reality
 - Our truth, yet it is their truth



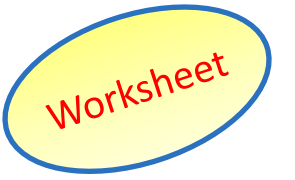
24 Qualities: Right Frame of Mind

Worksheet

It is important to remember that no one quality is more important than another. Each aspect of who you are can prove to be a crucial strength depending on what situation you find yourself in at any given time.

These qualities are not a judgment of who you are; it is simply an aid to guide you towards a better sense of self-awareness to allow you to recognize your strengths and possible areas for development in the near future.

The 24 Qualities



- Accommodating
- Collaborative
- Empathetic
- Observing
- Measured
- Intimate
- Cautious
- Evidence-Based
- Practical
- Reliable
- Structured
- Purposeful
- Adaptable
- Flexible
- Spontaneous
- Conceptual
- Imaginative
- Radical
- Sociable
- Demonstrative
- Takes Charge
- Logical
- Competitive
- Tough



Understanding Your Qualities

Worksheet

Adaptable

Works in passionate bursts towards emergent goals

Flexible

Easy going and informal

Spontaneous

Makes quick gut-feel decisions

Conceptual

An abstract thinker comfortable with complexity and ambiguity

Imaginative

A source of new and creative ideas

Radical

Embraces change and is willing to challenge tradition

Sociable

Friendly and energized by interacting with others

Demonstrative

Enthusiastic and expresses positive emotions

Takes Charge

Seizes the initiative in a group and is drawn towards authority positions

Logical

Objective and rigorously applies reason

Competitive

Strong willed with a win/lose mindset

Tough

Argues forcefully and is comfortable with conflict

Accommodating

Strives for harmony and is willing to adjust their stance in a conflict

Collaborative

Team player with a win/win mindset

Empathetic

Considerate and in touch with other people's feelings

Observing

Boundaried and energized by their inner world

Measured

Serious minded and contains positive emotions

Intimate

Listens first and gravitates towards one-to-one conversations

Cautious

Resists change - prefers to stick with tried and tested methods

Evidence-Based

Focused on observable facts and attentive to details

Practical

Adopts a realistic and common sense approach

Reliable

Disciplined and meets commitments

Structured

An organized and effective planner

Purposeful

Sets ambitious goals and then works diligently towards them

Your Qualities – Breakout Session

- Circle 3 qualities that best describe who you are.
- At your table, share the one quality that best describes you and share how you leverage that with your team and with clients and candidates.
- **Self Reflection:** Do you see additional qualities that might make you a more effective team member? How might the qualities that we looked for in a team member 3 years ago be different in the future?



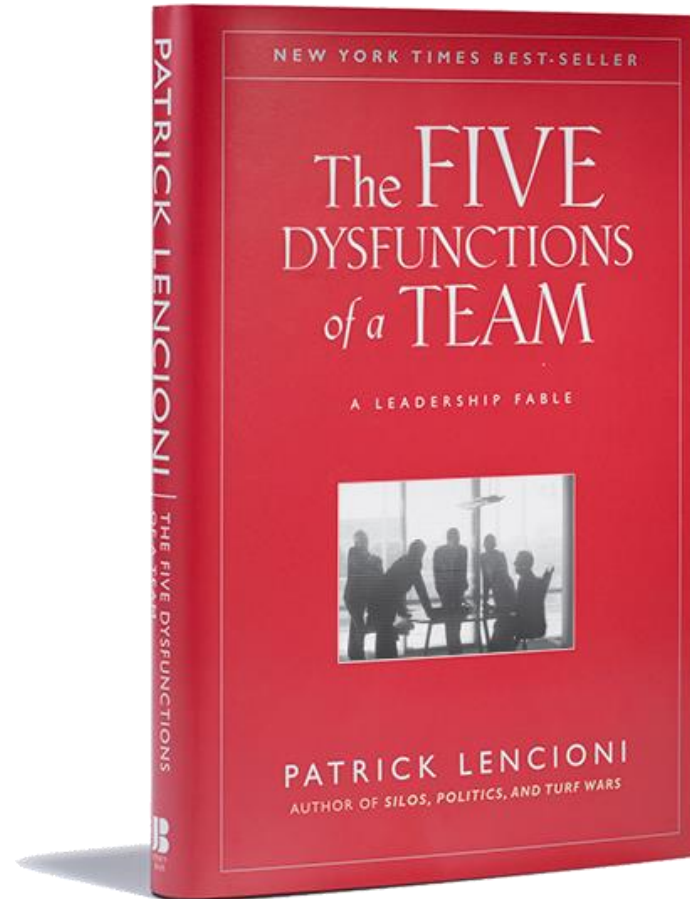
Are My Over
Extended
Behaviors
Limiting Me?

Qualities Overextended

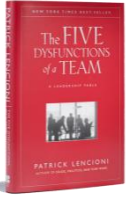
Accommodating	>	Acquiescing
Collaborative	>	Consensus Obsessed
Empathetic	>	Emotionally Stretched
Observing	>	Detached & Aloof
Measured	>	Serious & Withdrawn
Intimate	>	Passive
Cautious	>	Change Resistant
Evidence-Based	>	Lost In The Details
Practical	>	Narrow Sighted
Reliable	>	Hesitant
Structured	>	Rigid Planning
Purposeful	>	Goal Fixated
Adaptable	>	Unfocused
Flexible	>	Chaotic
Spontaneous	>	Impulsive
Conceptual	>	Unfeasible
Imaginative	>	Fantasist
Radical	>	Change For Sake Of Change
Sociable	>	Can't be alone
Demonstrative	>	Overbearing
Takes Charge	>	Controlling
Logical	>	Argumentative
Competitive	>	Win At All Costs
Tough	>	Seeks Conflict



The Five Dysfunctions of a Team



The Five Dysfunctions of a Team



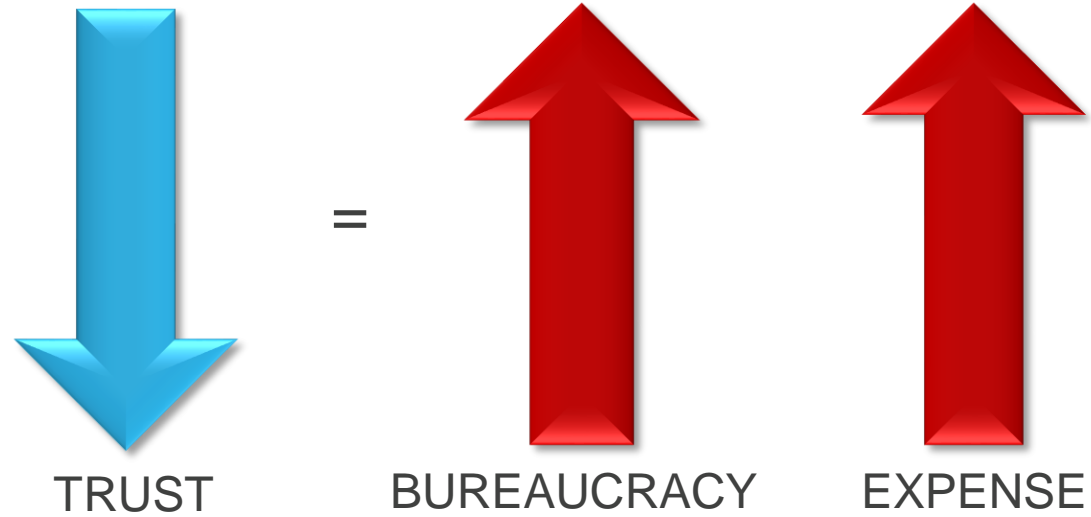
How Do I
Begin to
Build
Trust Based
Behaviors?



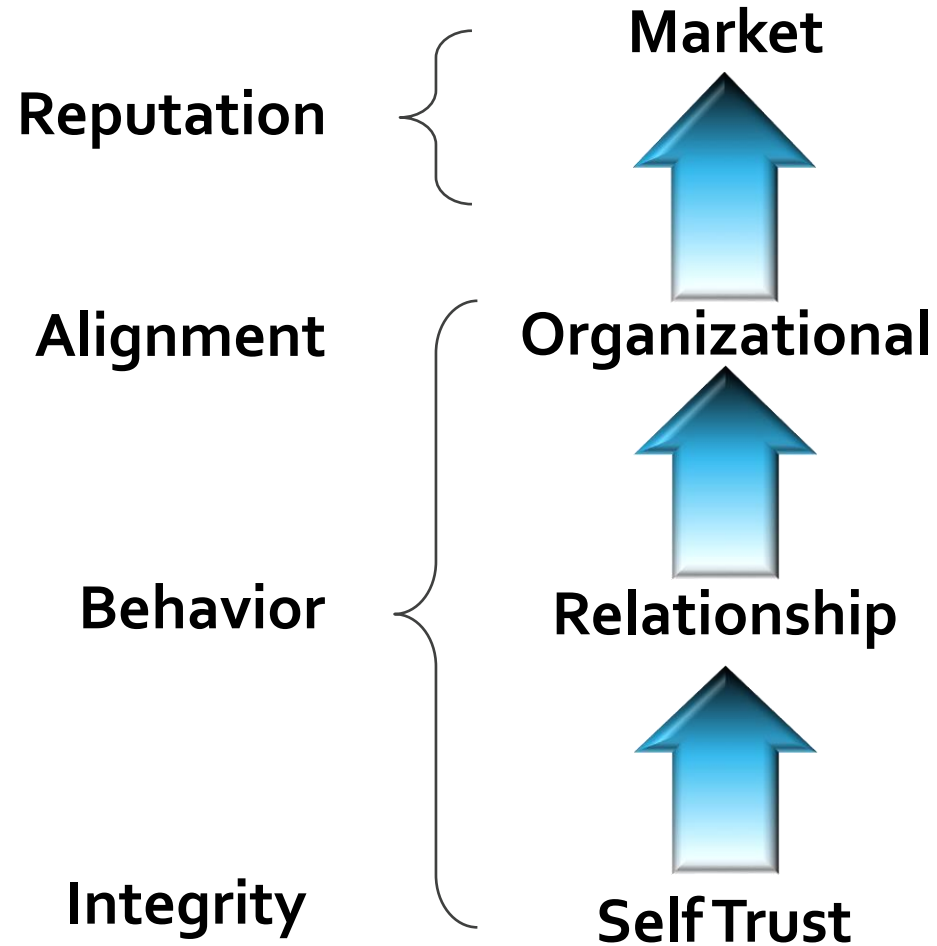
T R U S T

The Economics of Trust

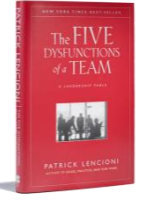
Trust Is An Economic Metric



The Waves of Trust



Building Trust

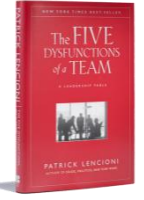


“Based on my experience working with teams during the past twenty years or so, I’ve come to the inescapable conclusion: no quality or characteristic is more important than trust.

In fact, my work with teams revolves around trust more than any other topic.”

- Patrick Lencioni
The Five Dysfunctions of a Team

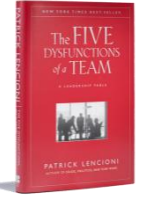
Personal Histories



Please share three things:

1. Where did you grow up?
2. How many siblings in your family and how do you rank oldest to youngest?
3. What was the most important event or unique / difficult challenge of your childhood?

Building Trust



“When it comes to teams, trust is about vulnerability. Vulnerability-based trust is based on the simple and practical premise;

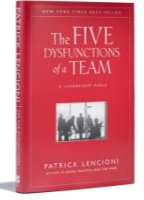
Team members who trust one another learn to be comfortable being open, and even exposed to one another around their failures, weaknesses, and even fears.”

- Patrick Lencioni
The Five Dysfunctions of a Team

Behaviors that Drive Trust

1. Keep commitments
2. Clarify expectations
3. Attend to the little things
4. Be loyal to the absent
5. Apologize sincerely
6. Seek First to understand

Building Trust



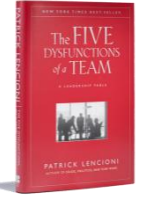
Takeaways For Action

- Trust is the foundation of all teamwork.
- On a team, trust is all about vulnerability, which is difficult for most people.
- Building trust takes time, but the process can be greatly accelerated.
- Like a good marriage, trust on a team is never completed; it must be maintained over time.

Agenda

1. Building Trust
- 2. Mastering Conflict / Achieving Commitment**
3. Embracing Accountability
4. Focusing on Results
5. “The Happy Secret”

Mastering Conflict



“If team members are never pushing one another outside of their emotional comfort zone during discussions, then it is extremely likely that they are not making the best decisions for the organization.”

- Patrick Lencioni
The Five Dysfunctions of a Team

**BETWEEN STIMULUS AND
RESPONSE THERE IS A SPACE.
IN THAT SPACE IS OUR POWER
TO CHOOSE OUR RESPONSE.
IN OUR RESPONSE LIES OUR
GROWTH AND OUR FREEDOM**

Viktor E. Frankl

Your Words Matter



Communication Preference

- If your boss/direct report/associate/friend had a problem with you, how would you want him/her to handle it?
- What do you find is your greatest challenge when you have to have a difficult conversation?

Small Group Breakout: 5 Minutes

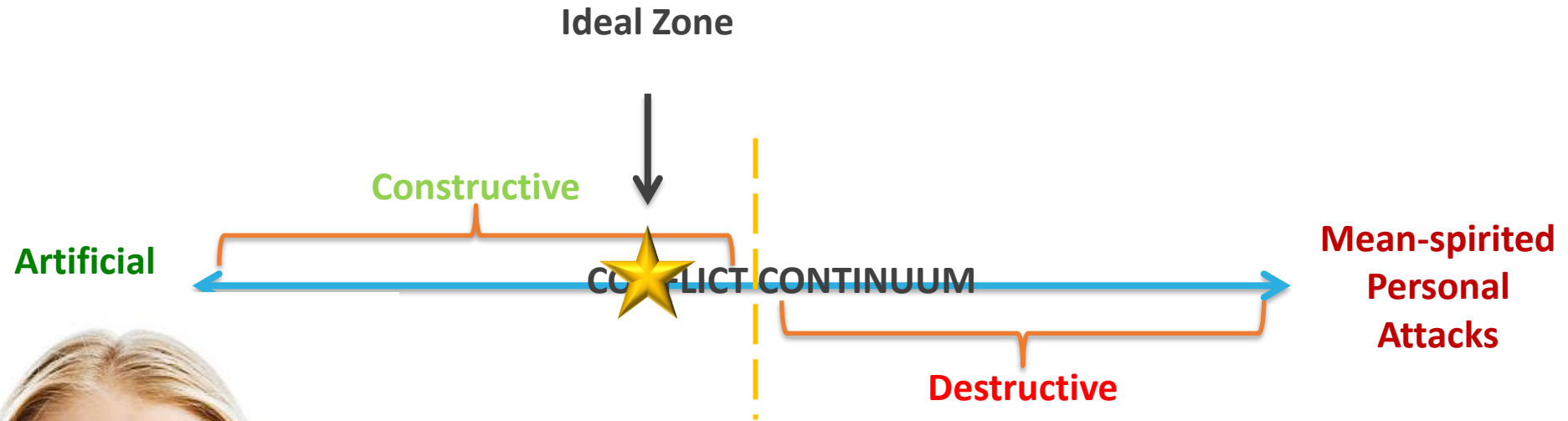
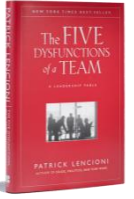
Respectful Conversations

A “**respectful conversation**” is a healthy balance between the courage to confront and the courage to be confronted.

It should be productive, passionate, unfiltered conversation around what is important to the individual/team. This only happens when *vulnerability-based* trust exists.



Ideal Conflict Point



Best Practice

Misperceptions-Skepticisms-Concerns

*“Experience is not what happens to you;
it’s what you do with what happens to you.”*

- Aldous Huxley

Responding to Resistance Exercise

Workbook

- Responding to resistance vs. “overcoming objections”
- What type of resistance do you hear?
 - *Misperceptions*
 - *Skepticisms*
 - *Factual concerns*
- Over-reacting / under-reacting magnifies the issue

P.A.C.E.R.S.

Pause Take a breath and let silence do the heavy lifting. Listen for what's being said and why it's being said - the words and the feeling. Listen for the need behind the statements or the resistance.

Acknowledge to satisfy the fundamental need for recognition. It is not agreeing; you are communicating that you either understand or desire to understand.

Clarify to confirm your understanding of the situation or resistance. Start with clarifying questions to ensure your understanding.

Expand by suggesting alternative approaches, or recommendations that would address meeting needs, solving problems and achieving goals.

Resolve by suggesting alternative or different approaches or suggestions that could assist in meeting the person's needs and helping to solve their problems or achieve their goals and objectives.

Seek Agreement to find common ground on all or a part of the issue to begin aligning your position.

Best Practice

Active and Empathic Listening

“Listen in a way that others love to speak with you and speak in a way that others love to listen to you.”

- Anonymous

The Art of Listening

- Hearing is not listening. “Seek first to understand, then to be understood.” Listening is command central for all communication. No other skill is as powerful—or as necessary
- “Listening”: the process of temporarily setting your world aside and concentrating on the other person’s message and meaning. Evaluation, decisions, and reactions can come later.

A photograph of a man and a woman in business attire. The man is on the left, wearing glasses and a dark suit, looking towards the woman. The woman is on the right, with short dark hair, wearing a white shirt and a brown vest, looking back at the man. They appear to be in a meeting or conversation. The background is a bright, slightly blurred office environment with vertical blinds.

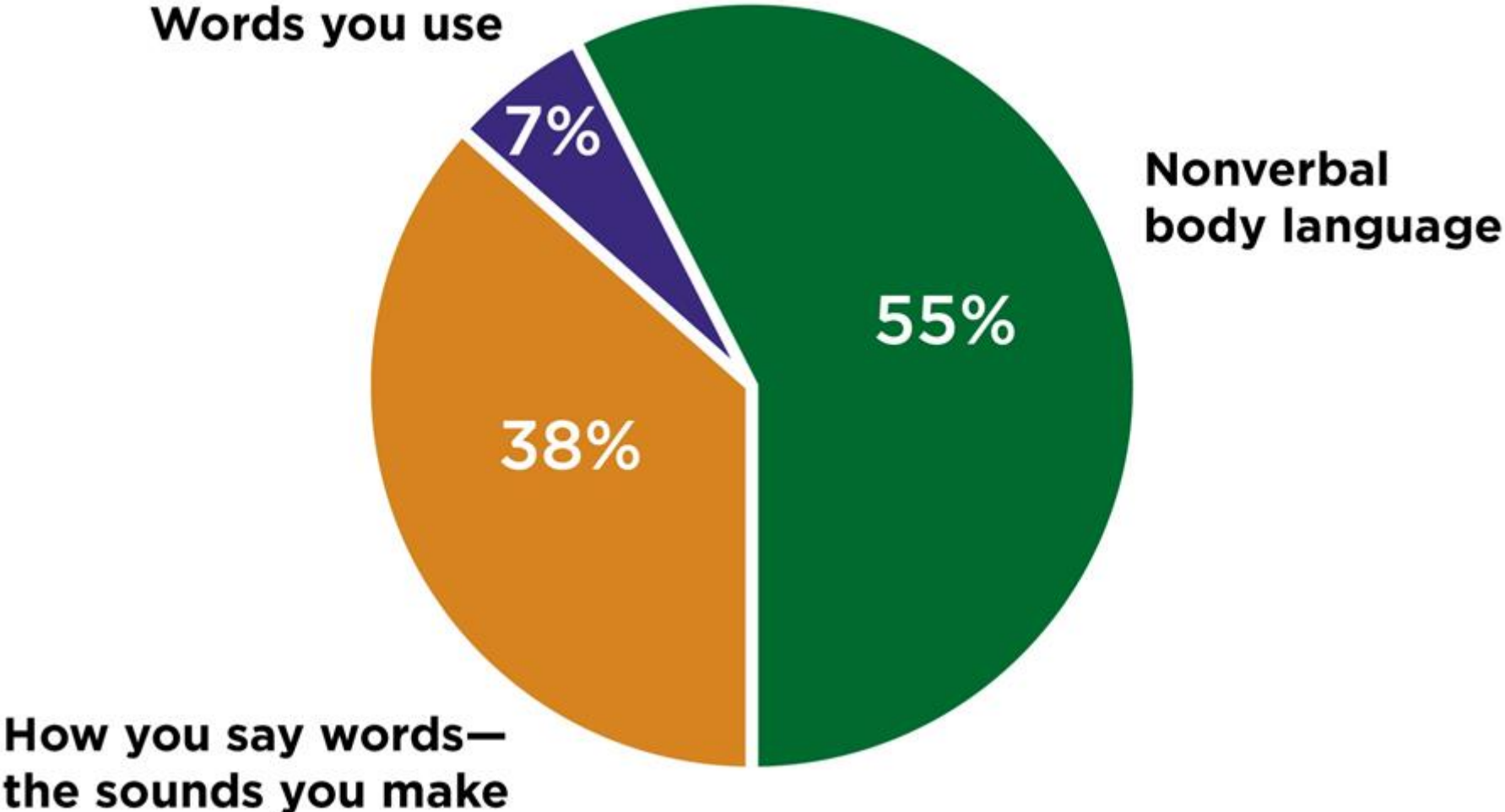
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“Listening”

The process of temporarily setting your world aside and concentrating on the other person’s message and meaning. Evaluation, decisions, and reactions can come later.

ALBERT MEHRABIAN



Listening Guidelines



- **Listen without deciding**
- Use a neutral tone of voice
- Maintain good eye contact and a relaxed posture
- **Avoid listening autobiographically**
- Ask open-ended questions
- **Reframe for clarity and understanding**
- Don't use listening to manipulate or persuade
- **Practice at home first**

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Respond by suggesting alternatives, different approaches or suggestions that would assist in meeting the person's needs and helping to solve their problems or achieve their goals and objectives.

Seek Agreement to find common ground on all or a part of the issue to begin aligning your position.



Best Practice

Acknowledge

“Seek first to understand”

- Stephen Covey

The Art of Listening



Acknowledge Examples



- “I hear you”
- “I can appreciate that”
- “I know price/rate is an important factor in your decision”
- “It's important to me that you feel you are being treated fairly”
- “What I am hearing from you is.....”
- “It sounds as though you.....”
- “I sense that you might be frustrated by.....”
- “I think I understand your concern....”
- “I can see how that might look on the surface”

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Best Practice

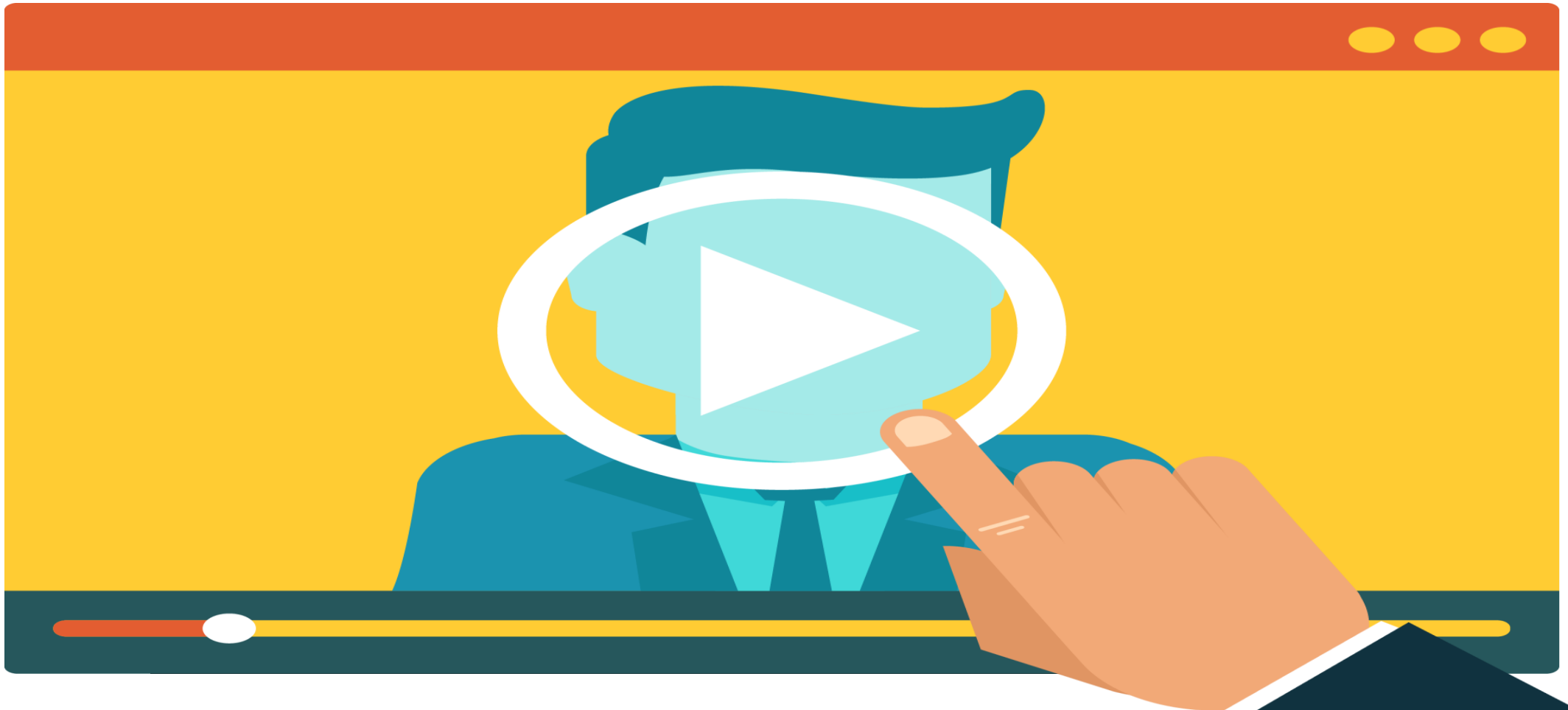
Clarifying Questions

*“Any fool can offer you answers.
It takes real genius to ask the right
questions.”*

- Albert Einstein



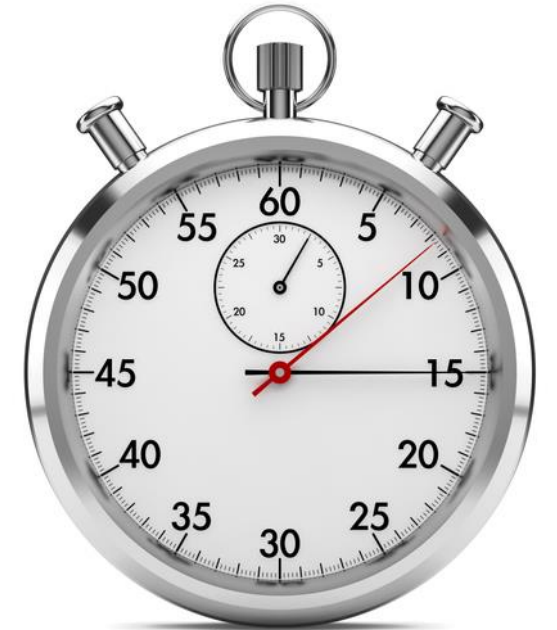
Don't Assume



Fact Finding Buys You Time

Probing for Symptoms:

- Could you tell me more about....?
- Could you give me an example of....?
- When did you first notice.....?
- What seems to be the key contributing factors to.....?
- How has this affected.....?
- Have you had the chance to see what this might be costing the business in terms of.....?



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Best Practice

Expand

(Making Guiding Suggestions)

“Advice is like snow – the softer it falls, the longer it dwells upon, and the deeper it sinks into the mind.”

-Samuel Taylor Coleridge

Making Guiding Suggestions

- “Based on your input, I would recommend...?”
- “I’d like to suggest that you both consider....”
- “We could also explore the following.....?”
- “I’d like to suggest next steps in the process?”
- “In my experience, most candidates prefer....”
- “If that is resolved, our next steps would be....”
- “In working with others in this salary range....”

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Best Practice

Seek Agreement

"If you don't ask – you don't get"

- Anonymous

Seek Agreement Examples

- “Does that sound like a good next step?”
- “Have I answered your question fully?”
- “Does that help to resolve your concerns?”
- “I’d like to suggest next steps in the process?”
- “Are you prepared to move forward?”
- “If that is resolved, our next steps would be....”
- “Would you agree?”
- “We can start the paperwork and place you into our system...”

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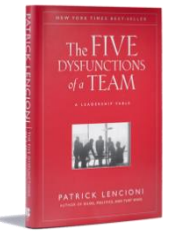
Observer Feedback

- **“I would keep”** - What did the Consultant do really well during the conversation? How well did they follow the PACERS model? Be as specific as possible. What behaviors did he/she exhibit?
- **“I would change”** – What would you have said or done differently in the conversation, or perhaps added or omitted?

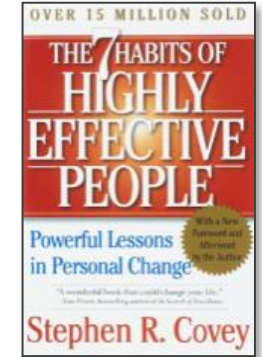
Mastering Conflict

Takeaways For Action

- Good conflict among team members requires trust, which is all about engaging in unfiltered, passionate debate around issues.
- Even among the best teams, conflict will at times be uncomfortable.
- Conflict norms, though they will vary from team to team, must be discussed and made clear among the team.
- The fear of occasional personal conflict should not deter a team from having regular; productive debate.



Circle of Concern – Circles of Influence



Survey Says.....

**“People focus on things
they can impact rather than
on things they can’t.”**

31%



Circle of Concern – Circle of Influence

Inflation_____

Weakness of Other People_____

My Choices_____

My Commute Time_____

My Upbringing_____

How Others Treat Me_____

Job Security_____

Delayed Flight_____

Ukrainian War_____

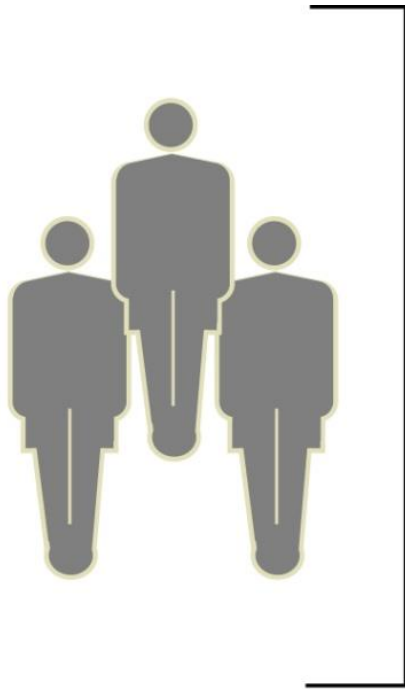
My Happiness_____

Identify a challenging situation at work – one that frustrates you and for which you have some responsibility.

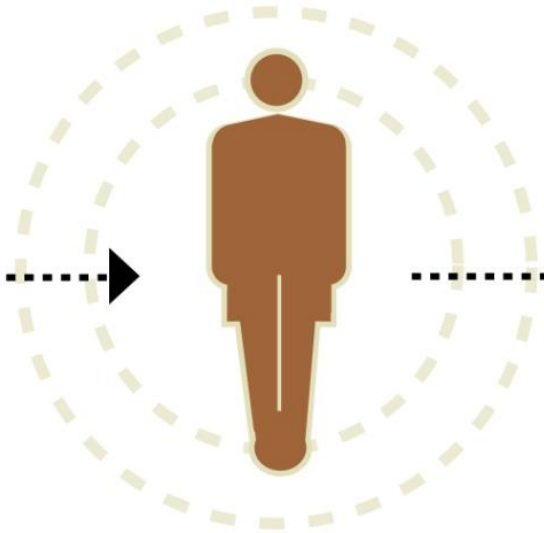
- Identify the areas of Concern_____
- Identify the areas you can Influence_____

“Never doubt that a small group of thoughtful citizens can change the world. Indeed, it is the only thing that ever has!” -- Margaret Mead

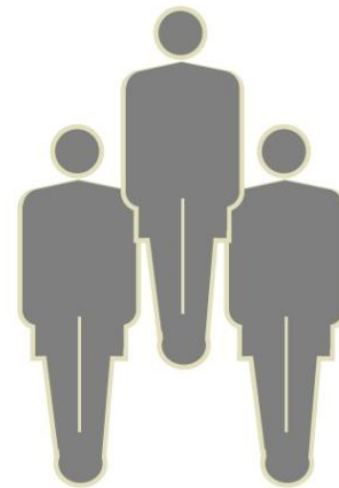
Negative
Patterns



Past



Transition
Person



Future

Positive
Patterns

Become a Transition Person

“A transition person breaks unhealthy, abusive, or unfortunate learned behaviors and replaces them with proactive, helpful, effective behaviors. This person models the behavior and passes on effective habits that strengthen and build others in positive ways.”

1. Who has been a transition person for you personally?
2. What effect/influence did this person have on you?
3. Identify a specific situation in which you could become a transition person. Consider your Circle of Influence at work, at home, and in the community.

“To the world, you may just be one person, but to one person, you may be the world.”

-- Josephine Billings

A man in a dark suit is standing on a dark beach, pulling a thick rope. The rope extends from the bottom left towards the center, where it splits into two paths. One path leads to a dark, stormy sea with lightning bolts in a black sky. The other path leads to a bright, clear blue sea with white-capped waves. The text "SEE THROUGH A DIFFERENT LENS" is overlaid in white, bold, sans-serif font across the center of the image.

SEE THROUGH A DIFFERENT LENS

TAKE A BREATH

“Everything we hear is an opinion, not a fact.

Everything we see is a perspective, not the truth.”

-Marcus Aurelius / 160 AD

Smart People Said....

“The telephone has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us.”

-Western Union, 1881

Smart People Said....

“The horse is here to stay, but the automobile is only a novelty.”

-President of the Michigan Savings Bank, 1903

Smart People Said.....

“Television won’t be able to hold onto any market it captures after the first 6 months. People will soon get tired of staring at a plywood box every night.”

-Darryl F. Zanuck, President of 20th Century Fox, 1946

Smart People Said.....

“Man will never reach the moon regardless of all future scientific advances.”

-Lee de Forest, investor of the radio tube, 1967

Smart People Said....

“There’s no reason for any individual to have a computer in their home.”

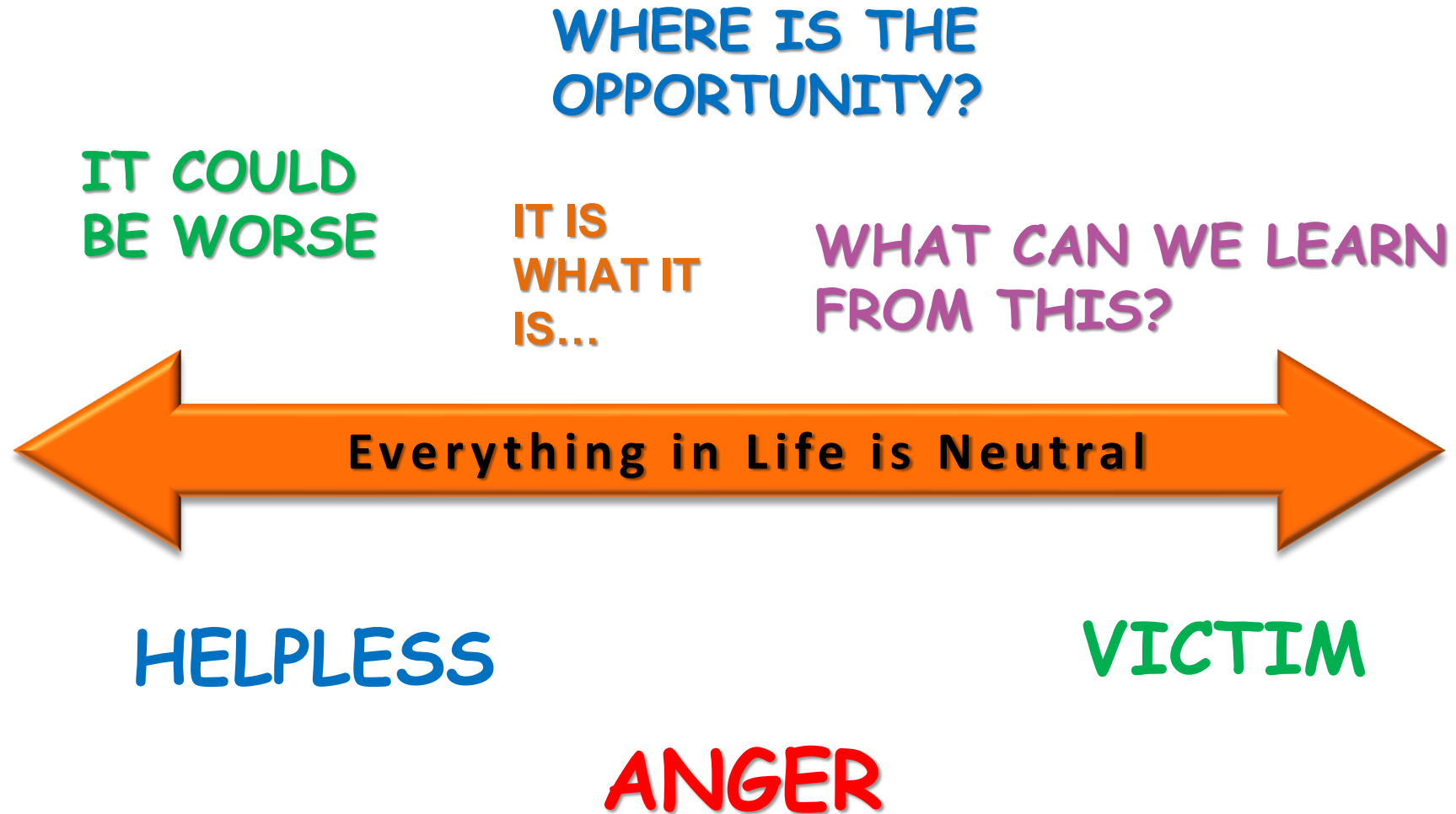
-Kenneth Olsen, founder of Digital Equipment Corp. 1977

Everything In Life Is Neutral

- Some of you may not want to hear this message....
- Everything in Life is Neutral....

We decide whether it is Stressful or If It Isn't.

Your World View



Everything In Life Is Neutral

- Everything in Life is Neutral....We decide whether it is Stressful or If It Isn't.
- We decide whether it is above or below the line.
- **As a Member of Your Team, you have an obligation to be ABOVE THE LINE**

*Your Thoughts Create Your Feelings and Your Feelings Create Your Actions
and Behaviors*

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toward a donation to **Jobs for
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