

# will ed

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OFFICIAL PUBLICATION OF THE ALFN | VOL. 4 ISSUE 2



McMichael Taylor Gray, LLC

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## EQ IN THE WORKPLACE

OUR SPECIAL WILLPOWER ISSUE

INTENTIONALLY CHANGING THE GAME #ALFNWILL





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## Letter from the Editor


SPRING IS A BIG DEAL in Buffalo, NY. Forget New Year's - March 20 is the real beginning of the year. People crawl out of hibernation, and look around to take account of what has been happening in their lives through the long, cold winter. It is time to wake up and clean up, in both personal and professional matters. If you could bottle the amount of stored-up winter energy that Buffalonians (and I imagine anyone else who lives in areas of distinct seasons) have and transfer it into kinetic energy at this time of year, we would have no need for the power plant in Niagara Falls. It is time to assess what has been working for us, and what hasn't been, and dig into the reasons why this is the case.

In our last issue, Natalie Grigg authored an informative article introducing us to the topic of emotional intelligence ("EI"). We liked it so much that we decided to devote this entire issue to EI. Natalie's article for this issue discusses where to begin when trying to develop EI. Spoiler alert - it begins with self-awareness. Erica Fujimoto's article gives us some amazing tips on how to use EI in the workplace. Jillian Wilson's article focuses on strengthening leadership through EI (I personally love the idea of the "power thank you", and I can imagine how effective this would be). Michelle Garcia Gilbert's article tackles the important topic of how diversity fits in with EI in both workplaces and in schools. Shannon Tomasso's article gives leaders some "dos and don'ts" for dealing with significant business changes in an emotionally intelligent way. Julie Beyer's article provides a review of a collection of articles about EI from the Harvard Business Review, highlighting the dreaded "CEO disease", which is when a leader thinks they are effective, however their words and actions are not actually being perceived as intended.

This issue also includes an especially hilarious edition of "Lessons from the Road" by Sally Garrison,



where she applies EI to managing stressful travel situations. And finally, we have decided to add a new regular column to the publication. This column will tell us the ten things we need to know about a historically important woman who has made a significant impact on life as we know it. Lauren Thurmond has contributed the first piece for this column and tells us about Barbara Jordan, an inspiring woman of many "firsts" for our Country.

For me personally, this was a very timely set of articles, as I am currently pregnant and maybe a tad more emotional than usual - I might have even cried a little when I realized we were out of yogurt a couple of weeks ago. But yogurt-triggers aside, I've always thought of myself as somewhat "Vulcan" (for my fellow Trekkies). I try to look at the big-picture and react as logically as possible to situations, and I am sometimes astounded by others' strong emotional reactions. I live by the phrase "Don't make a permanent decision based on a temporary emotion", and I've always felt that I have a good handle on my own emotions. But it is important in EI development to work on understanding others' emotions better as well, and I hope that after reading these great articles, you will be as motivated and energized to develop your EI as I am. Time to Spring-clean! 

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# EMOTIONAL BAGGAGE

SALLY GARRISON

MANAGING MEMBER, THE MORTGAGE LAW FIRM, PLLC

Emotional intelligence describes the ability to manage your own emotions, as well as the emotions of others. It is an essential skill when you are traveling because you are sharing small spaces, in stressful circumstances, with people who are not of your choosing. That trifecta can result in any number of anti-social behaviors, whether intentional or out of blissful ignorance. I doubt I've seen them all, but I have seen my fair share of antisocial behavior in transit. For those who find human behavior bewildering, here is a brief guide to travel behavior and what it means. It is your moral obligation to respond accordingly.

## Earbuds

When someone is wearing earbuds – or any headphones for that matter – the meaning is plain and unequivocal: Don't talk to me. If they are wearing over-the-ear, noise-canceling headphones, "Don't talk to me" is in all caps. This is non-negotiable. It doesn't matter how interesting the wearer looks or how stimulating you think you are. If you disregard this clear sign, you are being aggressive in a close environment. You can expect defensive behavior in response.

## Southwest Seating

When you are flying an airline that allows free-for-all seating, you will often find rows with the aisle seat and the window seat taken – leaving only the dreaded middle seat. This is intentional territorial behavior intended to notify you that these potential seatmates want nothing to do with you. They want that middle seat as a cushion against humanity. Do not sit there unless forced to do so due to lack of options. If you do have to sit there, first announce your intentions. The people in the row will be actively avoiding your gaze and will do anything to avoid letting you in. You might try something like, "I am so sorry to bother you, but this is the only seat left." Under no circumstances say something you believe is funny or charming – it's not. It is grating. It is the airline equivalent of, "Is someone having a case of the Mondays?" Once you are allowed in, do your utmost not to touch anyone. If you can, pretend you are a houseplant for the entire flight.

## Earbuds, Again

If you are going to watch a video, listen to a podcast, play Candy Crush, or whatever it is you do on your phone that creates noise, for the love of all that is holy, use

earbuds. I am somewhat hesitant to make this point because the offenders are usually children who have not realized there are other people roaming this planet, or the elderly who are in way over their heads with the smartphones their middle-aged children have forced upon them. However, considerate behavior transcends age. If you are utterly oblivious to the emotions of others and insist on listening to your political news, out loud, on an airplane, you are being criminally negligent and Satan is saving you a seat. It's the middle one and there is no air conditioning.

## Personal Space

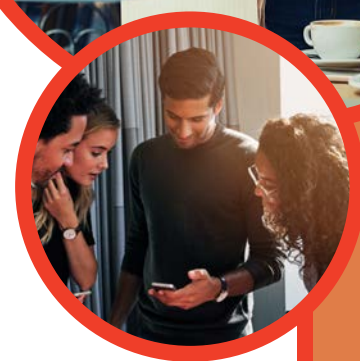
This is one of my pet peeves. I can think of no legitimate reason that someone I don't know should be standing so close to me on an escalator that I can feel his or her breath on the back of my neck. I'm not a fan of used air, even when I picked the person. That said, personal space is one of those things that adjusts with context. For example, in Oklahoma, we like to be able to swing our arms around without hitting someone when we are standing in line. In Spain, personal space can shrink to your front pockets and the air pocket in your mouth. So, establishing hard and fast rules on what constitutes adequate personal space can be a challenge. If you notice someone keeps taking a half step backwards, you are too close and you are causing a fight or flight response. Look around. Can you distribute yourself in such a way to avoid reducing someone else's spatial liberty? If so, you should. If you are standing all up in my grill, I'm going to start swinging my arms...fair warning.

## Eyes on Your Paper

This one can be filed under the adage "just because you can do something, doesn't mean you should." Just because you can read your neighbor's text messages, doesn't mean you should. I can't think of something ruder. This sort of invasive behavior is bound to elicit defensive responses. Hypothetically, if I caught someone eyeballing my messages, I could write something insulting about them, then do a slow turn toward them with my eyes looking up over my reading glasses until they are adequately shamed. Hypothetically.

## Fire Drill

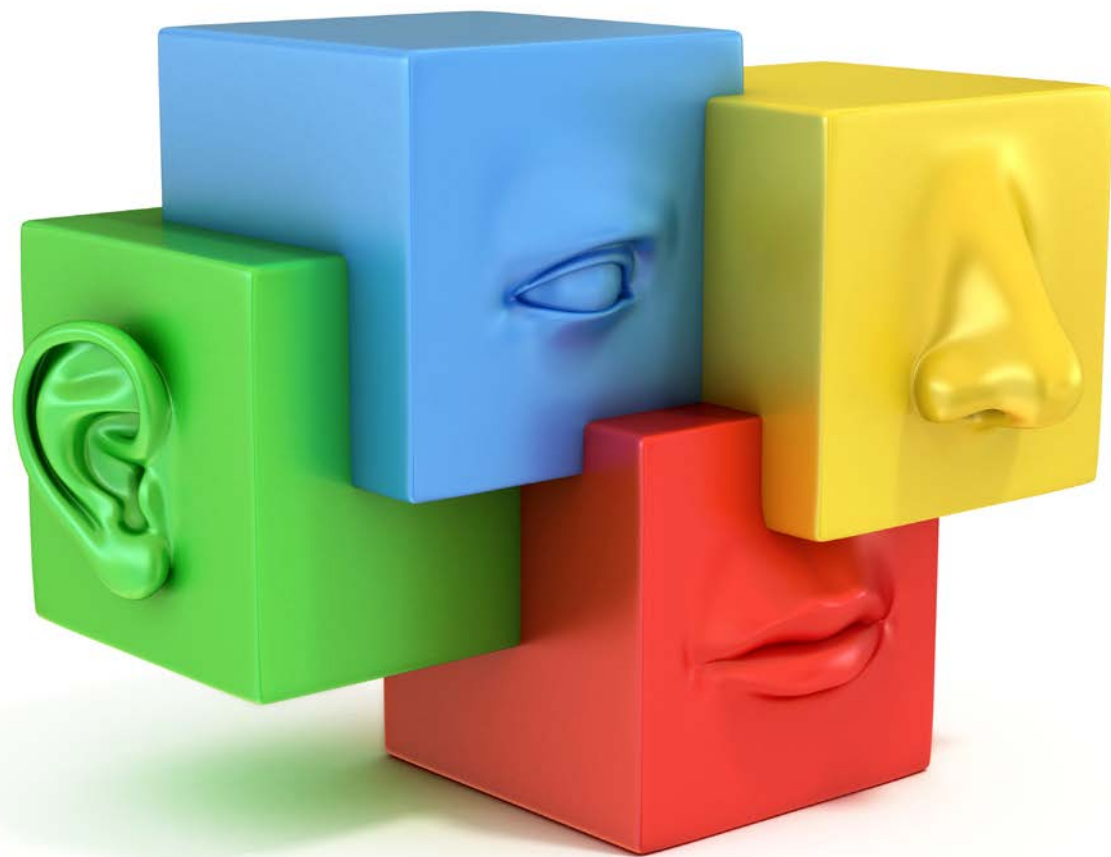
Deplaning is not a competitive sport. I realize you might be trying to get away from your seatmate, who was reading your text messages over your shoulder, breathing on you, and showing you a YouTube video while your earbuds were firmly placed in your ears. However, you need to cram down your flight instincts and wait patiently for your turn, just like at recess in kindergarten. Think of the dozens of other people you are climbing over and braining with your carryon to escape your seatmate. Break the cycle; don't let antisocial behavior win. ▣





HBR’s 10 Must Reads – On Emotional Intelligence

JULIE BEYERS  
MANAGING MEMBER  
HEAVNER, BEYERS & MIHLAR, LLC



What exactly is emotional intelligence? How do you get it if you don’t have it? Why is it important? This collection of articles from Harvard Business Review contains the answers to these burning questions.

In the first article, “What Makes a Leader,” by Daniel Goleman, the components of emotional intelligence are identified and defined. Emotional intelligence is made up of self-awareness, self-regulation, motivation, empathy, and social skill. A chart with the defining characteristics of each of these components is also included.

In reviewing the chart, questions might arise, such as - what if I do not possess these traits, or if

I am struggling to achieve one or more of them? In a sidebar within his article, Goleman discusses that as we grow older, we become more likely to achieve emotional intelligence, however if it does not come through maturity, it can still be learned. Goleman cautions, however, that those who wish to develop emotional intelligence must completely and fully dedicate themselves to the effort.

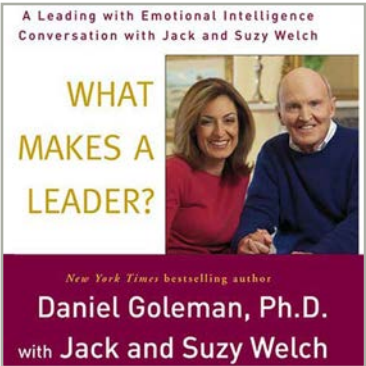
So what does all this mean for you and your organization? These questions are tackled in subsequent articles. In “Primal Leadership, The Hidden Drive of Great Performance,” authors Daniel Goleman, Richard Boyatzis, and Annie McKee note that those lead-

ers who lead with emotional intelligence are more likely to keep staff engaged and happy, which leads to increased productivity. They discuss the “common disconnect” known as “CEO disease,” which is present when a leader believes they are leading effectively, but in fact, have no idea how their words and actions are actually perceived by and affecting their staff. If a leader has “CEO disease,” this can damage not only the leader’s relationships with staff, but it can ultimately negatively impact the organization’s bottom line.

How can a leader determine if they have CEO disease? The authors suggest that a leader cannot simply wait for or rely on staff to provide negative feedback in order to make this determination. Rather they suggest a five-part methodology based on self-discovery and reinvention. As part of this five-part journey, they suggest that you deeply ponder your long-term leadership goals – where do you want to end up and how do you want to lead? Once you have answered those questions, you can determine what components or qualities are missing from your current emotional leadership style. Once the missing qualities are identified, you can work towards the goal of gaining or achieving these qualities. Additionally, the authors’ emphasize that a leader should actively solicit feedback from all corners about their leadership style and its impact. “Knowing where your real self overlaps with your ideal self will give you the positive energy you need to move forward to the next step in the process – bridging the gaps.” Once you understand what you need to work on, you can make a plan, find someone to assist, and figure out how to ensure any changes made are permanent.

Other articles speak to various factors that become important in making good decisions. In *Why Good Leaders Make Bad Decisions*, by Andrew Campbell, Jo Whitehead and Sydney Finkelstein, the authors discuss the concepts of pattern recognition and emotional tagging and how each can negatively impact a leader’s decisions. The authors teach that pattern recognition is how a prior experience affects our judgment regarding a current situation, whereas emotional tagging is how emotional information has impacted “thoughts and experiences stored in our memories.” Powerful stories about how leaders’ decisions were negatively impacted by each of these concepts are provided to highlight why it is important to be aware of these concepts and how they drive decisions. The authors discuss solutions or safeguards that organizations can implement so a leader’s decisions (and the organization) are not negatively impacted by these factors.

The broad range of articles contained in *On Emotional Intelligence*, has something for everyone. This collection of articles can provide great assistance whether you have never really pondered emotional intelligence and its impact on leadership style, or you have been researching emotional intelligence but have been struggling to fully achieve it. The real-life examples and various scenarios discussed provide powerful reminders of why emotional intelligence, as well as its ultimate impact on an organization, needs to be fully understood. ■





# 10 THINGS TO KNOW ABOUT BARBARA JORDAN

A WOMAN OF MANY FIRSTS

BY LAUREN THURMOND, PARTNER,  
HUTCHENS LAW FIRM LLP (NC AND SC)

This is a new column that we are debuting to educate our readers about extraordinary women that have had an impact on life as we know it. This Top Ten list is derived from an excellent biography of Barbara Jordan written by Mary Beth Rogers.<sup>1</sup>

<sup>1</sup> Barbara Jordan: American Hero. By: Mary Beth Rogers (1998).

<sup>2</sup> *Id.* at xiii.

<sup>3</sup> *Id.* at xi.

<sup>4</sup> *Id.* at xi.

<sup>5</sup> *Id.* at xi (citing Studs Terkel's definition of hero in "Celebrating Our Heroes," *Life* magazine, May 1997, p. 8).

<sup>6</sup> *Id.* at xi.

<sup>7</sup> This speech was ranked 13 th out of 100 of the most significant American political speeches of the 20th Century.

"American Rhetoric: Top 100 Speeches" (<http://www.americanrhetoric.com/top100speechesall.html>) American Rhetoric Website, Accessed 22 March 2019.

<sup>8</sup> *Id.* at ix and 214-216. President Nixon resigned before he could be impeached.

<sup>9</sup> *Id.* at 217-219.

<sup>10</sup> *Id.* at xii.

<sup>11</sup> *Id.* at xi.

<sup>12</sup> This speech was ranked 5 th out of 100 of the most significant American political speeches of the 20 th Century. "American Rhetoric: Top 100 Speeches" (<http://www.americanrhetoric.com/top100speechesall.html>) American Rhetoric Website, Accessed 22 March 2019.

<sup>13</sup> *Id.* at xii. Jordan's method of speech and the rhythm of her voice were praised often being described as "music- based speech." *Id.*

<sup>14</sup> *Id.* at xi.

<sup>15</sup> *Id.* at xiii. Other honorees included Eleanor Roosevelt, Helen Keller and Rosa Parks.

<sup>16</sup> *Id.* at xiii.

<sup>17</sup> *Id.* at xv. Throughout her public life, people had questions about Jordan's health and sexual relationships and she refused to answer them. She was diagnosed with multiple sclerosis in 1974.

<sup>18</sup> Barbara Jordan: American Hero. By: Mary Beth Rogers (1998).

Barbara Jordan was a 30-year old African American woman lawyer from Houston, Texas when she entered the all-male, all-white Texas State Senate 2 in 1966, and in 1972 was the first African American woman elected to the United States Congress from the South.<sup>3</sup>

According to Mary Beth Rogers, Barbara Jordan "was the first African American elected official to become an American hero<sup>4</sup>," defining hero as "someone who breaks through<sup>5</sup>" or "is the first."<sup>6</sup>

Barbara Jordan was the first African American to give a keynote address at either major political party's convention when she delivered the keynote address at the 1976 Democratic National Convention in New York City.<sup>11</sup>

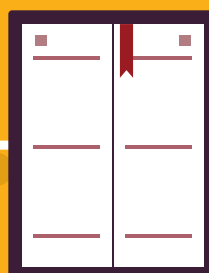
In her historic keynote address<sup>12</sup>, and with her "remarkable gift of voice,<sup>13</sup>" Barbara Jordan told the country about her belief in equality, and reaffirmed public hope for racial harmony and ethical leadership post-Watergate.<sup>14</sup>

Barbara Jordan believed in e pluribus unum- In Unity We Are One-and used this American motto in almost every major speech she gave.<sup>10</sup>

In 1994, President Clinton presented Barbara Jordan with the Medal of Freedom, the Nation's highest civilian award, for her work in advancing civil rights and ethics in government.<sup>16</sup>

Barbara Jordan fiercely guarded her personal privacy and "believed that neither public officials nor private citizens should parcel out bits and pieces of their lives for entertainment or titillation, and she refused to do so."<sup>17</sup>

The National Women's Hall of Fame named Barbara Jordan one of the twentieth century's most influential American women.<sup>15</sup>



Barbara Jordan burst onto the national scene at 38 years of age in 1974 with a powerful speech<sup>7</sup> before the House Judiciary Committee in favor of President Nixon's impeachment. She believed that the President's lies and abuse of power were attempts to subvert the Constitution and every right and protection it guaranteed the American public.<sup>8</sup>

Jordan's poignant speech received widespread national praise for its thorough analysis of the legal and moral issues involved in the Watergate corruption, and for the effect it had on uniting everyday citizens and restoring their faith in the government.<sup>9</sup>





# EQ IN THE WORKPLACE

BY ERICA FUJIMOTO  
DIRECTOR OF DEFAULT SERVICES  
AFFINITY CONSULTING GROUP



**HAVE YOU EVER BEEN AT THE OFFICE, AND SOMETHING SET YOU OFF? IT MIGHT HAVE BEEN SOMETHING SOMEONE SAID IN A MEETING. MAYBE IT WAS AN EMAIL YOU RECEIVED FROM A TEAMMATE. YOUR SUPERVISOR CRITICIZED YOUR WORK PRODUCT. OR YOU WERE ON A CALL WITH A CLIENT, AND YOU COULDN'T GET THEM TO UNDERSTAND WHERE YOU WERE COMING FROM.**

Of course, you have. We've all experienced moments when something didn't go as we expected or wanted. We experience these types of interactions every day both in our personal and professional lives.

How you handle these situations, as well as your ability to see them coming and avoid them, is the very definition of your Emotional Intelligence (EQ), and some of us are better at it than others. EQ might be the single most defining factor in success. The author of Emotional Intelligence 2.0 and co-founder of TalentSmart asserts, "Of all the people we've studied at work, we've found that 90% of top performers are also high in emotional intelligence. On the flip side, just 20% of bottom performers are high in emotional intelligence. You can be a top performer without emotional intelligence, but the chances are slim. Nat-

urally, people with a high degree of emotional intelligence make more money—an average of \$29,000 more per year than people with a low degree of emotional intelligence. The link between emotional intelligence and earnings is so direct that every point increase in emotional intelligence adds \$1,300 to an annual salary. These findings hold true for people in all industries, at all levels, in every region of the world. We haven't yet been able to find a job in which performance and pay aren't tied closely to emotional intelligence."<sup>1</sup>

However, if you're not great at reading other people's emotions and/or your own, or if you aren't great at anticipating/managing your own emotions or avoiding confrontation/managing relationships with others, the best news is that you can actually improve your EQ. You read that right... EQ is a skill, and you can get better at it!

At Affinity, we spend quite a bit of time and focus on improving communication and fostering better leaders both internally and in our clients' offices. Many of the methods we employ can also improve EQ.

It all starts with our Core Values (see p.16-19).

At its core foundation, "Stand for Integrity" is all about saying what you think while taking time to think about what you are saying. Listening to others with a goal of understanding what they are saying helps ensure that you are not pre-planning your reaction and your response, but rather really trying to understand others' perspectives, which is the foundation of meaningful communication.

Emotionally intelligent people don't focus their energy on things that are out of their control. The "Have Grit" theme pushes people to think outwardly by challenging them to enable and empower others while at the same time being resilient, and able to bounce back when success isn't immediate.

Although the themes are very different, "Raise the Bar" and "Pick Up the Ball" force us to reflect on pushing ourselves to always be improving individually and as a team, while being engaged and supportive of our fellow teammates, and it is very difficult to effectively support others and "have each other's back"

## EOS GROUND RULES:

**1.  
OFFER  
FEEDBACK WITH  
RESPECT AND  
THE INTENTION  
TO HELP.**

**2.  
RECEIVE  
FEEDBACK  
WITHOUT  
DEBATE.**

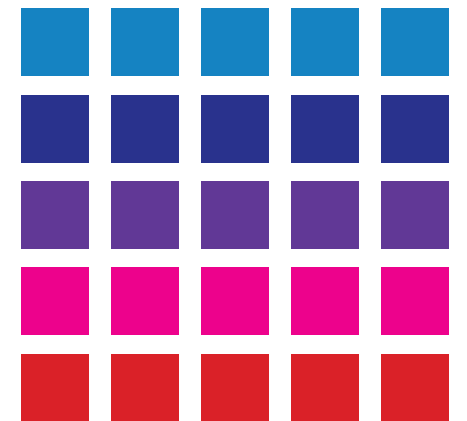
**3.  
CLARIFYING  
QUESTIONS  
OVER DEFENSIVE  
STATEMENTS.**

**4.  
NO REDUNDANT  
COMMENTS "I  
AGREE WITH..."  
"LIKE SALLY  
SAID..."**

**5.  
RESPECT ONE  
ANOTHER.**

**6.  
PAY ATTENTION  
& ENGAGE!**

**7.  
ONE PERSON  
SPEAKS AT A  
TIME.**



if we don't take the time to manage our relationships.

The entire company is run loosely following the Traction®/Entrepreneurial Operating System (EOS®). We follow the premise that everyone should have similar experiences from a leadership perspective. Every team has a traction meeting and every team member has a 1-1 with their team leads. This allows everyone to be heard individually but also act as a member of a team. Team meetings follow a Traction format with strict ground rules that even help each

one of us improve our EQ by forcing us to communicate a certain way.

The rules help those who struggle with EQ to get stronger by requiring that they communicate differently than they may be used to, and the commandments help ensure that we can actually solve problems without letting drama or competitiveness get in the way. We ask people to get outside of their comfort zones and identify how they are feeling or how someone's behavior/actions impact them. We also

<sup>1</sup> <http://www.talentsmart.com/about/emotional-intelligence.php>



# TEN COMMANDMENTS OF ISSUE SOLVING<sup>1</sup>

1. THOU SHALT NOT RULE BY CONSENSUS. 
2. THOU SHALT NOT BE A WEENIE. 
3. THOU SHALT BE DECISIVE. 
4. THOU SHALT NOT RELY ON SECONDHAND INFORMATION. 
5. THOU SHALT FIGHT FOR THE GREATER GOOD. 
6. THOU SHALT NOT TRY TO SOLVE THEM ALL. 
7. THOU SHALT LIVE WITH IT, END IT, OR CHANGE IT. 
8. THOU SHALT CHOOSE SHORT-TERM PAIN AND SUFFERING. 
9. THOU SHALT ENTER THE DANGER. 
10. THOU SHALT TAKE A SHOT. 

<sup>1</sup> Wickman, Geno. (2011) Traction: Get a Grip on Your Business. Livonia, Michigan: BenBella Books, Inc.

expect team members to think before they speak. We don't want people to become passive or aggressive when something doesn't go their way, but we do want them to share constructive feedback. People with a high EQ are generally naturally assertive, however, the ability to assert yourself while steering clear of emotional reactions isn't something that comes naturally to everyone.

One of the most difficult rules for people whose EQ is not as strong is to receive feedback without debate. They are only allowed to ask clarifying questions because we are focused on the solution, not on placing blame. It's important to remember that everyone's perception is their reality, and the goal is to learn not to take offense when criticized. We encourage proactivity not reactivity, so taking a beat before responding negatively can help improve EQ.


We start off every meeting sharing personal and professional "good news." This takes each team member about 20-30 seconds, but we've found it is a great tool to "break the ice" before meetings (especially since many of our teams are remote). There's a saying "it is hard to hate people up close." Sharing our good news helps us get to know each other better on a personal level and helps us to all see each other in a different light.

Another tool we employ every day is the DISC Assessment. DISC focuses on communication styles, and DISC reports provide insight into how you communicate as well as how you can communicate with others and how they can communicate with you to get the best results. Learning how to communicate better, and understanding what sets us off when communicating with others who may or may not have the same communication style we do, so that we can anticipate our reactions and change them, is a huge factor in EQ.

One other assessment our team utilizes is the Gallup's Strengths Finder. The premise behind Strengths Finder is that your talents are those skills that you possess naturally, and that you can grow those talents exponentially compared to those skills that don't come naturally to you. As many of the strengths of the 34 total Gallup identifies speak directly to communication, ability to influence others, and reaction to a variety of situations, it can re-

ally help you build a self-awareness that is a critical part of your EQ. Strengths Finder also helps teams identify what work should be done by each person to achieve maximum results based on talents and helps team members know what skills don't come as naturally to their peers, which can make it easier for everyone to work together toward a common goal.

EID-Michelle Gilbert, Managing Member of Gilbert Garcia Group, shared some strategies their firm employs to boost EQ. Michelle's team is focused on communication, and they've taken communication assessments to help promote teamwork and EQ. They keep communication preferences at the forefront when approaching others. They also work on team building to improve EQ through outings such as bowling, skating, team retreats, charity/service projects, and fun games to get to know each other better. One activity they did recently was to have everyone write descriptions of themselves and everyone else had to guess who it was. They put on lunch and learn sessions so that everyone can get to know what each team does. And finally, they are committed to team involvement in decision-making and planning in everything from planning the team retreat, to selecting what charities to support, and choosing the firm's motto each year. They are currently re-vamping their Mission and Vision Statements, and the team has been tasked with helping with that as well. When asked how these strategies help, Michelle said, "everything we do is centered around improving team diversity and getting to know each other better, which helps ensure we have a happy, healthy team dynamic with a higher EQ."

Whether your EQ is a strength, or whether it's something you must work on, one thing is clear. You shouldn't ignore it, because everyone has the ability to improve their EQ and the improvements you make can only have a positive impact on your interactions with others. Business owners and managers should also take a hard look at your own firms to see if there are things you can do as a company to help your people improve their own EQ, as that can impact your firm exponentially in both results and success overall. 

CORE



VALUES

# STAND FOR INTEGRITY



ALWAYS DO WHAT IS RIGHT FOR OUR CLIENTS AND FOR EACH OTHER.  
SAY WHAT YOU THINK, BUT ALWAYS TASTE YOUR WORDS. QUESTION  
ACTIONS INCONSISTENT WITH OUR VALUES. LISTEN TO UNDERSTAND.  
START WITH “PLEASE AND THANK YOU.”

CORE



VALUES

# Have GRIT



Persevere towards the goal. Stick with it and follow through.  
Inspire, enable, and empower others. Be confident, courageous,  
and resilient. Care intensely about our company success.



CORE



VALUES



SEARCH FOR A BETTER SOLUTION... THEN TOP IT. TEST, LEARN, AND FAIL FAST. IMPROVE CONTINUOUSLY. CHALLENGE “THE WAY WE HAVE ALWAYS DONE IT” AND EMBRACE CHANGE THAT PROMOTES EFFICIENCY. PUSH YOURSELF EVERY DAY.

CORE



VALUES

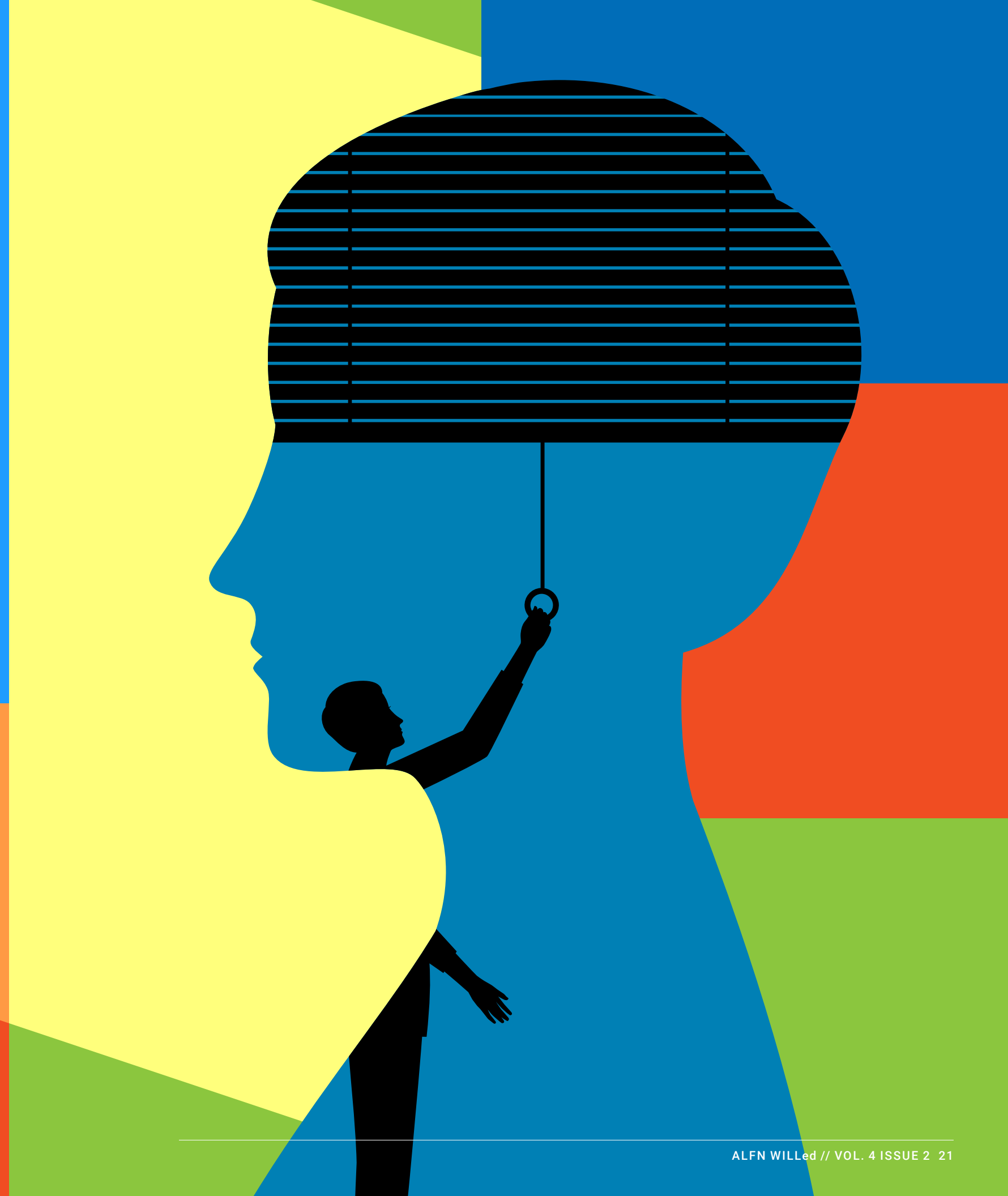


Take initiative, ownership, and pride in your work. Be engaged, always helpful, and do your part. Be someone we can count on. Be the expert. Have each other's back. Do more, require less. Have a fix it attitude and get it done.


# The Interplay of Emotional Intelligence and Diversity (EID):

IN THE CLASSROOM AND IN BUSINESS

BY MICHELLE GARCIA GILBERT  
MANAGING PARTNER  
GILBERT GARCIA GROUP, P.A.







**E**motional intelligence, emotional quotient, or EI/EQ, varies by person and organization, impacts all people and can be learned. Journalist Daniel Goleman was a science reporter at the New York Times in 1990 when he read an academic journal article by two psychologists, John Mayer, and Peter Salovey, who discussed the concept of “emotional intelligence.” EI encompasses interdependent competencies of self-awareness and responsiveness to others, expanding into empathic perception of others’ feelings, appropriate response to the feelings of others with empathy, and managing or assisting others in managing emotional responses<sup>1</sup>. Goleman authored the seminal book in 1995, *Emotional Intelligence: Why it can matter more than IQ* (1995), coalescing various scientific findings, including recent research in the field of affective neuroscience, which explores how emotions are regulated in the brain.



Educational institutions, companies, groups, and individuals throughout the world utilize EI testing and training. In 1995, Goleman highlighted school programs titled social or emotional learning that improve children’s self-awareness and confidence, manage disruptive emotions and impulses, and increase empathy and found that these programs lead to better behavior and better academic performance.

Psychology professor Roger Weissberg, one of the founders and chief knowledge officer for the Collaborative for Academic, Social, and Emotional Learning (CASEL), helps lead “...a national organization com-

mitted to making evidence-based social, emotional, and academic learning an essential part of preschool through high school education<sup>2</sup>.” A CASEL 2011 meta-data analysis of 213 studies of school-based, universal social and emotional learning (SEL) programs, with over 270,000 students in kindergarten through twelfth grades, found student gains in social-emotional skills, improved attitudes about self, others and school, positive classroom behavior, and an 11 point percentile point gain on standardized achievement tests as a result of participation in these programs. In addition, conduct problems and emotional distress decreased<sup>3</sup>.

<sup>1</sup> Gardenswartz, L., Cherbosque, J., Rowe, A., *Emotional Intelligence and Diversity, A Model for Differences in the Workplace* (2010).

<sup>2</sup><https://casel.org/board-of-directors/roger-weissberg/>

<sup>3</sup>See, Durlak, J.A., Weissberg, R.P., Dymnicki, A.B., Taylor, R.D., & Schellinger, K. (2011) The impact of enhancing students’ social and emotional learning: A meta-analysis of school-based universal interventions. *Child Development*: 82 (1), 405-432.

<sup>4</sup>See, generally, <https://www.eidi-results.org/who-we-are-1>.





Diversity training combined with EI helps alleviate unproductive tension among colleagues and increases the ability to work together to achieve the organization's goals.

Goleman co-authored a book with Richard E. Boyatzis and Annie McKee, *Primal Leadership* (2004), in which the authors documented a decade of research into the role EI plays in successful organizational leadership. Successful leaders exercise strong influence over others to achieve organizational goals. One dimension of this leadership involves embracing diversity found in organizational teams to the betterment of the organization. Diverse workforces bring valuable and varying perspectives and life experiences which increase the success of a business. Diversity of backgrounds, including but not limited to, ethnicity, religion, religiosity, gender, sexual orientation, race, color, age, disability, and military service also brings tension, stress and anxiety within the organization, similar to experiences in the classroom and at school.

When applied to organizations, diversity training combined with EI helps alleviate unproductive tension among colleagues and increases the ability to work together to achieve the organization's goals.

Studies at the Emotional Intelligence and Diversity Institute (EIDI), founded in 2004 and based in Los Angeles, focus on building emotional intelligence and diversity (EID) models that can be used by organizations. Principals at the EIDI train and consult with organizations such as UCLA, Harvard Medical School, Walt Disney, and Cox Communications<sup>4</sup>.

Tom Kelley, partner at IDEO, an industrial design firm responsible for Apple's first mouse and the Palm V PDA, co-authored *The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm* (2001) with Jonathan Littman and based the book on their experiences with IDEO teams. They found that diverse teams innovate more quickly and with more creativity in shorter timeframes. IDEO deliberately composed teams with diversity based upon gender, age, race, culture, work experience, educational level and educational background.

#### THE INTERSECT OF EID IN SCHOOLS AND AT WORK

With the implementation of social and emotional learning programs in schools in several states, emotional intelligence and diversity training and development starts at an earlier age and leads to a workforce and to organizations receptive to a diverse and creative team, and a more cohesive and diverse society.

Many people recognize that EI and EID better predict success in life, as contrasted with cognitive intelligence, or intelligence quotient (IQ). Intelligence and education contribute to initial success but long term success requires building relationships, collaborating with others, and resolving issues within a team. When development of EID takes place at home and in school, organizations and communities benefit from people who embrace diversity and utilize it as the great asset it is: an opportunity to not only develop new relationships but to maximize talent and business success. **W**



**DON'T  
LET YOUR  
FEELINGS  
HOLD YOU  
HOSTAGE**



BY NATALIE A. GRIGG  
PARTNER  
WOODS OVIATT GILMAN, LLP

**H**AVE YOU EVER sat back after a conversation and thought about how angry, sad, or frustrated it made you feel? Notably, we don't often reflect on conversations that make us happy, but ones that make us mad - those are the ones stay with us, and are often replayed in our minds over, and over, and over, until the level of "mad" you originally felt becomes outright rage. The level of sadness you felt becomes outright despair.

Newsflash - those conversations didn't make you mad. You let them make you mad, or sad, or frustrated. Because when we stand back and look at what emotional intelligence is, the number one thing to remember is that emotional intelligence is within our own control. It is whether we let a conversation allow us to feel a specific emotion, not the other way around.

WillEd Volume 3, Issue 3, included my first article on this topic, an Intro to Emotional Intelligence, where I presented a high-level overview of what emotional intelligence is, as well as the four areas that encompass emotional intelligence: self-awareness, self-regulation, social awareness, and relationship management. However, the key to understanding, emotional intelligence is to first know what areas you are strong in versus what areas you need to improve upon. For example, if you are weak in self-awareness, the first category to work on would not be relationship management. For purposes of this article, we are going to start with the basic building blocks of emotional intelligence: self-awareness.

I recently read the following quote while preparing this article:

"To have greater self-awareness or understanding means to have a better grasp of reality."

Dalai Lama

Self-awareness reminds me a lot of the mindfulness movement that we often read about these days. It requires us to be present in the moment, to understand what is going on not only around you, but also what is going on within you at the same time. It is the basic building block for emotional intelligence. You recognize and acknowledge the emotions you are feeling at the time that you are experiencing them, which then in turn helps you to understand what you think, say, or do as a result. But we need to go even deeper into understanding ourselves because even if we recognize the emotion we are feeling at the time we are feeling it, we need to understand what is causing that emotion inside of us. The path to self-awareness starts with reflection.

Understanding the values that you hold and how you plan to live your life is an essential part of building awareness of yourself. For example, if integrity is a value that is important to you, you may find it hard to associate with or work with people who do not act in line with that concept. As such, self-awareness starts with reflection so that you can identify areas to develop or strengthen. There are several ways that you can accomplish this goal, including:

JOURNAL

PRACTICE

ACKNOWLEDGE

ACCEPTANCE

BREATHE

AWARENESS

COMPASSION

# IMPROVING SELF-REFLECTION

## KEEPING A JOURNAL OF YOUR FEELINGS.

This may sound hard and time-consuming, but if you are committed to improving your emotional intelligence, you need to first keep track of how you are feeling and what happened when you felt that way. When you start to notice your emotions, you gain insight into your physical reactions that occur beforehand.

## THINK ABOUT A SITUATION SO YOU CAN PREDICT HOW YOU ARE GOING TO FEEL.

This is tricky because you risk picturing the worst of the worst situations, which could send you spiraling downhill. But, stop and think about it further- if you feel upset now after picturing the situation at its worst, think about how you can control your emotions when the situation is actually occurring. Trust me when I say this works - you will walk away being pleasantly surprised and proud of how you conducted yourself.

## LEAN INTO YOUR DISCOMFORT.

Human nature leads us to avoid unpleasant feelings. However, in order to work through situations that impact us, we need to acknowledge the feeling or emotion, understand that it is there to serve a purpose, take notice of physical responses and how long it lasts, and understand that it is all there to help you improve.

## WATCH YOURSELF BUT BE PATIENT AT THE SAME TIME.

Understand and accept that everyone has good and bad days. Bad days are not permanent but being impulsive on good days can have just as many repercussions.

## BREATHE.

As a trial attorney, I always instruct my clients when heading into a deposition or trial that after a question is asked they should take a moment, breathe, think about the question, and then respond. This same tactic helps in other situations and if you just take a moment to breathe before you respond it will help you not only control your reaction but maintain control of the situation.

## TRACK YOUR PHYSICAL REACTIONS.

Our bodies are programmed with a flight or fight response when presented with certain stimuli. As such, a key component of self-awareness is recognizing our physical response - heart pounding, light sweating, or rapid breathing - these are all key indicators that we may be experiencing some emotion.

## MONITOR SELF-TALK.

Never has there been a more true statement than the saying that we are our own worst critics. We all have internal voices that can lift us up or tear us down so make sure to monitor what that voice inside your head is saying

Start with one, or pick three, of the above activities and make a conscious effort to begin improving your self-awareness. ▣



# IMPROVING YOUR **EMOTIONAL** INTELLIGENCE

BY JILLIAN H. WILSON,  
ASSOCIATE PARTNER AT WILSON & ASSOCIATES



Teamwork really does make the dream work. That's why so many businesses are investing heavily in results-based team-building, focused on emotional intelligence. Businesses understand that each member is vital to the productivity and value of their team, and working to foster an effective team relationship means better communication, fewer errors, and optimal business results. Today, emotional intelligence is at the forefront of a strong leader's mind. Strong leaders nurture an efficient and innovative workplace by paying attention to their emotions and those of their employees. Furthermore, according to an article written by Forbes contributor Rajeev Peshawaria, people with higher emotional intelligence make more money and get promoted faster.

The Cambridge Dictionary defines emotional intelligence as one's ability to understand the way people feel and react, the ability to use this skill to make good judgments, and to avoid and solve problems. Put another way: emotional intelligence is the ability to understand and control your own feelings, and to understand the feelings of others and react to them in a suitable way. Almost everyone associates with others during their professional life, so it makes sense that those with the ability to assess and understand the emotions of others can more effectively disseminate information, diagnose and solve problems, and communicate with a tense team to meet a difficult deadline.

This begs the question – what can we do to strengthen our leadership skills by improving our emotional intelligence? Below are some quick tips and tricks for you to try.

### Listen and Ask Questions.

Harvard University Social Cognitive and Affective Neuroscience Lab found that people spend 60% of their time during conversations talking about themselves. And when we aren't talking about ourselves, we're thinking of what we should say next. Well over half of the time during our conversations, even when the focus of those conversations is another person, we are talking or thinking about ourselves.

Try making it a point during your next conversation to consciously listen to what the other person is saying. After they finish speaking, pause for a mo-

ment and then craft your response. It may also help to try paraphrasing what you heard them say, to see if they agree. That way, you can confirm if you were really listening and you understand what that person was conveying to you.

### Try a "Power Thank You."

According to Harvard Business Review's article by Mark Goulston, this is an effective way to acknowledge and communicate gratitude to your employees and co-workers. It will make your employees feel validated and encourage their continued dedication to your organization. Here's how:

1. Thank the person for something specific they did.
2. Acknowledge the effort or sacrifice they made in doing this.
3. Explain what it personally meant to you.

Example: "Thank you, Sarah, for working long hours when we were short-staffed. I realize you spent less time with your family that week, but you did it with no complaints. You motivated the team to get everything completed timely. As a result, it has taken a weight off my shoulders. Thank you for everything you did, I truly appreciate it."

This response obviously sounds canned and awkward at first, but after you utilize the "power thank you" a few times, it will become more natural and effective. It may help to outline the three parts of your power thank you prior to delivering it in person, but this approach works great as a written note as well.

### Be Honest.

One of the best signs of an emotionally intelligent leader is his or her ability to communicate honestly with their employees and co-workers. Forbes contributor wrote: "Emotional integrity is the courage to acknowledge one's true feelings, wants and desires without judging them with the societal lens. In essence, it is about being 100% honest with oneself. If one is just emotionally intelligent without being emotionally honest, the benefit will at best be temporary and skin deep."

When working on your emotional intelligence with others, it is important to be honest about how you are feeling as well. Listening to your emotions can provide you with more information than you think. It could raise a red flag about an employee you hadn't noticed before, or allow you to knock down a barrier that previously existed with a co-worker. Listening to your gut and having the courage to speak up about what it is saying, even if it is in contradiction with others, is important for personal and company growth.

However, a good leader also knows how to be honest in an appropriate and respectful way. It is easy to let stress take over, but it can lead to comments and conversations you may regret. Try taking a few deep breaths when you encounter a stressful situation, and wait to react until you can feel your pulse slow down. Taking the time and energy to allow yourself to be honest with yourself may allow you to recognize more about your team earlier. Once you have mastered how to listen and express your opinions in a respectful manner, it is important you do so consistently. Bottling up opinions and feelings will likely cause an unprofessional outburst down the road.

### Have the Hard Conversations.

This might be every leader's least favorite thing to do. Hard conversations are as uncomfortable as they are necessary. They force improvement from employees, and keep everyone on track for what is best for your organization.

Try reframing these conversations into opportunities for your employee to learn from previous shortcomings and improve their skills. Ignoring the situation means the problem will only get worse, but ignoring the conversation is exactly the same.

The most common way to prepare for a difficult

conversation is to look for proof of errors and mistakes. But before barging proof-in-hand into the employee's office with accusations of poor performance, consider these 5 steps, from a JCA Global blog written by Bill Davies:

4. Get into the right mindset before the conversation. This is not an interrogation, this is a conversation. The purpose of the conversation is to resolve a conflict.
5. Engage with rapport. Consider the timing and location of the meeting – think neutral territory. Listen to your employee, and ask questions rather than making pointed statements.
6. Create a shared understanding. Make an effort to understand the employee's needs, wants, and perspective, and explain your position so the employee can, in turn, understand the expectation.
7. Finish with an agreement. Try to reach an agreed "yes" without abruptly ending the conversation. Clarify and end on a positive note.
8. Follow up the meeting with a confirmation of the agreement. After the conversation is over, follow up with an e-mail summarizing what occurred.

Still unsure how to harness the power of your own emotional intelligence?

That is understandable. Society is generally conditioned to keep emotions out of the workplace. But emotions don't care about the walls surrounding our offices, and the workplace can be a very stressful environment, even for a great team! Emotional intelligence is an important tool for helping make the most out of your team's workday because it focuses on **respect** and **trust**. Employees who feel respected and trusted will be more productive, more willing to go above and beyond when needed, and more likely to volunteer ideas to make your workplace better. A cohesive workplace has the added benefit of making work more enjoyable for you and your co-workers.

Having trouble with one of your employees? Try showing them respect by acknowledging the challenge they may be facing, and listen to their issues or concerns, gaining their trust. Seeing high rates of turnover? Check in with your employees and yourself, to see if you are treating your work product and co-workers with respect. You have nothing to lose, but so much to gain. ■





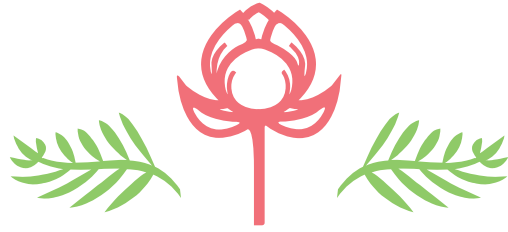
# LEAD.

THROUGH CHANGE

WITH

## EMOTIONAL INTELLIGENCE

BY SHANNON TOMASSO  
DEFAULT DIRECTOR  
PHH MORTGAGE



## THE DO'S LISTEN

PEOPLE STRIVE for comfort; both physically and emotionally. Many of the decisions people make on a daily basis are made, either consciously or subconsciously, with their comfort in mind. In a business environment comfort can be found in consistency, structure and routine: waking up at the same time, eating the same thing for breakfast, listening to the same radio station on the way to work, tackling daily tasks in the same manner, and socializing with the same co-workers. Daily routines and structure make people comfortable and comfort makes them feel safe. Any variable that jeopardizes people's daily routine is generally met with resistance and fear; a perceived threat to their safety.

Successful companies and leaders understand the important role consistency, structure and routine play within their organizations. Employees thrive in this type of environment and a company with thriving employees has a much better chance of continued success. Successful companies and leaders also understand that in order to have continued success part of the routine must be to look for ways to evolve and grow that routine, to change. While the two "C" words, Comfort and Change, appear to be in direct conflict with one another, successful leaders are able to guide their employees through change in a manner that minimizes resistance and fear and allows employees to return to a sense of comfort as quickly as possible.

In the face of significant organizational changes such as merger or acquisition announcements, change in executive leadership, or corporate-wide restructuring efforts, organizations generally prepare the leaders guiding employees through the change, offering structured, formal methods to do so. In these instances the entire organization is focused on the change management effort and while the impact may be significant, the attention given to successful communication and management of employee reaction is also significant. This places far less burden on individual leaders to successfully guide employees through the change.

Change comes in all shapes and sizes and successful leaders recognize that change of any size impacts employees and is often met with resistance and fear. Small changes such as computer software upgrades, automation of previously manual processes, or change in seat location can happen on an almost daily basis. It is as important to guide employees through small changes as it is large ones. The responsibility to guide employees through small changes generally falls on individual leaders.

An organization's long term success can be significantly impacted by its leaders' ability to guide employees through change. Below are some "Do's" and "Don'ts" on how to L.E.A.D. through change

When guiding employees through change it is important to listen to those around you. Listen to the message delivered by organizational leadership and take their lead and suggestions on communication methodology and employee engagement. Listen to peers that have experience guiding employees through change or are involved in the same change event as you; these people can be a valuable resource and outlet for you and you can be one for them as well. Most importantly, listen to your employees. Everyone processes change differently and it is important to acknowledge that fact. Listen to all of the concerns of all your employees. If one person has concerns others may have them as well. Not everyone will want to talk to you about the change so it is also important to "listen" for non-verbal cues such as body language or change in work production or attitude. Not everyone will want to talk to you but it is important to keep yourself open and available and to promote conversation and feedback if it seems necessary.

## EMPATHIZE

It is important to empathize with your employees as you guide them through change. Encourage your employees to express their feelings in an open and honest way. Do not minimize or dismiss their concerns even if you feel they may be unfounded. In many cases employees just need a sounding board to talk through how they are feeling. You may not have all the answers they are looking for and that is O.K. If you cannot give them solutions for every concern you can still be a positive and understanding part of their change processing experience.

## ASSESS AND ADDRESS

Successful leaders understand what is happening in their organizations and address issues quickly. Initial reactions to change can be swift and strong. Employees can process the change in their own way, but it is important that they continue to maintain a professional demeanor and acceptable work effort at all times. If you see employees reacting in an extreme manner be sure to address your concerns with them immediately. While you may be tempted to give them time to "cool down" or "work it out" - don't. If you see this type of behavior chances are other people will too and it is important to communicate that no matter how someone is feeling they are expected to act appropriately in the work place at all times.

## DIRECTLY COMMUNICATE

When guiding employees through change be direct in your communication to avoid confusion. If you are communicating change in writing have someone else review before publishing as this will lessen the likelihood of something being lost in translation. When communicating in person prepare what you are going to say ahead of time, avoid "winging it" as this increases your risk of missing key pieces of information. Be confident in your communication and avoid using phrases such as "I think" or "I feel" as they lessen your employees' confidence in you and the message you are delivering.





## THE DON'TS LINGER

While it is important to recognize the impact change can have on your employees, it is also important that you guide your employees through the change as quickly and smoothly as possible. Avoid nostalgic behavior (such as making statements like “The old way was so much better,” or “I loved when my desk was on the first floor, it was closer to a window”), especially immediately during or after a change implementation. The more you embrace the change and move forward the more your employees will as well.

## EMOTIONALLY REACT

Whether directly or indirectly, any change that impacts your employees also impacts you. It is natural that you will go through your own process to absorb and accept the change, but it is important that you do not allow your own feelings to cloud or color your conversations and interactions with employees. Your employees will look to you, their leader, for guidance on how to react so it is important that you react in a manner that aligns with the company direction.

## APOLOGIZE

People tend to apologize when delivering information perceived as “bad” or “negative”. When communicating to employees regarding change do not apologize for the message you are delivering. With few exceptions, change in a corporate environment is necessary for continued evolution and improvement of the organization. In many cases change is neither good nor bad but necessary and your message delivery should reflect this.

## DISTANCE YOURSELF

When communicating change to your employees, “own” the message you are delivering. Use the word “we” vs. “they” when communicating to demonstrate to your employees that you speak not “for” the organization but “as” the organization. The words and tone you use are as critical as the message itself. It is important that your employees see you as part of the change as this will help them accept and adapt more quickly.

Change in the workplace is inevitable; as are initial resistant or fearful reactions to a changing environment from employees. Organizations and leaders that guide their employees effectively through change have a much better chance at long term success than those that do not. ■

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