Power Up Your Professional Presence

Developed and Prepared for:

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Jan Dwyer Bang, MBA, CSP

For refreshing new insights, radiating energy, contagious humor, and easy to implement strategies, Jan Dwyer Bang provides a unique and memorable experience that will leave a lasting impression for your next meeting, retreat, or team building session. Jan helps organizations, associations, and individuals by providing customized strategies with an uncanny ability to engage an audience.

With a University of Chicago MBA, and with hands-on experience in small business, non-profits, and Fortune 500 companies, Jan brings expertise that is grounded in real-world situations. She is a frequent speaker at numerous associations and conferences and church functions.

Her topics include:
- Communication Skills
- Customer Service
- Speaking and facilitation skills training
- Teambuilding Skills
- Career Development

Her training and team building sessions incorporate a wide variety of popular assessment instruments, including The Birkman and DISC profiles. She is a published author in a number of publications and is a featured author in the book, Real World Career Development Strategies That Work, as well as in the book, Christian Soup for the Christian Soul II. She has been an active member of the National Speakers Association for over twenty years and is the past president of the Northwest Chapter of the National Speakers Association. Jan is one of less than 350 women worldwide who has earned the CSP designation (Certified Speaking Professional) for platform excellence and client satisfaction from the National Speakers Association.

Clients:
- The Boeing Company
- Medtronic Physio-Control
- Weyerhaeuser Company
- Getty Images
- Seattle's Union Gospel Mission
- The Starbucks Company
- Los Angeles County Internal Services Department
- Preferred Provider, Training and Consulting Services, State of Washington

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Boundless Results
Making great leaps at work and in life
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Power Up Your Professional Presence
Department of Financial Institutions

After attending this session, you will be able to:

- Discover the essentials of projecting a professional presence and identify how to integrate the desired traits that demonstrate integrity, commitment, and competence.
- Discover the factors that make up your Emotional Intelligence and assess your current "EQ" rating
- Identify how to communicate assertiveness, tact, and diplomacy, while listening to others
- Recognize ways to increase your ability to deal with conflict, negotiate with others, and organize your work
- Identify key growth areas and begin to develop an action plan

Activity
How would you define professionalism?

<table>
<thead>
<tr>
<th>Professionalism</th>
<th>Unprofessionalism</th>
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<tr>
<td></td>
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</table>
Definitions

Professionalism: The skill, good judgment, and polite behavior that is expected from a person who is trained to do a job well. Merriam-Webster

Professional: Pertaining to a profession or to a calling; as professional studies, pursuits, duties. Webster’s 1828 Dictionary

Of, engaged in or worthy of the high standards of a profession; having a high quality or status. Webster’s New World College Dictionary

Of, relating to, engaged in, or suitable for a profession...Conforming to the standards of a profession...a skilled practitioner; an expert. The American Heritage Dictionary

“To be a professional you have to act like one as well.” – Alcurtis Turner

“The professional has learned that success, like happiness, comes as a by-product of work. The professional concentrates on the work and allows rewards to come or not come, whatever they like.” - Steven Pressfield, The War of Art: Break Through the Blocks & Win Your Inner Creative Battles

“Being a professional is doing the things you love to do, on the days you don’t feel like doing them.” – Julius Irving

“Your professional image is the set of qualities and characteristics that represent the perceptions of your competence and character as judged by your constituents (i.e. clients, supervisors, team members, colleagues).” - Laura Morgan Roberts, “Creating a Positive Professional Image” Blog posting.

Knowledge and Assessment Activity

As you reflect upon your professional image, take a few moments and fill out both the Knowledge Test and the Assessment on the next few pages to discover your current working knowledge and competency in professional presence.
## Knowledge Test: Professional Presence Measurement

This knowledge test will help you discover your current understanding of professional presence.

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<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>1.</strong></td>
<td>If you want to increase your professionalism, smile.</td>
</tr>
<tr>
<td><strong>2.</strong></td>
<td>One question to ask yourself when you hear gossip is, “Am I adding drama to this situation?”</td>
</tr>
<tr>
<td><strong>3.</strong></td>
<td>Being silent from time to time during a conversation can increase your professional presence.</td>
</tr>
<tr>
<td><strong>4.</strong></td>
<td>Returning phone calls and emails promptly is a sign of a professional.</td>
</tr>
<tr>
<td><strong>5.</strong></td>
<td>In today's business world, you do not need to stand up when meeting someone or shaking hands.</td>
</tr>
<tr>
<td><strong>6.</strong></td>
<td>A firm handshake is not to be offered to a woman.</td>
</tr>
<tr>
<td><strong>7.</strong></td>
<td>If you don’t feel confident, simply act it and the feeling will follow.</td>
</tr>
<tr>
<td><strong>8.</strong></td>
<td>Just because you know something, doesn’t mean you need to say something.</td>
</tr>
<tr>
<td><strong>9.</strong></td>
<td>If you want to increase your professional presence, use adjectives and adverbs in your speech.</td>
</tr>
<tr>
<td><strong>10.</strong></td>
<td>The golden rule of making introductions is that the most honored person is introduced last.</td>
</tr>
<tr>
<td><strong>11.</strong></td>
<td>A simple trick of remembering people’s names is to use their names in conversation.</td>
</tr>
<tr>
<td><strong>12.</strong></td>
<td>Answering phones, checking emails, or texting is considered rude in business meetings.</td>
</tr>
<tr>
<td><strong>13.</strong></td>
<td>Some of the ways professionalism is defined at DFI in its Core Competencies include: ethics and integrity, analytical thinking, problem solving, accountability, judgment and decisiveness.</td>
</tr>
<tr>
<td><strong>14.</strong></td>
<td>It is perfectly acceptable to continue work discussions off-site with your team after hours.</td>
</tr>
<tr>
<td><strong>15.</strong></td>
<td>At DFI, it is usually a safe bet to be liberal with praise and to be cautious with personal opinions.</td>
</tr>
<tr>
<td><strong>16.</strong></td>
<td>Since any team member’s appearance or actions may impact the reputation of DFI, it is incumbent on each DFI employee to give constructive feedback when one sees unprofessionalism.</td>
</tr>
<tr>
<td><strong>17.</strong></td>
<td>It is a good practice to not apologize whenever you will be late because that shows weakness, which is unprofessional.</td>
</tr>
<tr>
<td><strong>18.</strong></td>
<td>You should avoid controversial topics with colleagues and clients.</td>
</tr>
<tr>
<td><strong>19.</strong></td>
<td>Your agenda should be used as a guide rather than a script when conducting meetings.</td>
</tr>
<tr>
<td><strong>20.</strong></td>
<td>Using filler words such as “like”, “uh”, and “um” can be distracting in a conversation.</td>
</tr>
</tbody>
</table>

Adapted from *5 Steps to Professional Presence* by Suzan Bixler and Lisa Scherrer Dugan and *Creating Personal Presence* by Dianna Booher and the website, *65 Business Etiquette Do’s and Don’ts* by Carol Roth
ANSWERS:

1. False  
2. True  
3. True  
4. True  
5. False  
6. False  
7. True  
8. True  
9. False  
10. False  
11. True  
12. True  
13. True  
14. False  
15. True  
16. True  
17. False  
18. True  
19. True  
20. True

SCORING:

18-20 – Congratulations! You bring to this session a high knowledge level of professional presence and you can use this class to fine-tune your image.

15-17 – You have an intermediate level of knowledge of professional presence and can use this class to help you fill in some gaps. Create goals to get your professional image to the next level.

Less than 15 – You have room to Power Up your professional presence. This session will provide you with the basics plus some advanced tips.

Knowledge is of two kinds. We can know a subject ourselves, or we know where we can find information upon it.

- Samuel Johnson

Knowledge is like money: to be of value it must circulate, and in circulating it can increase in quantity and, hopefully, in value.

- Louis L’Amour
Professional Presence Self-Assessment

How do you “regulate” your professional presence in the workplace? This assessment will enable you to honestly identify your areas of strengths as a professional and help you pinpoint your developmental opportunities.

<p>| | | | | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>1. I am forthright in my communications, especially when giving difficult information.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2. When I make a mistake, I am quick to take ownership and seek creative solutions.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3. I can be relied upon to achieve excellent results with minimal supervision.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4. I am clear on the mission of DFI and can articulate the mission to others.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5. I continually ask for feedback on my professionalism.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6. I live out DFI’s values in my roles and work responsibilities.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>7. I give my opinions and assert my ideas at team meetings.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8. I am aware of the impact of my emotions on other people.</td>
<td>1</td>
<td>2</td>
<td>3</td>
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</tr>
<tr>
<td>9. I listen to the ideas or opinions of others and seek to understand their perspectives.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>10. I can accept constructive feedback from others without becoming defensive.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>11. I arrive on time to meetings and appointments.</td>
<td>1</td>
<td>2</td>
<td>3</td>
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</tr>
<tr>
<td>12. I use caution when discussing confidential information about clients with my teammates.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>13. I know my own communication style and take advantage of the strengths of my particular style.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>14. I am responsive to the various styles and can adapt to the styles of others.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>15. I demonstrate tact and diplomacy in dealing with a variety of people.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>16. I am consistently honest in my dealings with others.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>17. I do my best to avoid gossiping.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>18. I seek to resolve disagreements or complaints in a constructive manner.</td>
<td>1</td>
<td>2</td>
<td>3</td>
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</tr>
<tr>
<td>19. I make timely decisions without sacrificing quality even when data is limited.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>20. I use persuasive communication in articulating my messages.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>21. I am responsive in returning email and phone messages promptly or within policy guidelines.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>22. I keep my supervisor and my team informed of developing issues.</td>
<td>1</td>
<td>2</td>
<td>3</td>
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</tr>
<tr>
<td>23. I keep my strong personal opinions about non-work related issues to a minimum.</td>
<td>1</td>
<td>2</td>
<td>3</td>
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</tr>
<tr>
<td>24. I dress appropriately to the workplace, even when I’m working in the office.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>25. I am always prepared for meetings.</td>
<td>1</td>
<td>2</td>
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</tbody>
</table>
Scoring:

90-100 – Congratulations- you currently are on track in your implementation of professional presence in the workplace. Ask for feedback from others to continually strive to improve.

80-89 – You have few areas that need attention. See that you can capitalize on the strengths that you offer. Consider asking for feedback from your colleagues and stakeholders for specific ways you can improve. Create goals to get your professional career to the next level.

70-79 – Focus on one area you can improve and communicate with an accountability partner. Remember to recognize and reward improvements. Consider reading books in your areas of opportunity or asking others in your network for support.

60-69 – What areas can you focus on immediately that will make the biggest difference in your job, profession, or leadership? Do you see yourself with a positive future? Consider reading books and taking assessments to remind yourself of strengths you offer.

Below 60 – You can “Power up” your professional presence by implementing several of the actions that will be shared in this session. Consider seeking a mentor or coach who can provide you the support and accountability to help you move forward.

Power Up Professional Presence Strengths:

_____________________________________________________________________________
_____________________________________________________________________________

Power Up Professional Presence Opportunities:

_____________________________________________________________________________
_____________________________________________________________________________
Professional Presence:

1. How you appear (First Impressions, Dress, & Behavior)
2. How you communicate (Styles, Conflict, Negotiation & Persuasion)
3. How you react (Emotional IQ)

How you appear:

First Impressions:

The importance of Positive First Impressions

It takes _________ to __________ seconds for someone to make an immediate judgment about you. Your first impression is CRITICAL to your professional success.

In fact, people form up to ________ different opinions about you in those first ____ seconds. The great majority of those opinions are formed with the first ____ seconds.

Tips:
- The objective of the first impression is to start on a professional note.
- You sell yourself first, and then you sell your agency and your service.
- Building rapport starts with the first impression.

Adapted from 5 Steps to Professional Presence by Susan Bixler and Lisa Scherrer Dugan

“Interviews are most often lost during the first 30 seconds to two minutes ...”

Richard Bolles, What Color is Your Parachute?
# How to make a Positive First Impression

## Your appearance and personal habits:
- Freshly bathed, face freshly shaved, hair and beard (if any) freshly trimmed, clean fingernails, deodorant (for men)
- Freshly bathed, minimal makeup, clean or conservatively manicured fingernails, deodorant (for women)
- Freshly laundered clothes, pants with a sharp crease, shoes freshly polished (for men)
- Wear a bra, have on freshly cleaned clothes, a suit or sophisticated-looking dress, shoes, not sandals (Conservative dress) (for women)
- No bad breath, no smell of garlic, onion, stale tobacco or alcohol, teeth brushed and flossed (for all)
- Little to no after-shave cologne (men) and little to no perfume (women)

## Avoid Nervous Mannerisms
- Good eye contact
- Strong handshake
- Good posture
- Watch for fidgeting, cracking your knuckles or playing with your hair

## Self-Confidence
- Speak in a confident voice
- Answer with authority
- Thoroughly answer the interviewer’s questions
- Listen intently and avoid interrupting the interviewer
- Share your accomplishments graciously

## Your Considerateness toward other people:
- Show courtesy to all those with whom you come in contact (no exceptions)
- Never “bad-mouth” former employers
- Thank the interviewer(s) in person, and send thank you notes to all those you met

## Your Values:
- Being on time
- Having a positive attitude
- Displaying integrity
- Being enthusiastic and knowledgeable about the organization
- Showing respect for the people around you, the organization, and for yourself

Dress:

Power up your Professional Appearance
DFI expects employees to maintain an appropriate appearance that supports the brand image and is professional, neat and clean, at all times. “Employees having contact with the public, stakeholders, legislative staff, state legislators, or other staff officials are expected to exercise their professional judgment and dress in a more formal manner appropriate for the circumstances.”

- Adapted from DFI Dress Guidelines, March 12, 2007

<table>
<thead>
<tr>
<th>What Not to Wear</th>
<th>What to Wear</th>
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Business Casual:

Behaviors:

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How you communicate:

“Our conversation is your advertisement. Every time you open your mouth you let men look into your mind.”

-Bruce Burton

Meetings with Clients and Stakeholders

<table>
<thead>
<tr>
<th>What to do:</th>
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</table>

Think about a recent communication challenge in a meeting. Describe the impact. What were the costs (hidden and unhidden?)
Basic Principles for Communication

- Be direct
- Be clear
- Be human
- Be flexible

We communicate our attitudes and feelings by our:
- Voice (engaged and warm vs. apathetic and aloof)
- Eye contact (direct vs. indirect)
- Body Language (Facial expression/gestures)
- Congruency (Are your words, vocal tone, and body language all communicating the same message?)
- Words

Voice:
- Tone – Expresses feeling or emotion
- Inflection – Emphasizing words and syllables
- Pitch – How high or deep voice sounds
- Rate – How many words spoken per minute
- Volume – How loud or soft voice sounds

Attentive Listening

- Body Language – open, leaning forward slightly, remaining calm, not fidgeting
- The use of verbal cues – lets the person know you understand. (I see...Yes... Let me be sure I have everything)
- Vocal and words –allows the person to know you want to hear what they have to say
- Eye contact – direct but not intimidating
- Facial expressions – appropriate
- Silence – don’t interrupt and let the other person finish
- Paraphrasing – Give the other person periodically the “gist” of what he or she is saying
- Parroting – Repeat exactly what the other person is saying
- Empathetic listening – Listen for the emotions of the message
- Judgment – Try to judge the content of what people are saying, not the way they are saying it.
The Importance of Listening and Using Open Questions

People can tell us invaluable information that can pay off in dividends in future interactions. Much of this information is nonverbal. Pay attention to the other person’s voice tone, body language, and facial expressions. Use open-ended questions to increase dialogue.

<table>
<thead>
<tr>
<th>Instead of</th>
<th>Ask</th>
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<tbody>
<tr>
<td>How was everything?</td>
<td>What else can I do for you?</td>
</tr>
<tr>
<td>Can I get you something else?</td>
<td>What else can I get for you?</td>
</tr>
<tr>
<td>Will that be all?</td>
<td>What else can I do for you?</td>
</tr>
<tr>
<td>Was everything satisfactory?</td>
<td>What else could we do to better serve you?</td>
</tr>
<tr>
<td>Did we meet your needs?</td>
<td>How else can we be of help?</td>
</tr>
</tbody>
</table>

Other questions and statements:

- Anticipate the customer’s questions (How would you like us to proceed with this examination?)
- Provide additional information (We have additional information we can provide).
- Offer a suggestion or recommendation (Many clients have found it valuable to bring their senior lender to the meeting).
Using Language that is Non-Defensive and Positive

<table>
<thead>
<tr>
<th>Defensive</th>
<th>Supportive</th>
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</thead>
<tbody>
<tr>
<td>Use ordering statements</td>
<td>Use “partnership” language</td>
</tr>
<tr>
<td>You have to...</td>
<td>May I suggest...</td>
</tr>
<tr>
<td>You’ll need to...</td>
<td>Perhaps it may be helpful if...</td>
</tr>
<tr>
<td>You should have...</td>
<td>It’s important to..</td>
</tr>
<tr>
<td><strong>Focus on what can’t be done</strong></td>
<td><strong>Focus on what can be done</strong></td>
</tr>
<tr>
<td>- That’s not my job</td>
<td>- Here’s what I can do</td>
</tr>
<tr>
<td>- Another dept handles that</td>
<td>- Here’s what we can do</td>
</tr>
<tr>
<td>- You can’t do that</td>
<td>- Let’s look at the possibilities</td>
</tr>
<tr>
<td><strong>Treating people as less intelligent or less knowledgeable as you</strong></td>
<td><strong>Treating people as equals with reasonable points of views</strong></td>
</tr>
<tr>
<td>- There’s no way that could have happened</td>
<td>- I may not understand correctly</td>
</tr>
<tr>
<td>- You must be mistaken</td>
<td>- Help me understand</td>
</tr>
<tr>
<td><strong>Focus on the person</strong></td>
<td><strong>Focus on the Behavior</strong></td>
</tr>
<tr>
<td>- You are lazy</td>
<td>- I feel disrespected when you come in late for our staff meetings</td>
</tr>
<tr>
<td>- You have a bad attitude</td>
<td></td>
</tr>
<tr>
<td><strong>Use “you” messages</strong></td>
<td><strong>Use “I” messages</strong></td>
</tr>
<tr>
<td>- You are...</td>
<td>- I feel, believe, think</td>
</tr>
<tr>
<td><strong>Blame others</strong></td>
<td><strong>Take responsibility and ownership</strong></td>
</tr>
<tr>
<td>- You made me...</td>
<td>- I chose...</td>
</tr>
</tbody>
</table>
Building Bridges with Your Customers by Matching Styles

Have you ever noticed that people who are “most like you” are the ones who seem to be the easiest to communicate with? This strategy helps you modify your own style of communication to the style of your customer. Research shows that the more “in sync” we are with our customers, the more they feel we are people they can trust.

1. Determine the customer’s style of communication.

2. Determine the customer’s rate of speech—mirror the rate of speech. Mirror speed and pacing. This can help build a bridge and a connection.

3. Listen for the customer’s choice of words and phrases. Pay careful attention to the particular words or phrases that the customer uses and subtly use them in your conversation. (This is not mimicking!)

4. Listen for the customer’s mood and tone of voice. Is the customer’s tone of voice telling you something the words are not?

Styles:

Professionals...

- Understand themselves and how their behavior affects others
- Understand their reactions to other people
- Know how to capitalize on what they do well
- Have a positive attitude about themselves which causes others to have confidence in them
- Know how to adapt their behavior to meet the needs of other people and particular situations
DiSC Dimensions of Behavior Map

D Dominance
C Conscientiousness
i Influence
S Steadiness

ACTION
ENTHUSIASM
COLLABORATION
SUPPORT

STABILITY
ACCURACY
CHALLENGE
RESULTS
## DiSC Dimensions of Behavior Map

<table>
<thead>
<tr>
<th>Dominance</th>
<th>Influence</th>
<th>Steadiness</th>
<th>Conscientiousness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivated to solve problems and get immediate results</td>
<td>Motivated to persuade and influence others</td>
<td>Motivated to create a stable, organized environment</td>
<td>Motivated to achieve high personal standards</td>
</tr>
<tr>
<td>Tends to question the status quo</td>
<td>Tends to be open, verbalizing thoughts and feelings</td>
<td>Tends to be patient and a good listener</td>
<td>Tends to be diplomatic, carefully weighing pros and cons</td>
</tr>
<tr>
<td>Prefers direct answers, varied activities, and independence</td>
<td>Prefers working with people rather than alone</td>
<td>Prefers participating in a group rather than directing, it; also prefers listening more than talking</td>
<td>Prefers environments with clearly defined expectations</td>
</tr>
</tbody>
</table>

### Ways to better adapt your style to the style of others:

<table>
<thead>
<tr>
<th>Dominance</th>
<th>Influence</th>
<th>Steadiness</th>
<th>Conscientiousness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on the “what”</td>
<td>Focus on the “who”</td>
<td>Focus on the “how”</td>
<td>Focus on the “why”</td>
</tr>
<tr>
<td>Talk in terms of results</td>
<td>Engage the person</td>
<td>Cooperate with the person</td>
<td>Be prepared</td>
</tr>
<tr>
<td>Be concise and direct</td>
<td>Give recognition</td>
<td>Provide stability (especially in change)</td>
<td>Be quality-minded</td>
</tr>
<tr>
<td>Be results-oriented</td>
<td>Ask questions and involve the person in the discussion and in projects</td>
<td>Place a priority on cooperation and stability</td>
<td>Place a priority on quality and analysis</td>
</tr>
<tr>
<td>Limit social chit-chat, details, and feelings</td>
<td>Place a priority on people and giving the person approval</td>
<td>Emphasize loyalty</td>
<td>Emphasize accuracy</td>
</tr>
</tbody>
</table>
**Conflict:**

**Self-Assessment**
Directions: Indicate yes or no to the questions below thinking about how you normally operate in conflict. Then look at the chart below to see the definition of that particular behavior.

1. Do you avoid conflicts, hoping they will resolve on their own or “in time?”

2. When you have a difference with your coworker, do you give in to keep the peace?

3. When someone seriously frustrates you, do you keep your feelings to yourself?

4. Do you hope to “win” when you approach conflict?

5. Do you wait to calm down when you feel emotionally charged?

6. Do you frequently rehearse in your mind a past conflict, self-criticizing for not handling it better?

7. Do you escalate conflict by allowing negative comments to spiral into frustration?

8. Are you so focused on your point that you fail to listen to the other person’s point of view?

9. Do you assume you know what the other person is going to say?

10. Do you interpret the other person’s behavior in a negative light?

11. Do you believe that both sides need to make concessions to get to the solution?

12. Do you take into consideration the other person’s communication style?

13. Do you seek to find a “win-win” in a conflict situation?

14. Do you disengage from others you are in conflict with?

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>1. Avoiding conflict</td>
<td>8. Invalidation</td>
</tr>
<tr>
<td>2. Yielding</td>
<td>9. Assumptions</td>
</tr>
<tr>
<td>3. Impact of emotions</td>
<td>10. Negative interpretation</td>
</tr>
<tr>
<td>4. Winning</td>
<td>11. Compromise</td>
</tr>
<tr>
<td>5. Delaying response</td>
<td>12. Impact of communication styles</td>
</tr>
<tr>
<td>7. Escalation</td>
<td>14. Silent treatment</td>
</tr>
</tbody>
</table>
FOUR RESPONSES TO CONFLICT

**Demand**
Goal: Victory
- Becomes aggressive and autocratic
- Creates win/lose outcomes
- Refuses to bend
- Overpowers with force

**Express**
Goal: Acknowledgement
- Wants to be heard
- Glosses over tension initially
- Verbalizes feelings impulsively
- Personally attacks

**Withdraw**
Goal: Justice
- Becomes defensive
- Strategizes in controlled fashion
- Resists passive-aggressively
- Overpowers with logic and facts

**Comply**
Goal: Harmony
- Avoids aggression
- Tries to save relationships
- Accommodates or gives in
- Simmers beneath the surface

Focus on:
- **Logic**
- **Feelings**
**Negotiation and Persuasion:**

**Negotiate:** To persuade or influence to a course of action.

**Purpose:** To obtain an outcome that meets the needs of all concerned parties.

What are professional ways to negotiate with another person?

___________________________________________________________________________

___________________________________________________________________________

How can you persuasively communicate your point while maintaining professionalism?

___________________________________________________________________________

___________________________________________________________________________

**How you react:**

**Emotional IQ:**

“We are being judged by a new yardstick: not just how smart we are, or by our training and expertise, but also by how well we handle ourselves and each other.”

-Daniel Goleman, Working with Emotional Intelligence

<table>
<thead>
<tr>
<th>Conventional</th>
<th>High Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Sign of ___________________</td>
<td>☐ Sign of ___________________</td>
</tr>
<tr>
<td>☐ No place in _________________</td>
<td>☐ Essential in business</td>
</tr>
<tr>
<td>☐ Table _________________</td>
<td>☐ _________________ them</td>
</tr>
<tr>
<td>☐ Interfere with good judgment</td>
<td>☐ Essential to good _________________</td>
</tr>
<tr>
<td>☐ Distract us</td>
<td>☐ _________________ us</td>
</tr>
<tr>
<td>☐ Sign of vulnerability</td>
<td>☐ Make us real and _________________</td>
</tr>
<tr>
<td>☐ Inhibit the flow of objective _______________</td>
<td>☐ Provide vital information and _________________</td>
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</table>

Adapted from Josh Hammond, President of the American Quality Foundation (From Executive EQ, by Robert K. Cooper, P.H.D, and Ayman Sawaf)
Without the guidance of emotions, reasoning has neither principles nor power.”
- Robert C. Solomon, Professor of Philosophy, University of Texas

“Reasoning/decision-making and emotion/feeling intersect in the brain...Feelings and emotions have a truly privileged status and (exert) a powerful influence on reasoning.”
- Antonio R. Damasio, M.D., Ph.D., Department of Neurology, University of Iowa College of Medicine, in his book, Descartes’ Error (Grosset/Putnam, 1994)

**Emotional Intelligence**

- Emotional Intelligence is essentially your “emotional flexibility” and “expressiveness.”

- EQ relates to your ability to motivate yourself and others, manage your moods, connect with others, think clearly despite strong emotions, and be hopeful. (Daniel Goleman)

- Emotional Intelligence is the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection, and influence. (Daniel Goleman)
Emotional Intelligence is not....

- About being nice
- About letting all our “feelings hang out”
- Only a “woman’s thing”
- Something we’re born with

Can Emotional Intelligence be developed?

“Absolutely. It’s all learnable,” says Daniel Goleman, Author of Working with Emotional Intelligence. “Unlike IQ, which some argue doesn’t change throughout life – emotional intelligence can be developed. It’s a neurological fact that ... brain structures and circuits shape themselves through repeated experience. You can discipline yourself and get better at things you once thought you weren’t good at. In fact, emotional intelligence tends to increase through each decade of life. It’s what we used to call maturity – how we handle ourselves and other people. You get better at it as you age.”

21 days of repeatedly doing something makes a habit!

Emotional Intelligence and Leadership
Adapted from Primal Leadership, Daniel Goleman, Richard Boyatzis, and Annie McKee

- **Self-Awareness** - Understanding your emotions and being clear about your purpose; being realistic about yourself; being guided by a strong set of values.

- **Self-Management** - The ability to manage your own emotions; being upbeat and positive despite intense pressure; the ability to be transparent to others.

- **Social Awareness** – Ability to empathize with others; being “tuned” in to the emotions and moods of others; the ability to spread positive emotions.

- **Relationship Management** – The ability to persuade others; deal with conflict, collaborate with others; “resonating friendliness with a purpose”; the ability to find common ground with others.
**Primal Leadership**
Adapted from Daniel Goleman, Richard Boyatzis, and Annie McKee, *Primal Leadership*

In any human group, the leader has the most power to sway a group’s emotions. When leaders drive emotions positively, they can bring out the best in people. *(Resonance).*

When leaders drive emotions negatively, they can alter the “mood” of the team negatively. *(Dissonance).*

*Leaders who maximize the benefits of primal leadership drive the emotions of those they lead in the right direction!*

**Laughter and the Open Loop**
From *Primal Leadership* by Daniel Goleman, Richard Boyatziz and Annie McKee, 2004

A study at the Yale University School of Management found that among working groups, cheerfulness and warmth spread most easily... Moods, the Yale study found, influence how effectively people work; upbeat moods boost cooperation, fairness and business performance.

Laughter, in particular, demonstrates the power of the open loop in operation –and therefore the contagious nature of all emotion. Hearing laughter, we automatically smile or laugh too, creating a spontaneous chain reaction that sweeps through a group. Glee spreads so rapidly because our brain includes open-loop circuits, designed specifically for detecting smiles and laughter that make us laugh in response. The result is a positive emotional hijack.

Similarly, of all emotional signals, smiles are the most contagious; they have an almost irresistible power to make others smile in return. ...People who relish each other’s company laugh easily and often; those who distrust or dislike each other, or who are otherwise at odds, laugh little, if at all.

In any work setting, therefore, the sound of laughter signals the group’s emotional temperature, offering one sure sign that people’s hearts as well as their minds are engaged. Moreover, laughter at work has little to do with someone telling a canned joke. In a story of 1,200 episodes of laughter during social interactions, the laugh almost always came as a friendly response to some ordinary remark like “nice meeting you,” not to a punch line. A good laugh sends a reassuring message: We’re on the same wavelength, we get along. It signals trust, comfort, and a shared sense of the world; as a rhythm in a conversation, laughing signals that all is well for the moment.
Resilient people seem to have a capacity of hope and perseverance!

All of us have experienced setbacks or disappointments but some seem to have the ability to “bounce back” better than others. They have developed some reservoirs of energy and resourcefulness to draw upon. They are able to rest and renew themselves and they are aware that flexibility, emotional adaptability, hope, and perseverance are keys to staying effective.

Resilience Defined. You are able to bounce back after feeling disappointed; you view obstacles or problems as having unexpected changes for the better; you don’t succumb to procrastination; you focus on solutions to problems as opposed to feeling overwhelmed by them; you have the ability to see the humorous sides of situations; you are able to relax when tension builds.

So how can we increase our capacity to better handle unexpected changes and setbacks and live life more resiliently?

Apply one of these Resilient Strategies in your life:
Think about a past experience when you were resilient. Could you apply attitudes, skills, behaviors that you used in the past to your current situation?

Overcome rigid thinking. Do you find yourselves in familiar but not productive patterns of behavior in times of challenge? What can you do to create more of an “open mind?”

Carve out time for yourself. We can’t serve others with a “glass half empty.” What are you doing to ensure that you have time for yourself? In times of change, loss, setbacks, or strain – it is essential that you schedule times where you can recharge and renew.

<table>
<thead>
<tr>
<th>EQ Factor</th>
<th>Ways to Increase it</th>
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How to Increase your EQ
Resources


Forbidden Phrases

*Man does not live by words alone, despite the fact that sometimes he has to eat them.*

Nancy Friedman, a customer services and telephone skills consultant, known as the “Telephone Doctor,” advocates the ban on what she calls the *five forbidden phrases*. These are five responses that can drive your customers to the *mad* state or into utter frustration.

<table>
<thead>
<tr>
<th>Forbidden</th>
<th>Use Instead</th>
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<tbody>
<tr>
<td>1. “I don’t know.”</td>
<td>“That’s a good question. Let me check and find out.”</td>
</tr>
<tr>
<td>2. “We can’t do this.”</td>
<td>“That’s a tough one. Let’s see what we can do.”</td>
</tr>
<tr>
<td>3. “You have to . . .”</td>
<td>“You’ll need to . . .” or “Here’s how we can help you …”</td>
</tr>
<tr>
<td>4. “Hang on a sec; I’ll be right back.”</td>
<td>“It may take two or three minutes. Are you able to hold?”</td>
</tr>
<tr>
<td>5. “No,” when used at the beginning of a sentence.</td>
<td>Turn to positive responses. “We aren’t able to refund your money, but we can replace your items at no charge.”</td>
</tr>
</tbody>
</table>

**Effective Communicators are SMART:**

**S = Specific**
- Share specifically what you will do for the customer
- Ask questions to make sure you understand the expectations

**M = Meaningful**
- Prioritize information most needed to the other party
- Research to get the answer when they don’t immediately know the answer
- Follow through when you promised someone you would get back to them

**A = Attentive**
- Body Language – open, leaning forward slightly, remaining calm, not fidgeting
- Vocal and words – let customers know you understand.
- Eye contact – direct; Facial expressions – appropriate
- Empathetic listening – Listen for the emotions of the message

*Pay attention to the OTHER person’s voice tone, body language, and facial expressions.*

**R = Relational**
- Use relationship building phrases in your conversation
- Take your cues from your customer on how personal you are

**T = Trust-building**
- Apologize; Own mistakes
- Honor commitments
- Make sure the customer knows you have heard his/her issues

**How SMART a communicator are you?**
MORE ABOUT YOU

If you are a **Dominance** style, your strengths include that you:
- Can make a decision when no one else wants to
- Are not afraid to confront tough issues/situations
- Accept change as a personal challenge
- Keep the team focused and on task

Those you work with may see the following limitations:
- May come across as unapproachable
- Insensitive to others
- Impatient with others
- Try to get the team moving along before its ready

You can be more effective by:
- Developing more patience
- Toning down your directness – asking more questions
- Working on your approachability – watch body language and offer more encouragement in conversation

If you are an **Influence** style, your strengths include that you:
- Are always available to others – give your time easily
- Are good at inspiring others
- Spread your enthusiasm and positive attitude to others
- Easily give positive feedback to those you work with

Those you work with may see the following limitations:
- Disorganized
- Superficial in your approach
- Lack of follow through

You can be more effective by:
- Listening more carefully to what people really need
- Getting more organized
- Providing more detail
MORE ABOUT YOU

If you are a **Steadiness** style, your strengths include that you are:
- A good team player
- Empathetic and sensitive to the needs of others
- Methodical and good at preparing meeting agenda and minutes
- Good at listening
- Easy to get along with

Those you work with may see the following limitations:
- May come across as indecisive
- Indirect communicator
- Resistant to change

You can be more effective by:
- Becoming more assertive and direct with others
- Coping better with change
- Not carrying the burden of everyone else's problems

If you are a **Conscientiousness** style, your strengths include that you are:
- Thorough
- Certain to follow standards accurately
- Conscientious
- Accurate

Those you work with may see the following limitations:
- Overly concerned with perfection
- Aloof
- Limit creativity in others with your desire to stick to the rules

You can be more effective by:
- Better accepting differences
- Being more open to possibilities
- Communicating more often
The Skill of Asking Questions

- Open-Ended Questioning for getting details or explanations.
  - What happened?
  - How did it happen?

- Closed-Ended Questioning for getting specific information and to help you go through a lot of data. Also helpful when you need a quick confirmation and to close down the conversation.
  - Did you get the report?
  - Is that right?
  - Do you need help with anything else?
  - Do you have any additional questions?

- Use questions to test assumptions
  - When you say that you need the report immediately, do you mean by the end of the day? Do you mean for me to drop everything I am doing now and give you the report?

- Use questions or paraphrasing to help facilitate or manage the conversation.
  - So the problem is with the volunteer schedule. Tell me what you heard me say concerning your role in the project.

- Use clarifying questions to help make sure you understood the message.
  - So you are upset that the team didn’t follow through on its decision. Did I understand you correctly?

- Use probing questions to go deeper with the meaning.
  - So you are upset that the team didn’t follow through on its decision. What else are you frustrated about?
Emotional Intelligence
Adapted from Working with Emotional Intelligence, Daniel Goleman and Primal Leadership, Daniel Goleman, Richard Boyatzis, and Annie McKee

Evaluation Scoring: Often = 3; Sometimes = 2; Rarely = 1; Never = 0

Self Awareness
- Emotional awareness – The ability to be “tuned” in to one’s own emotions. Recognizing one’s emotions and their effects.
- Accurate Self-Assessment – Knowing one’s strengths and limits. The ability to “laugh” at oneself and ask for help when needed.
- Self-Confidence – A strong sense of one’s self-worth and capabilities. A strong sense of self-assurance.

Self-Management
- Self-Control – Keeping disruptive emotions and impulses in check. One who can keep calm in emergencies.
- Transparency – The ability to “walk the talk” by living out one’s values. Has an authentic openness to others about one’s feelings and beliefs. Openly admits mistakes and confronts ethical misconducts in others.
- Adaptability – Flexibility in handling change. Can juggle multiple priorities without losing focus. Adaptable to new challenges. Comfortable with novel ideas, approaches and new information
- Achievement – An ability to strive for excellence and to inspire others to pursue excellence. Setting measurable yet challenging goals. One who is a constant learner and teacher for others
- Initiative – The ability to seize opportunities; the ability to influence others and do what is necessary to create a better future.
- Optimism – The ability to see problems as opportunities rather than threats; A positive outlook on life; the ability to see the good in others and circumstances.
Emotional Intelligence (Continued)
Adapted from Working with Emotional Intelligence, Daniel Goleman and Primal Leadership, Daniel Goleman, Richard Boyatzis, and Annie McKee

Evaluation Scoring: Often = 3; Sometimes = 2; Rarely = 1; Never = 0

Social Awareness
- **Empathy** – The ability to “tune” into the emotions and feelings of a group; the ability to listen to others; and establish common ground with a wide range of people.

- **Organizational Awareness** – The ability to be politically savvy; the skill of “reading” power relationships; the talent of understanding an organization’s “unwritten rules” of how things work.

- **Service** – The ability to anticipate, recognize, and meet the needs of others. A service orientation and skill of fostering an emotional climate so that front line employees who work directly with customers feel empowered to serve and meet the needs of their customers. A passion to help others.

Relationship Management
- **Inspiration** – The ability to move and inspire people to greatness. The talent of creating an environment where people want to get involved. The ability to articulate a shared mission and make work meaningful by fostering a sense of purpose.

- **Influence** – The ability to persuade others. Engaging an audience and finding the appropriate message for different audiences.

- **Developing others** – Showing genuine interest in those who they are coaching and mentoring. Helping people understand their strengths and weaknesses and providing an atmosphere of support and development.

- **Change Catalyst** – The ability to initiate change; the talent of recognizing the need for change and being a “champion” for change for others.

- **Conflict Management** – The skill of confronting conflict, understanding differing viewpoints, and helping resolve disagreements.

- **Teamwork and Collaboration** – Creating a collaborative atmosphere; creating group synergy in pursuing collective goals; the skill of drawing out others into an enthusiastic commitment to a common purpose.