



## “Leading With Emotional Intelligence”

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### Webinar Captioning Transcript

*Presented by Futures Without Violence in partnership with the U. S. Department of Justice, Office on Violence Against Women*

**Presenters:** Dr. Jarik Conrad, Certified Emotional Intelligence Expert

**Facilitator:** Jennifer White, Futures Without Violence

This is part of an ongoing webinar series on organizational sustainability, which is supported by the Department of Justice, Office on Violence Against Women and part of a training institute we host, called The Supporting Organizational Sustainability to Address Violence Against Women Institute (SOS Institute).

DR. CONRAD IS A COMMITTED LIFELONG LEARNER, HOLDING A BACHELOR'S DEGREE FROM THE UNIVERSITY OF ILLINOIS, TWO MASTERS DEGREES FROM CORNELL UNIVERSITY, AND A DOCTOR OF EDUCATION DEGREE FROM THE UNIVERSITY OF NORTH FLORIDA.

DR. CONRAD IS THE AUTHOR OF THE AWARD WINNING BOOK "THE FRAGILE MIND."

I AM READING THAT BOOK AND I DO ENCOURAGE YOU ALL TO CHECK IT OUT.

IT'S A WONDERFUL READ.

AND WITH, THAT I WOULD LIKE TO REVIEW OUR LEARNING OBJECTIVES, AND THEN I'LL TURN IT OVER TO DR. CONRAD.

AS A RESULT OF THIS WEBINAR, YOU WILL BE BETTER ABLE TO BUILD TRUST AND CONNECT BETTER WITH THE BOARD AND ITS PIERCE, BOARD MEMBERS AND CLIENTS, COMMUNICATE MORE EFFECTIVELY, LEAD YOUR TEAMS THROUGH HIGH-INTENSITY, AND HIGH-STRESS SITUATIONS, MANAGE CHANGE AND TRANSITIONS EFFECTIVELY, AND RECOGNIZE AND EMBRACE DIVERSITY AND INCLUSION.

DR. CONRAD, PLEASE TAKE IT AWAY.

>> THANK YOU SO MUCH, JENNIFER.

WELCOME, EVERYONE, GOOD MORNING, OR GOOD AFTERNOON DEPENDING ON WHERE YOU ARE.

I KNOW THAT YOU ARE -- YOU'RE BUSY AND I UNDERSTAND THE WORK YOU DO, SO WE APPRECIATE YOU TAKING THE TIME TO KIND OF INVEST IN YOURSELF AND YOUR TEAMS ON THIS IMPORTANT TOPIC.

WE WILL ENDEAVOR, I KNOW THIS IS A WEBINAR AND IT'S VERY DIFFICULT TO DO SOMETHING VERY INTERACTIVE WITH A WEBINAR, BUT WE HAVE BUILT IN A FEW POLLS, A FEW INTERACTIVE PIECES, SO WE CAN MAKE IT AS CONVERSATIONAL AS WE POSSIBLY CAN.

WE'RE GOING TO GO THROUGH -- I'M GOING TO GIVE YOU A LITTLE BIT ABOUT MY BACKGROUND AND WHY I EVEN CHOOSE TO TALK ABOUT THIS TOPIC OF EMOTIONAL INTELLIGENCE, BECAUSE IT'S A VERY PERSONAL TOPIC FOR ME.

YOU HAD PREWORK, I HOPE YOU HAD AN OPPORTUNITY TO DO THE PREWORK, IF NOT, WE'LL GIVE YOU A FEW MINUTES JUST TO LOOK AT IT AND REFLECT ON IT.

AND THEN WE'LL GO THROUGH WHAT IS ESSENTIALLY AN OVERVIEW OF EMOTIONAL INTELLIGENCE, WE'LL COVER THE BASICS AND WE'LL COVER EACH ASPECT OF EMOTIONAL INTELLIGENCE.

AND TOWARD THE END WE REALLY WANT TO GET TO, WHAT ABOUT -- HOW DO I PUT THIS INTO PRACTICE?

AND SO YOU HAVE SOME POST-WORK THAT YOU CAN BEGIN TO THINK ABOUT TODAY THAT WILL HELP YOU TO KIND OF BUILD ON SOME OF THE SKILLS YOU LEARN IN THE WEBINAR.

AGAIN, IF SOMETHING COMES UP, PLEASE SEND YOUR QUESTION AS WE GO, I'LL TRY AND STOP PERIODICALLY AND TAKE ANY QUESTIONS THAT WE KNOW WE'RE GETTING.

JENNIFER IS GOING TO HELP ME WITH THAT GATHERING QUESTIONS.

WE MAY NOT GET TO ALL OF THEM, BUT WE WILL DEFINITELY TRY AND FOLLOW BACK UP WITH YOU IF WE DON'T GET EVERYTHING.

SO LET ME TELL YOU A LITTLE BIT ABOUT MY BACKGROUND.

I'M FROM EAST ST. LOUIS, ILLINOIS.

AND I KNOW YOU ALL ARE ON THE CALL FROM ALL OVER THE COUNTRY.

SOME OF YOU MAY HAVE HEARD OF EAST ST. LOUIS.

OR MAYBE YOU'VE EVEN BEEN TO EAST ST. LOUIS.

BUT EAST ST. LOUIS IS A REALLY TOUGH PLACE TO GROW UP.

IT'S BEEN CALLED THE MOST DISTRESSED SMALL CITY IN AMERICA, IT'S BEEN DESCRIBED AS AMERICA'S

[INDISCERNIBLE] IT'S ONE OF THE TOUGHEST PLACES TO GROW UP IN THE COUNTRY, AND I GREW UP IN THE HOUSING PROJECTS IN EAST ST. LOUIS.

I THINK ABOUT THE KIND OF WORK THAT YOU ALL DO IN TRYING TO REALLY HELP PROTECT PEOPLE FROM VIOLENCE, TRYING TO HELP PEOPLE AVOID VIOLENCE, AND DEAL WITH EFFECTIVE VIOLENCE, AND GROWING UP IN A COMMUNITY LIKE THAT, I SAW WAY TOO MUCH, MORE THAN A KID IS SUPPOSED TO SEE.

WE MOVED OUT OF THE PROJECTS IN MY MIDDLE SCHOOL YEARS, AND WE ACTUALLY MOVED INTO THIS HOUSE THAT YOU CAN SEE ON THE SCREEN.

WHILE IT MIGHT NOT LOOK LIKE MUCH, THIS WAS A BIG DEAL FOR US.

I JOKE WITH PEOPLE I WAS MOVING -- I WAS THE FRESH PRINCE OF BEL AIR, ONCE WE MOVED INTO THIS HOUSE, SO IT WAS A BIG DEAL.

BUT EVEN IN THIS HOUSE, I SAW SOMEONE GET SHOT IN THIS HOUSE.

SO I'M VERY FAMILIAR, UNFORTUNATELY, WITH SOME OF THE THINGS THAT SOME OF THE CLIENTS THAT YOU

SERVED, AND MAYBE EVEN SOME OF YOUR EMPLOYEES HAVE GONE THROUGH.

SO THIS IS A TOPIC THAT IS IMPORTANT TO ME.

LET'S LOOK AT THIS PREWORK THAT YOU HAD.

WE WANTED YOU TO THINK BACK AS FAR AS YOU COULD, PUT TOGETHER A TIME LINE, THINK BACK AS FAR AS YOU COULD ABOUT REALLY SIGNIFICANT EVENTS.

I MENTIONED SOME OF THE THINGS THAT I SAW GROWING UP, AND CERTAINLY THOSE EXPERIENCES HAVE AN IMPACT ON ME, BUT THINK ABOUT YOUR OWN LIFE, AS FAR BACK AS YOU CAN REMEMBER, THOSE REALLY IMPORTANT EVENTS THAT WERE INFLUENTIAL IN SOME WAY.

CAN YOU THINK BACK TO WHAT YOUR EMOTIONS WERE AT THE TIME?

AS YOU THINK ABOUT IT NOW, AS YOU REFLECT BACK ON THOSE EXPERIENCES NOW, WHAT EMOTIONS ARE YOU DEALING WITH?

IS IT SADNESS, ANGER, FRUSTRATION?

HOW DO THOSE EMOTIONS DIFFER NOW THAN WHEN YOU WENT THROUGH THE EXPERIENCE?

WHAT HAS TIME DONE FOR YOU?

LOOKING AT IT THROUGH THE LENS THAT YOU HAVE NOW, DO YOU SEE THOSE EVENTS DIFFERENTLY?

AND REALLY IMPORTANT PART IS TRYING TO UNDERSTAND HOW EACH OF THOSE EVENTS SHAPED WHO YOU ARE TODAY.

HOW DO THEY EFFECT HOW YOU INTERACT WITH PEOPLE, HOW DO THEY EFFECT THE CAREER YOU CHOSE, HOW DO THEY EFFECT THE RELATIONSHIPS YOU HAVE WITH PEOPLE?

JUST TAKE A MOMENT AND REFLECT ON THIS, PARTICULARLY IF YOU DIDN'T GET A CHANCE TO DO THIS BEFORE THIS WEBINAR.

I JUST WANT TO GIVE YOU A MINUTE OR TWO TO WORK ON THIS.

SO WE HAVE A POLL QUESTION, THIS IS ONE OF THOSE INTERACTIVE PIECES THAT WE TALKED ABOUT.

DID YOU LEARN ANYTHING ABOUT YOURSELF THROUGH THIS PROCESS?

I KNOW WHEN I DO THIS WITH LIVE AUDIENCES, WHEN YOU LOOK AT PEOPLE'S FACES, YOU CAN TELL A LOT OF PEOPLE REALLY HAVEN'T THOUGHT THAT MUCH ABOUT THESE EVENTS AND HOW THEY SHAPED WHO THEY ARE TODAY.

SO I JUST WANT TO GET A SENSE IF YOU HAD A CHANCE TO DO THAT.

CERTAINLY A VAST MAJORITY OF PEOPLE LEARNED SOMETHING ABOUT THEMSELVES.

I'LL GIVE YOU A FEW MORE SECONDS TO RESPOND IF YOU HAVEN'T.

WE HAVE NEARLY, SOMEWHERE AROUND 93, 94% OF THE PEOPLE SAY, I DID LEARN SOMETHING ABOUT MYSELF.

BUT THIS IS AN EASY ACTIVITY, WHEN I SAY EASY, IT'S EASY TO GIVE INSTRUCTION, BUT IT'S HARD TO DO IT FOR SOME PEOPLE, THIS IS SOMETHING YOU CAN DO WITH YOUR STAFF, THIS IS SOMETHING YOU MAY BE ABLE TO DO WITH YOUR CLIENTS.

BECAUSE PEOPLE, WE GET SO CAUGHT UP IN THE DAY-TO-DAY AND THE HUSTLE AND BUSTLE AND THE HECTIC PARTS OF OUR JOBS AND THE TACTICAL THINGS WE HAVE TO DEAL WITH, THAT WE DON'T ALL THE TIME REFLECT AND THINK ABOUT THIS.

JENNIFER MENTIONED I WROTE A BOOK CALLED "A FRAGILE MIND," I LEARNED SO MUCH ABOUT MYSELF THROUGH THAT PROCESS THERE.

WERE THINGS I CAME UP THAT I HADN'T THOUGHT ABOUT IN 20 OR 30 YEARS, AND MUST HAVE BEEN SIGNIFICANT FOR ME BECAUSE THEY CERTAINLY CAME UP AS I STARTED TO WRITE ON THOSE PAGES AND TRYING TO EXPLAIN WHO I WAS.

AND WHY I WAS.

I RECOMMEND THIS FOR ANYONE.

IF YOU HAVE NOT HAD A CHANCE TO WRITE YOUR STORY, OR JOURNAL, DO IT.

DO IT.

EVEN IF YOU'RE NOT INTENDING TO WRITE SOMETHING TO BE PUBLISHED, EVEN IF YOU'RE NOT WRITING SOMETHING YOU INTEND ANYBODY TO READ, TAKING THE TIME AND JUST THINKING ABOUT WHO YOU ARE, YOUR LIFE TO THIS POINT AND CAPTURE THAT ON PAPER, IT IS A WONDERFUL PROCESS.

AND AGAIN, YOU LEARN SO MUCH ABOUT YOURSELF THROUGH THAT PROCESS.

SO I CERTAINLY RECOMMEND THAT FOR ANYBODY.

DO WE HAVE ANOTHER POLL QUESTION HERE?

YOUR RESPONSE TO THE QUESTION, DO YOU THINK THE WAY YOU RESPONDED TO THOSE EVENTS, WAS YOUR RESPONSE MORE A PRODUCT OF NATURE OR NURTURE?

IN OTHER WORDS, IS IT WHAT YOU WERE BORN WITH?

YOUR DNA, WHATEVER IT IS THAT YOU HAD AT BIRTH, IT'S THAT STUFF THAT GOT ME THROUGH THIS SITUATION OR EFFECTED MY RESPONSE.

OR IS IT A PRODUCT OF NURTURE?

WITH MY ENVIRONMENT, IT WAS MY PARENTS, IT WAS MY SURROUNDINGS THAT, YOU KNOW, REALLY CONTRIBUTED MORE SO TO WHO I AM TODAY.

OR DO YOU THINK IT WAS A COMBINATION AND IF THERE WAS A COMBINATION, DID YOU LEAN MORE TOWARD NATURE OR NURTURE?

ESSENTIALLY I'M TRYING TO DETERMINE WHAT DETERMINES WHO WE ARE PRIMARILY, IS IT NATURE THAT DETERMINES WHO WE ARE, IS IT NURTURE THAT DETERMINES WHO WE ARE?

OR IS IT A COMBINATION?

I'LL GIVE YOU ABOUT 30 SECONDS OR SO TO ANSWER THIS POLL.

INTERESTING FIGHT BETWEEN BOTH, LEANING TOWARD NURTURE.

NO NATURE FOLKS?

ONLY ABOUT 4% OF THE FOLKS SAYING NATURE.

INTERESTING.

WE HAVE FIVE, SIX -- I WISH WE COULD LISTEN TO THOSE FIVE OR SIX BRAVE SOULS.

I THINK WE HAVE WHAT WE'RE GOING TO HAVE.

LET'S GO AHEAD AND CLOSE IT.

SO WE HAVE 30 SOMETHING -- MID 30s SAY BOTH, AND THEN ANOTHER MID 30s SAY BOTH.

BUT WE LEAN MORE TOWARD NURTURE.

YOU GOT ABOUT 70% OF THE FOLKS EITHER BOTH OR LEANING TOWARD NURTURE.

MOST PEOPLE SAY IT'S NOT REALLY NATURE.

SO THIS IS INTERESTING.

SO LET'S THINK ABOUT THIS.

I THINK THERE'S REALLY A PRACTICAL ANSWER TO THIS QUESTION AND THEN THERE'S A TECHNICAL ANSWER TO THE QUESTION.

THE TECHNICAL ANSWER TO THE QUESTION, YOU MIGHT BE SURPRISED, EXCEPT FOR THOSE FIVE OR SIX FOLKS, IT'S REALLY NATURE.

A LOT OF WHO WE ARE IS DETERMINED BY WHAT WE'RE BORN WITH.

THE MATERIALS THAT WE HAVE, WHETHER IT'S THE CHEMICALS WE'VE BEEN SUPPOSED TO OR WHATEVER IT IS, RESEARCHERS SUGGEST WE ARE WHO WE'RE GOING TO BE IN MANY WAYS.

A LOT OF THE RESEARCH AROUND THE HAS TO DO WITH TWINS.

IF YOU TAKE TWINS WHO ARE SEPARATED AT BIRTH, FOR INSTANCE, AND THERE WAS ONE STUDY I RECALL, THE SET OF TWINS, THEY DIDN'T KNOW THEY WERE TWINS.

SO YOU HAVE ONE PERSON IN ONE PART OF THE COUNTRY, ANOTHER PERSON IN A DIFFERENT PART OF THE COUNTRY.

AND BOTH OF THESE FOLKS WERE OCD NEAT FREAKS.

OBSESSIVE COMPULSIVE, THEY WERE NEAT FREAKS.

THE TEAM OF RESEARCHERS WENT OUT AND INTERVIEWED ONE OF THE TWINS, AND SAID, YOU'RE SO VERY NEAT.

IS THIS A PRODUCT OF NATURE OR IS THIS MORE A PRODUCT OF NURTURE?

IS IT YOUR PARENTS, WHAT WAS IT?

AND THE TWINS SAID, OF COURSE, THIS WAS NURTURE.

I AM THIS WAY BECAUSE OF MY PARENTS.

I MEAN, MY PARENTS ARE VERY NEAT.

SO THERE'S NO REASON, THERE'S NO WAY I WOULD POSSIBLY KEEP MY ROOM MESSY.

SO I'M NEAT BECAUSE OF MY PARENTS.

SO IT'S CERTAINLY A PRODUCT OF NATURE.

THE RESEARCH TEAM WENT TO THE OTHER PART OF THE COUNTRY AND TALKED TO ONE OF THE TWINS, YOU'RE SO NEAT!

WHAT IS THIS, IS IT A PRODUCT OF NATURE OR NURTURE?

THE TWIN SAID, OF COURSE, OF COURSE IT'S NURTURE.

I'M SO NEAT BECAUSE OF MY PARENTS.

MY PARENTS ARE SO MESSY, THEY'RE SLOBS, THERE'S STUFF EVERYWHERE.

THE ONLY PLACE I CAN BREATHE AND BE COMFORTABLE IS IN MY ROOM.

SO I KEEP IT NEAT.

SO BOTH OF THOSE TWINS SUGGESTED THAT IT WAS REALLY NURTURE AS MOST PEOPLE SAY, NURTURE HAS THAT HUGE INFLUENCE.

BUT THE TRUTH IS, THEY WERE PROBABLY GOING TO BE NEAT FREAKS NO MATTER WHAT, WHERE THEY WENT.

THEY WERE GOING TO BE OCD NEAT FREAKS.

SO THERE'S LOTS OF OTHER STUDIES ABOUT THIS.

IN FACT, RIGHT ON THIS WEBINAR SOME OF YOU, WOMEN WHO HAD MULTIPLE KIDS, OFTEN TIMES WOMEN WILL SAY, LOOK, THESE KIDS WERE DIFFERENT IN THE WOMB.

I COULD ALREADY TELL DIFFERENT PERSONALITY STYLES.

AND THOSE DIFFERENCES PLAYED THEMSELVES OUT.

IN FACT, WHEN YOU THINK ABOUT THE BIG FIVE PERSONALITY TRAITS, EXTROVERSION, OPENNESS TO EXPERIENCE, CONSCIENTIOUSNESS, AGREEABLENESS, NEUROTICISM, ALL OF THOSE REALLY CAN BE MAPPED BACK TO EARLY CHILDHOOD.

IN INFANCY, THERE ARE FIVE TRAITS, FIVE PERSONALITY FACTORS THAT ALREADY START TO MATCH -- SO IN MANY WAYS WE'RE KIND OF ARMED WITH A LOT.

THAT'S THE TECHNICAL ANSWER.

CONGRATULATIONS TO THE FOLKS THAT SAID NATURE.

THAT'S THE TECHNICAL ANSWER.

BUT THE PRACTICAL ANSWER REALLY IS THAT COMBINATION.

IT REALLY IS THAT COMBINATION.

BECAUSE REGARDLESS OF WHAT WE MIGHT BE PREDISPOSED TO, IT'S THE ENVIRONMENT THAT'S GOING TO HAVE AN EFFECT ON THAT, AND THAT'S GOING TO AFFECT WHAT WE SEE IN TERMS OF PEOPLE'S BEHAVIOR.

SO THINK ABOUT CHILD PRODIGIES, FOR INSTANCE.

THEY ARE PEOPLE WHO, NATURE GAVE THEM SOMETHING.

THEY'RE 3, 5 YEARS OLD, ALREADY DEMONSTRATING UNBELIEVABLE SKILLS, LIKE A MOZART.

EVEN SOME OF THE MORE -- LIKE TIGER WOODS PLAYING GOLF.

I SHOULDN'T BRING UP TIGER BECAUSE HE DOESN'T PLAY ANYMORE, BUT TOADS PLAYING GOLF -- TIGER WOODS PLAYING GOLF, THESE FOLKS SHOWED UNBELIEVABLE TALENT AT A VERY YOUNG AGE.

NATURE GAVE THEM SOMETHING.

BUT WHAT IF MOZART'S PARENTS DIDN'T HAVE A PIANO?

OR THEY DIDN'T LIKE MUSIC?

WHAT IF TIGER WOODS' FATHER DIDN'T LIKE GOLF?

WE WOULDN'T KNOW TIGER WOODS.

SO THE ENVIRONMENT DOES MATTER, AND THOSE INFLUENCES MATTER.

SO THE PRACTICAL ANSWER IS, IT REALLY IS THAT COMBINATION OF NATURE/NURTURE.

I BRING THAT UP FOR A COUPLE REASONS.

WHEN YOU'RE THINKING ABOUT YOUR CLIENT, YOUR STAFF, YOUR BOARD OF DIRECTORS, PEOPLE THAT YOU'RE INTERACTING WITH, THERE ARE GOING TO BE SOME DIFFERENT PERSONALITY STYLES.



INTROVERSION VERSUS EXTROW VERSION, FOR INSTANCE.

WHEN YOU'RE IN THE HEAT OF BATTLE WITH THOSE FOLKS, EMOWSALLY YOU MIGHT THINK THESE PEOPLE ARE TRYING TO BE DIFFICULT.

THE TRUTH IS, THEY'RE NOT TRYING TO BE DIFFICULT, THIS IS JUST PART OF WHO WE ARE.

THIS IS WHAT NATURE GAVE THEM.

HOWEVER, YOU'RE RESPONSIBLE FOR CREATING AN ENVIRONMENT WITHIN YOUR ORGANIZATION THAT ARE GOING TO BE WELCOMING OR NOT WELCOMING.

AND WILL IMPACT HOW PEOPLE RESPOND, WILL IMPACT WHETHER PEOPLE FEEL CARED ABOUT, WILL IMPACT WHETHER PEOPLE CAN PERFORM AT THEIR HIGHEST.

SO THAT ENVIRONMENT DOES MATTER, AND THAT INFLUENCE DOES MATTER.

THE OTHER THING TO THINK ABOUT IS YOUR CLIENT, SOME OF WHOM ARE STRUGGLING.

THEY MIGHT HAVE SOME -- THAT YOU DON'T KNOW ANYTHING ABOUT THAT YOU REALLY HAVE TO GET TO KNOW.

BECAUSE THE PERSON IS STRUGGLING IN YOUR ORGANIZATION NOW OR IN YOUR CUSTOMER OR CLIENT BASE NOW, NATURE MAY HAVE GIVEN THEM SOMETHING THAT YOU MAY BE THE ONLY PERSON, OR YOU MAY BE THE ONLY ENTITY THAT EVER REALLY FOCUSED ON THEM AND GAVE THEM TIME, AND INVESTED IN THEM TO TRY AND BRING THAT OUT.

SO I THINK ABOUT THAT WHEN I THINK ABOUT PEOPLE LIKE MILES DAVIS COMING FROM EAST ST. LOUIS, IT'S REALLY, REALLY IMPORTANT.

SO LEADERSHIP MATTERS IN THE ENVIRONMENT -- THE TONE YOU SET IN YOUR ENVIRONMENT MATTERS.

AGAIN, AS WE GO, IF THERE ARE ANY QUESTIONS PLEASE FOLLOW UP.

THE PRACTICAL MATTER IS, IT'S A COMBINATION OF BOTH, WE CAN CERTAINLY HELP TO INFLUENCE PEOPLE'S BEHAVIOR.

SO I ALWAYS GOT THIS QUESTION COMING OUT OF A PLACE LIKE EAST ST. LOUIS, EXPERIENCING THE TRAUMA THAT I DID, PEOPLE WOULD ASK, WHY IS IT THAT SOME PEOPLE MADE IT OUT AND SOME PEOPLE DIDN'T?

AND I REALLY STRUGGLED WITH THAT QUESTION FOR A LONG TIME.

I HAD NO REAL ANSWER, BECAUSE EVERY ANSWER I CAN GIVE THEM I COULD GIVE THEM AN EXAMPLE THAT WAS SIMILAR AND THE PERSON DIDN'T MAKE IT OUT.

SO I REALLY DIDN'T HAVE AN ANSWER.

IN THE MID '90s I RAN ACROSS THIS TOPIC CALLED EMOTIONAL INTELLIGENCE.

BECAUSE I KNEW IT WASN'T JUST ABOUT RAW INTELLECT.

I HAD FRIENDS WHO INTELLECTUALLY, THEY DID VERY WELL.

THEY DID WELL ON SATs AND ACTs, THEY DID VERY WELL, BUT ONE GUY, I THINK HE GOT A PERFECT, NEAR PERFECT SCORE ON HIS SAT, HE DROPPED OUT IN THE 12th GRADE TO SELL DRUGS.

AND I DIDN'T UNDERSTAND THAT AT THE TIME.

THAT WASN'T REALLY ABOUT INTELLECT.

THAT WAS MORE ABOUT EMOTIONAL INTELLIGENCE.

SPECIFICALLY IMPULSE CONTROL.

SO MY PASSION AROUND EMOTIONAL INTELLIGENCE HAS TO DO WITH GROWING UP IN THE ENVIRONMENT, BECAUSE WATCHING AND SEEING WHO MADE IT AND WHO DIDN'T.

AND UNDERSTANDING IT WASN'T JUST ABOUT RAW INTELLECT AND TECHNICAL ABILITIES.

THAT'S WHY I'M SO PASSIONATE ABOUT THIS TOPIC, EVERYTHING I DO IN MY BUSINESS IS REALLY AROUND SOCIAL AND EMOTIONAL SKILLS.

I'VE SEEN WHAT IT CAN DO FOR PEOPLE WHO GREW UP LIKE ME, AND PEOPLE WHO GREW UP IN WAY MORE DIFFICULT CIRCUMSTANCES THAN I DID.

SO THOSE SKILLS CAN BE USEFUL FOR OVERCOMING THOSE DIFFICULT CHALLENGES, CERTAINLY THEY CAN BE USED FOR HELPING TO OVERCOME THE CHALLENGES THAT WE MIGHT FACE IN OUR WORK FORCE.

SO WHAT IS EMOTIONAL INTELLIGENCE?

SINCE THE MID '90s THERE'S BEEN LOTS OF PEOPLE WRITING ABOUT E.I.

THERE ARE MANY MODELS NOW ABOUT EMOTIONAL INTELLIGENCE, DIFFERENT WAYS TO MEASURE IT.

REALLY, ALL THOSE MODELS HAVE FOUR THINGS IN COMMON.

SO NUMBER ONE, I UNDERSTAND WHAT'S GOING ON WITH ME EMOTIONALLY, WHEN I LOOK IN THE MIRROR I HAVE A GOOD SENSE OF WHO I AM, WHY I FEEL THE WAY I DO, WHAT MY TRIGGERS ARE.

I HAVE A REAL GOOD READ ON THAT.

SECONDLY, NOT ONLY CAN I READ THAT, BUT I CAN DO SOMETHING ABOUT IT.

SO I UNDERSTAND WHAT I MIGHT BE GETTING A LITTLE STRESSED OUT.

I UNDERSTAND WHEN I MIGHT BE GETTING FRUSTRATED.

AND I CAN CONTROL THAT BEHAVIOR.

NEXT IS NOT ONLY DO I KNOW WHAT'S GOING ON WITH ME, BUT I CAN READ PEOPLE WELL.

I CAN LOOK AT YOU AND I CAN RECOGNIZE THAT NOW MIGHT NOT BE A GOOD TIME TO APPROACH A PARTICULAR SUBJECT BECAUSE I CAN READ YOUR BODY LANGUAGE.

I'M IN TUNE WITH WHERE YOU ARE.

AND I CAN MAKE AN ADJUSTMENT TO THAT.

SO, AGAIN, MANY MODELS OF EMOTIONAL INTELLIGENCE.

YOU HAVE ABILITY MODELS THAT YOU CAN TAKE AN INSTRUMENT AND YOU CAN TAKE A TEST AND IT MEASURES HOW YOU MAKE DECISIONS.

YOU CAN TAKE A 360 MODEL WHERE OTHER PEOPLE CAN WEIGH IN ON HOW YOU MANAGE YOUR EMOTIONS.

YOU CAN DO A SELF-REPORT SCALE THAT YOU CAN GIVE A SENSE -- GET A SENSE OF HOW YOU FEEL ABOUT YOUR

OWN EMOTIONAL INTELLIGENCE.

BUT ALL OF THOSE REALLY HAVE THESE FOUR ELEMENTS.

I KNOW WHAT'S GOING ON WITH ME, I CAN DO SOMETHING ABOUT IT, I KNOW WHAT'S GOING ON WITH YOU, I CAN ADJUST TO THAT.

THERE'S ABUNDANT RESEARCH ON EMOTIONAL INTELLIGENCE.

I LOOKED AT A COUPLE RECENT STUDIES, EVEN IF YOU CONTROL FOR PERSONALITY, YOU CAN CONTROL FOR INTELLIGENCE, EMOTIONAL INTELLIGENCE STILL AFFECTS THE PERFORMANCE, PARTICULARLY AT THE SENIOR LEVELS.

WE KNOW EMOTIONAL INTELLIGENCE IS SOMETHING THAT'S EFFECTIVE.

NOW, I'M NOT ONE OF THOSE MARKETING KIND OF FOLKS THAT SAY, HEY, THIS IS THE BE ALL, END ALL, THIS IS IT, THIS IS THE ANSWER, YOU DRINK THIS MAGIC POTION AND EVERYTHING JUST -- THAT'S NOT WHAT I'M SAYING.

WHAT I'M SAYING IS, THERE IS A WHOLE PILE OF INFORMATION RESEARCH THAT SUGGESTS THAT THE COMPETENCIES THAT MAKE UP EMOTIONAL INTELLIGENCE MATTER.

AND THEY MATTER DESPITE OF THE JOB TYPE, THEY MATTER DESPITE THE INDUSTRY.

SO CERTAINLY A SET OF SKILLS THAT YOU'D LIKE TO HAVE IN YOUR TOOLBOX, PARTICULARLY FOR ORGANIZATIONS LIKE YOURS THAT DEAL WITH SITUATIONS THAT WILL TEST ONE'S EMOTIONS.

SO AGAIN, I THINK IT'S GOOD FOR EVERYBODY PARTICULARLY IN ORGANIZATIONS LIKE YOURS.

SO WE CERTAINLY UNDERSTAND THE IMPORTANCE OF THAT.

AGAIN, LOTS OF RESEARCH SUGGESTS THAT E.I. IS IMPORTANT.

YOU CAN BE A TOP PERFORMER AND NOT HAVE EMOTIONAL INTELLIGENCE, BUT IT'S UNLIKELY.

YOU CAN BE A BOTTOM PERFORMER AND HAVE HIGH EMOTIONAL INTELLIGENCE.

BUT AGAIN, THAT'S UNLIKELY.

SO ONE QUESTION I ALWAYS GET IS, IT'S GOOD, BUT CAN IT BE LEARNED?

WE TALKED ABOUT NATURE OR NURTURE, CAN THIS BE LEARNED?

WE KNOW THAT PEOPLE CAN CHANGE THEIR BEHAVIOR OVER TIME.

THERE'S LOTS OF RESEARCH OUT THERE.

YOU DO HAVE IN THOSE FILES YOU HAVE SOME LINKS TO SOME ORGANIZATIONS WHERE YOU CAN GO OUT AND TAKE A LOOK AT SOME OF THIS RESEARCH.

BUT WE KNOW THAT PEOPLE CAN MAKE IMPROVEMENTS.

I THINK ABOUT IT ALMOST LIKE YOU THINK ABOUT A SPORT.

WITH A SPORT, THE MORE YOU PRACTICE IT, MUSCLE MEMORY KICKS IN, AND YOU'RE ABLE TO DO IT.

I THINK IT WORKS THE SAME WAY.

THE MORE YOU PRACTICE THINGS LIKE IMPULSE CONTROL, THE MORE YOU PRACTICE THINGS LIKE STRESS MANAGEMENT, THE MORE YOU PRACTICE THINGS LIKE EMPATHY, I THINK IT BECOMES A PART OF YOU OVER TIME.

IT'S NOT SOMETHING YOU COGNITIVELY HAVE TO FOCUS ON, IT BECOMES A PART OF YOU.

WE DEFINITELY THINK YOU CAN LEARN IT, THAT'S WHY WE'RE HAVING THIS WEBINAR, TO START YOU DOWN THE ROAD TO FIGURING THIS OUT.

HERE'S A TECHNICAL DEFINITION OF EMOTIONAL INTELLIGENCE.

THIS IS FROM A COMPANY MHS, THEY OWN THE RIGHTS TO THE ASSESSMENT REVIEWS, I USE THE BAR ON EQI ASSESSMENT.

I THINK IN MANY WAYS JUST TO THINK ABOUT THIS VERY SIMPLY, WHAT EMOTIONAL INTELLIGENCE IS TO ME IS MY ABILITY TO UNDERSTAND THAT HIDDEN SUBCONSCIOUS INFLUENCE ON MY DECISION.

THAT'S REALLY WHAT IT IS.

WE HAVE BEEN MIRED WITH EMOTIONS, EMOTIONS KEEP US SAFE, THE FIGHT OR FLIGHT KEEPS US SAFE.

LET'S SAY IN YOUR ABILITIES RIGHT NOW, WHETHER YOU'RE IN YOUR OFFICE OR HOME, WHEREVER YOU'RE WATCHING THIS WEBINAR RIGHT NOW, LET'S SAY THE FIRE ALARM WENT OFF.

[SIREN]

WHAT DO WE KNOW?

WE KNOW THAT OUR HEARTS WILL START TO BEAT FASTER.

WE KNOW THAT.

IF YOU'RE HUMAN, YOUR HEART IS GOING TO START TO BEAT FAST.

WE'VE BEEN WIRED THAT WAY FOR OUR SURVIVAL.

YOU DO SO WITHOUT THINKING ABOUT IT.

YOU DON'T AT A CONSCIOUS LEVEL SAY, OH, BRAIN, I HEAR THE FIRE ALARM, IT MUST BE DANGER, WHY DON'T YOU SEND A SIGNAL TO MY HEART TO MAKE IT BEAT FASTER?

IT DOESN'T HAPPEN THAT WAY.

RIGHT?

IT JUST HAPPENS AUTOMATICALLY.

SO IF IT HAPPENS AUTOMATICALLY IN THAT SITUATION, I WANT YOU TO THINK ABOUT IN OTHER SITUATIONS THAT

WORK, WHETHER IT'S INTERACTING WITH A COWORKER, WHETHER IT'S INTERACTING WITH A CLIENT, PARTICULARLY IN TIMES OF STRESS, THAT SYSTEM CAN KICK IN AND BEFORE YOU KNOW IT, YOU BEHAVE IN A SITUATION, YOU BEHAVE IN A WAY THAT YOU REALLY DIDN'T MEAN TO.

AND YOU HAVE TO GO BACK AND APOLOGIZE.

WHAT I ENDEAVOR TO DO IS TO GIVE YOU A LITTLE BIT MORE INSIGHT INTO HOW THOSE EMOTIONS AFFECT YOUR DECISIONS.

SO HOW CAN YOU BRING WHAT HAPPENS AT A SUBCONSCIOUS LEVEL, HOW DO YOU BRING IT TO A MORE CONSCIOUS LEVEL?

BECAUSE IF IT'S AT A SUBCONSCIOUS LEVEL YOU CAN'T REALLY DEAL WITH IT.

THAT TO ME IS THE EASIEST WAY TO THINK ABOUT IT.

HOW DO I UNDERSTAND HOW EMOTIONS ARE AFFECTING MY BEHAVIOR AND MY DECISIONS?

HERE IS A MODEL OF EMOTIONAL INTELLIGENCE.

THIS IS REALLY THE EQI MODEL.

IT'S THE MODEL I USE WITH MY CLIENTS.

I WANT YOU TO TAKE A LOOK AT THIS.

SOMETIMES WE GET CAUGHT UP WITH TERMS, EMOTIONAL INTELLIGENCE, IS THAT PASSE, WHAT IS IT?

DON'T THINK SO MUCH ABOUT THE TERM EMOTIONAL INTELLIGENCE, LOOK AT THE SCALE AND SUBSCALES.

SO THINK ABOUT THE THINGS THAT MAKE UP EMOTIONAL INTELLIGENCE.

AND YOU CAN SEE OBVIOUSLY THESE ARE THINGS THAT ARE NEVER GOING OUT OF STALE.

THEY'VE ALWAYS BEEN IMPORTANT, THEY WILL CONTINUE TO BE IMPORTANT.

SO THINK ABOUT THAT.

WHY DON'T I TAKE A QUICK BREAK, BECAUSE WE'RE GOING TO GET INTO SOME OF THESE SCALES AND SUBSCALES.

I WANT TO TAKE A QUICK MOMENT TO ANSWER ANY QUESTIONS ON THIS OVERALL INTRODUCTORY PART.

JENNIFER, DO WE HAVE ANY QUESTIONS WE NEED TO ADDRESS AT THIS POINT?

>> I DON'T THINK WE HAVE ANY QUESTIONS THAT HAVE COME UP OVER THE COURSE OF THE LAST HALF AN HOUR.

WE DO HAVE SOME QUESTIONS THAT WERE SUBMITTED IN ADVANCE.

WHICH YOU MAY BE GOING TO ADDRESS.

ONE OF THE QUESTIONS WAS WHAT ARE TOOLS REMINDERS TO BRING US BACK TO EMOTIONAL INTELLIGENCE WHEN SITUATIONS BECOME CHARGED?

THAT MIGHT BE SOMETHING YOU'RE GOING TO COVER AS YOU GO ON.

>> I'LL GET INTO THAT.

WE HAVE TO BE MORE IN THE MOMENT.

THAT'S, WHETHER IT'S CONFRONTATIONAL THINGS, OR WHEN THINGS ARE GOING VERY WELL, WE JUST MOVE ON TO THE NEXT THING.

AND IF WE HAVE SOMETHING THAT TRIGGERS US TO JUST BE MORE MINDFUL AND THINK ABOUT THINKING IN THAT PRETIME, THAT'S WHAT'S GOING TO BE MORE HELPFUL.

WE'LL GIVE PEOPLE A CHANCE TO PRACTICE THAT.

>> WE JUST HAD ANOTHER QUESTION COME UP THE QUESTION IS, WE DISCUSSED HOW TO BALANCE STANDING UP FOR

YOURSELF AND HAVING A VOICE VERSUS ADJUSTING TO SOMEONE'S STRESS.

HOW DO YOU AVOID BEING A PUSHOVER?

>> WE'LL TALK ABOUT THAT.

WHEN WE TALK ABOUT SELF-EXPRESSION.

IT'S ASSERTIVENESS A LITTLE BIT.

SO IF I MISS THAT ONE, LET'S COME BACK TO THAT.

>> OKAY.

>> ALL RIGHT.

THIS IS AN OVERVIEW OF ONE MODEL OF EMOTIONAL INTELLIGENCE, IT HAS THOSE FOUR KEY ELEMENTS IN MIND.

WE'RE GOING TO TAKE SOME TIME AND GO INTO THE SCALES AND SUBSCALES TO GET INTO A LITTLE MORE DEPTH INTO THIS SUBJECT.

I SEE A NOTE THAT SOMEBODY ASKED ME TO SPEAK A LITTLE LOUDER SO I'VE GOT TO TRY TO SPEAK A LITTLE LOUDER AS WE GO THROUGH.

OKAY.

SELF-PERCEPTION.

SELF-PERCEPTION.

HOW DO I FEEL ABOUT MYSELF, DO I KNOW MY TRIGGERS, FOR WHAT DO I STAND, SELF-ACTIZATION IS PART OF THIS.

EVERYBODY ON THE CALL, THIS IS A UNIQUE AUDIENCE.

YOU ALL HAVE REALLY MISSION-DRIVEN ORGANIZATIONS, AND SO MANY OF THE PEOPLE ON THE CALL, YOUR STAFF, YOUR COWORKERS ARE DEVOTED TO THE MISSIONS OF YOUR ORGANIZATION, AND I THINK THAT'S A WONDERFUL THING.

THAT'S WHAT I LOVE ABOUT NONPROFITS.

BUT I WANT YOU TO THINK ABOUT YOUR PERSONAL MISSION AS WELL.

SOMETIMES WE DON'T STEP BACK AND THINK ABOUT WHAT IS MY MISSION?

WHAT AM I HERE FOR?

AND IT'S REALLY IMPORTANT TO PUT THINGS INTO CONTEXT WHEN YOU START THINKING MORE BROADLY.

NOT JUST AT A TACTICAL LEVEL, WHAT DO I NEED TO DO TODAY, BUT WHAT AM I REALLY HERE FOR?

SO IT'S IMPORTANT TO KEEP THAT IN MIND.

WE HAVE AN EXERCISE HERE CALLED, WHO AM I?

IT'S REALLY A SELF-ASSESSMENT.

IT'S A HANDOUT HOPEFULLY EVERYBODY DOWNLOADED BY THIS POINT.

I WANT YOU TO TAKE A FEW MINUTES AND CAPTURE THREE TO FIVE CHARACTERISTICS THAT YOU THINK BEST EXPLAINS WHO YOU ARE.

WHAT REALLY CAPTURES WHO YOU ARE AT YOUR CORE?



THREE TO FIVE THINGS.

TAKE A MINUTE OR SO.

THREE TO 5 THINGS THAT CAPTURE THE ESSENCE OF WHO YOU ARE.

IF YOU'VE CAPTURED THOSE THINGS, THINK ABOUT WHERE THEY CAME FROM.

MAYBE IT GOES BACK TO THE PREWORK A LITTLE BIT.

MAYBE THESE ARE SOME THINGS YOU DIDN'T CAPTURE IN THE PREWORK.

BUT WHAT DO THOSE THINGS COME FROM?

WE'RE BACK TO NATURE/NURTURE, YOU KNOW, WAS IT EVENTS, EXPERIENCES, PEOPLE, WHERE DO YOU THINK THOSE THINGS CAME FROM?

TAKE A MOMENT.

AND IF YOU'RE -- IF YOU'RE -- IF YOU ARE WATCHING THIS WEBINAR, IF YOU'RE LOGGED INTO THIS WEBINAR AND YOU'RE IN THE ROOM WITH SOMEONE ELSE, TAKE TIME TO SHARE, AT LEAST ONE OF THOSE THINGS OFF YOUR LIST AND TELL SOMEBODY OR EVERYBODY IN THE GROUP, WHAT DO YOU THINK THAT COMES FROM?

WHERE DO YOU THINK IT COMES FROM?

THIS IS A REALLY IMPORTANT EXERCISE.

AGAIN, THIS IS ONE THAT PEOPLE STRUGGLE ON.

SOMETIMES PEOPLE JUST REALLY CAN'T CAPTURE THOSE THREE TO FIVE ITEMS.

AND IF YOU'RE ONE OF THOSE PEOPLE THAT STRUGGLES, DOESN'T REALLY UNDERSTAND -- ASK SOMEONE.

ASK SOMEONE THAT YOU TRUST, MAYBE IT'S A SPOUSE OR A FAMILY MEMBER, MAYBE IT'S A COWORKER YOU TRUST.

BUT ASK THEM, IF YOU WERE TO WRITE DOWN THREE TO FIVE THINGS THAT BEST DESCRIBE ME, WHAT WOULD THOSE THINGS BE?

AND COMPARE THEIR LIST TO YOUR LIST.

AND YOU GET A REAL SENSE OF HOW PEOPLE THINK ABOUT YOU.

SO IT'S KIND OF AN INEXPENSIVE WAY TO GET SOME 360 FEEDBACK.

I DO WANT TO CAUTION YOU ON ONE THING.

I'M ASKING YOU TO DETERMINE WHERE DOES THIS STUFF COME FROM?

IT'S REALLY A DIFFICULT QUESTION, AND MAYBE EVEN AN IMPOSSIBLE QUESTION FOR YOU TO ANSWER.

BECAUSE WE DON'T KNOW.

THE TRUTH IS, WE ARE WHO WE ARE BECAUSE OF A WHOLE HOST OF THINGS.

WE'VE TALKED ABOUT THE NATURE PART, WE'VE TALKED ABOUT THE NURTURE PART, THERE'S SO MANY THINGS THAT HAVE TO COME TOGETHER EXACTLY THE WAY THEY DID TO PRODUCE WHO WE ARE.

FOR US TO PINPOINT ONE OF THOSE THINGS AND SAY, I'M THIS WAY BECAUSE OF THIS, IT'S TOUGH.

IT'S NOT AN EXACT SCIENCE IN THAT WAY.

FOR EVERYBODY THAT SAYS, WELL, I'M TOUGH BECAUSE MY FATHER WAS TOUGH ON ME, SO I'M REALLY TOUGH, WELL, THERE'S SOME PEOPLE WHOSE FATHERS WERE TOUGH ON THEM AND THEY'RE NOT THAT TOUGH.

THEY'RE THE OPPOSITE.

SO EVERYTHING THAT YOU CAN SAY, I'M THIS WAY BECAUSE OF SO-AND-SO, WE CAN PROBABLY FIND OTHER PEOPLE WHO HAD A SIMILAR SITUATION WHO MAY NOT BE THAT WAY AT ALL.

SO BE VERY CAREFUL WHEN YOU SAY, I'M THIS WAY BECAUSE.

BECAUSE WHAT WE DO IS, WHEN WE FEEL THAT WAY, WE'LL LOOK AT SOMEBODY ELSE'S SITUATION, AND THEN WE'LL START MAKING ADJUSTMENTS ABOUT HOW THEY SHOULD BE.

AND THAT'S A VERY DIFFICULT THING TO DO.

BE VERY CAREFUL ABOUT THAT.

IT'S IMPORTANT TO NOTE THAT EACH OF US, WE'RE ONLY DATA POINTS.

WHEN YOU THINK ABOUT IT.

I KNOW WE'RE IMPORTANT, AND EVERYBODY IS VALUABLE AND ALL THAT, BUT IN THE GRAND SCHEME OF THINGS, WE'RE DATA POINTS.

AND SO HERE'S WHAT I'M SAYING -- SO COMING UP, GROWING UP IN EAST ST. LOUIS, I'VE HAD PEOPLE SAY, LOOK, YOU'RE FROM EAST ST. LOUIS, YOU HAD IT TOUGH.

AND YOU MADE IT.

SO THERE SHOULDN'T BE A BUNCH OF PROGRAMS, WE DON'T NEED ALL THESE PROGRAMS AND ALL THESE HANDOUTS AND ALL THIS TO HELP PEOPLE MAKE IT.

THEY JUST NIGHT TO PERSONAL RESPONSIBILITY LIKE YOU DID.

I CAN SAY, YEAH, THIS IS -- THAT'S WHO I AM, BECAUSE I'M SO GREAT AND I WORK SO HARD.

BUT THE TRUTH IS THAT THERE ARE OTHER PEOPLE WHO WORKED HARD AND -- CIRCUMSTANCE, YOU KNOW, ONE PLACE, THE WRONG PLACE AT THE WRONG TIME OR WHATEVER IT IS.

AND IF MOST PEOPLE DIDN'T MAKE IT OUT, WE CAN'T FOCUS ON JUST MY EXPERIENCE.

BECAUSE I'M AN OUTLIER.

AND IN MATHEMATICS, WE KIND OF THROW OUT OUTLIERS, BUT IN REAL LIFE WE LATCH ON TO THEM, BECAUSE OUTLIERS TRIGGER EMOTIONS.

I'M GOING TO CHALLENGE YOU IN TERMS OF THE PROGRAMS THAT YOU HAVE, THE SERVICES THAT YOU PROVIDE, SOMETIMES -- AGAIN, I HAVE LOTS OF EXPERIENCE ON NONPROFIT GOALS AND HAVE THE HEART FOR THE NONPROFIT COMMUNITY, BUT SOMETIMES WE WILL HAVE ONE GOOD EXAMPLE OF SOMEBODY WHO HAS DONE VERY WELL IN OUR PROGRAM AND THEN WE'LL PARADE THEM AROUND EVERYWHERE AND WE'LL USE THAT ONE PERSON TO JUSTIFY IN OUR PROGRAM HOW GREAT WE ARE, ETC., AND WE'RE NOT THINKING ABOUT THE HUNDRED PEOPLE THAT WE DIDN'T REALLY SERVE.

SO THAT IS ONE PERSON IN THAT CASE WHO WILL BE AN OUTLIER.

IT'S A GOOD STORY AND IT'S WONDERFUL FOR THAT PERSON, BUT WE'VE GOT TO FOCUS ON THIS OTHER HUNDRED THAT WE LEFT BEHIND.

AND I THINK SOMETIMES WE FALL INTO THAT AT LEAST SOME OF THE NONPROFITS I'VE BEEN INVOLVED IN, HAVE FALLEN INTO THAT.

AND AN OUTLIER IS, AGAIN, SOMEONE THAT DOESN'T REPRESENT THE NORM.

IF THE VAST MAJORITY OF PEOPLE DID X, AND ONE PERSON DID Y, WE WILL DO BETTER TRYING TO STUDY THE VAST AMOUNT OF PEOPLE THAT DID X AND TRY TO FIGURE OUT WHAT'S GOING ON, BECAUSE Y IS AN OUTLIER.

SO KEEP THAT IMPORTANT -- KEEP THAT IN MIND, SOME IMPORTANT FACTS, JUST EMOTIONALLY IT'S EASY FOR US TO FALL INTO THAT TRAP.

AGAIN, HOPEFULLY THIS IS AN ACTIVITY YOU CAN THINK ABOUT MORE AFTER THE CALL.

TO REALLY UNDERSTAND WHO YOU ARE AT A DEEPER LEVEL.

SELF-EXPRESSION.

SELF-EXPRESSION.

HOW MUCH DIRECTION DO I NEED?

DO I STAND UP AND SPEAK OUT FOR WHAT I BELIEVE IS RIGHT?

CAN I EFFECTIVELY EXPRESS WHAT MY FEELINGS ARE?

THESE ARE VERY IMPORTANT CHARACTERISTICS, IT DETERMINES WHETHER SOMEBODY IS EMOTIONALLY INTELLIGENT.

TO GET TO THAT QUESTION, HOW DO I AVOID BEING A PUSHOVER?

AND I THINK WE GOT TO FIGURE OUT, WHAT IS AT THE ROOT CAUSE?

WHAT IS AT THE ROOT OF IT?

IS IT I'M FEARFUL, IS IT THAT I DON'T WANT TO HURT ANYBODY'S FEELINGS, IS IT I JUST DON'T HAVE THE CONFIDENCE THAT I COULD STAND UP?

IS IT I'M NEW TO THE ORGANIZATION, I'M NEW TO THE JOB, SO I'M JUST LEARNING THINGS?

AND SO WE NEED TO UNDERSTAND WHAT IS AT THE ROOT CAUSE THAT MAKES US VULNERABLE FOR PEOPLE TO WALK OVER US?

BECAUSE YOU CAN BE NICE AND BE VERY, VERY TOUGH AT THE SAME TIME.

IN FACT, ONE OF THE TOUGHEST PEOPLE THAT I'VE EVER INTERACTED WITH WAS A HIGH SCHOOL ENGLISH TEACHER, AND SHE HAD TO BE ABOUT 100 POUNDS AND MAYBE ABOUT 5'3" OR SO, AND SHE NEVER GOT LOUDER THAN THIS, SHE NEVER YELLED AT US, SOME OF THE TEACHERS DID, BUT SHE DIDN'T.

BUT WE WERE ALL -- WE WERE AFRAID OF HER.

WE RESPECTED HER.

BECAUSE IF SHE SAID SOMETHING, SHE MEANT IT.

SO SHE DIDN'T HAVE THIS BIG SHOW OF FORCE.

SHE DIDN'T HAVE TO PROVE TO ANYBODY HOW TOUGH SHE WAS.

SHE WAS VERY SOFT SPOKEN, BUT SHE WAS -- SHE FOLLOWED THROUGH ON WHAT SHE SAID, AND WE CARED.

SO AGAIN, TO THAT QUESTION, I WOULD THINK ABOUT WHY AM I IN THIS POSITION?

WHAT'S AT THE ROOT CAUSE OF THIS?

AND HOW DO I START TO BUILD THAT UP?

SO IF I LACK CONFIDENCE, WHY DO I LACK CONFIDENCE, AND HOW MIGHT I BUILD THAT CONFIDENCE?

ON THE OTHER HAND, IF I'M DEALING WITH SOMEBODY WHO IS A BULLY, TRY TO FIGURE OUT THE ROOT CAUSE OF THAT AS WELL.

I'VE BEEN A PROFESSIONAL FOR A LONG TIME, AND OFTEN TIMES I'VE BEEN BROUGHT INTO CONFLICTS WHERE THERE'S A MANAGER BULLYING SOMEONE, OR A COWORKER BULLYING SOMEBODY ELSE.

AND WHEN I GET THAT PERSON IN MY OFFICE AND I START TO TRY TO UNDERSTAND THEIR BEHAVIOR, AS I START TO ASK QUESTIONS, I START TO GET AT THE ROOT CAUSE.

MOST PEOPLE WHO MISTREAT OTHER PEOPLE ARE HURTING, AND ONCE I CAN GET TO THAT, I CAN REACH THEM AT A DIFFERENT LEVEL AND I CAN USUALLY HAVE SUCCESS WITH THEM CHANGING THAT BEHAVIOR.

IN FACT, WHEN I WORKED IN CORPORATE AMERICA, MY WIFE USED TO TELL ME EVERY DAY BEFORE I WENT TO WORK, DON'T MAKE ANYBODY CRY TODAY.

I LOVE YOU, HAVE A GOD DAY, NOT THAT, BUT "DON'T MAKE ANYBODY CRY TODAY."

I'M NOTORIOUS FOR PEOPLE CRYING, AND THEY DON'T CRY BECAUSE I'M MEAN TO THEM, THEY CRY BECAUSE I ASK QUESTIONS, AND I ASK THE TYPES OF QUESTIONS THAT GET AT THE ROOT OF IT, AND IT FORCES PEOPLE TO THINK ABOUT THINGS THAT THEY DON'T TYPICALLY THINK ABOUT, AND ADMIT SOME THINGS THEY MIGHT NOT TYPICALLY WANT TO ADMIT.

SO EVEN IF SOMEBODY IS BEING MEAN TO YOU OR ANOTHER, REALLY TRY TO GET AT THE SOURCE OF IT, WHAT THE ROOT CAUSE IS.

AND THAT IMMEDIATELY PUT THEM IN THE BOX -- THE LIKELIHOOD IS THEY'RE PROBABLY HURTING AS WELL.

YOU HAVE ANOTHER ACTIVITY ON YOUR HANDOUT.

THIS IS AROUND SELF-EXPRESSION, REALLY GETS AT HOW WELL YOU EXPRESS YOUR EMOTIONS.

IF YOU COULD, ON A SCALE FROM 1-10, ONE MEANS I'M JUST LOUSY AT THIS, I BOTTLE THEM UP, I DON'T SAY IT, OR IF I DO SAY SOMETHING IT COMES OUT THE WRONG WAY.

10 IS, I'M REALLY EFFECTIVE AT THIS.

I GET OUT WHAT I NEED TO GET OUT, AND I DO IT IN AN APPROPRIATE MANNER.

THAT IS ENGAGING.

SO RATE YOURSELF IN HOW YOU DEAL WITH THE FOLLOWING EMOTIONS.

ANGER, DISGUST, FEAR, HAPPINESS, SADNESS.

WITH YOUR SUPERVISOR, WITH YOUR PEERS, WITH YOUR DIRECT REPORTS.

YOU MIGHT WANT TO ADD ANOTHER COLUMN, WITH YOUR CLIENTS, IF YOU'RE SOMEONE WHO DEALS DIRECTLY WITH YOUR CLIENTS, HOW WELL DO YOU EXPRESS THESE EMOTIONS WITH THEM?

SO LET ME GIVE YOU JUST A FEW MINUTES TO DO THIS, AND FOLLOW UP WITH QUESTIONS TWO, THREE, AND FOUR, WHICH EMOTIONS ARE EASIEST FOR YOU TO EXPRESS, AT WHICH LEVEL AND WHY, WHICH ONES DO YOU STRUGGLE WITH, AND WHY, AND REALLY THINK ABOUT HOW THIS AFFECTS YOUR INTERACTIONS WITH THOSE VARIOUS STAKEHOLDERS.

AGAIN, IF YOU ARE IN A ROOM WITH OTHERS THAT ARE GOING THROUGH THIS PROCESS, GO AHEAD AND DISCUSS

IT, SHARE WITH EACH OTHER AND WE'LL GIVE YOU A COUPLE MINUTES TO DO THAT.

>> WOULD YOU MIND REPEATING AGAIN JUST IN CASE THEY DON'T HAVE THE HANDOUT HANDY, WHAT THOSE EMOTIONS WERE?

ANGER, DISGUST, FEAR --

>> WILL DO.

IF YOU DON'T HAVE THE HANDOUT READY, MAKE A TABLE, ONE COLUMN PUT THESE EMOTIONS -- ANGER, DISGUST, FEAR, HAPPINESS, AND SADNESS.

AND MAKE THREE OTHER COLUMNS.

PUT SUPERVISOR, PEERS, DIRECT REPORTS, AND YOU MIGHT ADD A FOURTH COLUMN WITH CLIENTS.

SO YOU'RE RATING ANGER IN EACH ONE OF THOSE CATEGORIES, YOU'RE RATING DISGUST IN EACH ONE OF THOSE CATEGORIES, AND SO ON.

JUST TAKE ANOTHER MINUTE OR SO IF YOU CAN.

I REALLY WANT YOU TO THINK ABOUT THOSE INTERACTIONS YOU HAVE WITH OTHERS AND HOW YOUR ABILITY OR INABILITY TO COMMUNICATE YOUR EMOTIONS MIGHT AFFECT THOSE INTERACTIONS.

OKAY.

AGAIN, IF THIS IS ONE YOU DIDN'T GET CHANCE TO FINISH, THIS IS SOMETHING THAT YOU CAN DISCUSS WITH YOUR STAFF MEMBERS.

REALLY GIVE SOME THOUGHT TO THIS.

ALSO, TALK ABOUT THE APPROPRIATENESS OF EXPRESSING SOME OF THESE EMOTIONS.

I'VE HAD PEOPLE SAY, AS A LEADER, I CAN NEVER SHOW FEAR.

WE SHOULD HAVE DONE A POLL QUESTION -- IS IT OKAY FOR A LEADER TO SHOW FEAR?

PERSONALLY, I THINK THAT IT'S OKAY TO SHOW SOME VULNERABILITY.

WHAT I'M LOOKING FOR IS AUTHENTICITY.

FOR ANYBODY I'VE EVER WORKED FOR, AUTHENTICITY WAS REALLY IMPORTANT.

AS A LEADER WHEN I'VE MANAGED I THINK THE LARGEST TEAM I HAD WAS 55 PEOPLE, I ALWAYS WOULD BE AUTHENTIC.

IT'S A DIFFERENCE IN SAYING, OH, I'M SO SCARED, I DON'T KNOW WHAT WE'RE GOING TO DO.

VERSUS, YOU KNOW WHAT, I'M UNCERTAIN ABOUT THAT TOO.

I'M IN IT WITH YOU, THOUGH, I'M -- MY JOB IS ON MY MIND AS WELL, WHATEVER IT IS.

BUT DESPITE THIS FEAR, I'M WILLING TO MOVE FORWARD.

THAT'S WHAT PEOPLE REALLY WANT TO SEE IN A LEADER.

IT'S NOT THE ABSENCE OF FEAR, IT IS MOVING FORWARD EVEN THOUGH THERE MAY BE FEAR AND UNCERTAINTY IN THE BACKGROUND.

A QUICK PERSONAL STORY, WHEN I GREW UP IN THOSE PROJECTS THAT I MENTIONED, WE HAD A KNOCK ON THE DOOR ONE DAY AND IT WAS MICHAEL AND LEON SPINKS, PROFESSIONAL BOXERS, FORMER HEAVYWEIGHT CHAMPION, AND HE WAS TRYING TO DATE MY SISTER AT THE TIME.

AND I REMEMBER ASKING HIM, YOU GO IN THE RING WITH THESE FOLKS, AREN'T YOU SCARED?

AND HE SAID, YES.

EVERY TIME I GO IN THE RING I'M AFRAID.

AND I USE THAT FEAR TO PROPEL ME TO DO WHAT I NEED TO DO.

AND I JUST THOUGHT AS A LITTLE KID THAT REALLY CHANGED MY WHOLE THOUGHT PROCESS AROUND FEAR.

IF THE HEAVYWEIGHT CHAMPION OF THE WORLD CAN BE FEARFUL, CERTAINLY IT'S OKAY FOR ME TO FEEL THAT SOMETIMES.

SO KEEP THAT IN MIND.

PEOPLE WANT HUMAN BEINGS.

PEOPLE RELATE TO HUMAN BEINGS.

THEY KNOW YOU'RE NOT A ROBOT, YOU'RE NOT A CYBORG, I KNOW YOU ALL SEE A LOT, YOU DEAL WITH A LOT, AND OVER TIME IT CAN BE NUMBING SOMETIMES.

AND -- SO YOU'VE GOT TO BE VERY CAREFUL ABOUT THAT.

I KNOW YOU CAN'T SPEND SO MUCH TIME EMOTIONALLY TIED TO THIS PERSON THAT YOU CAN'T BE THERE FOR THE NEXT PERSON.

I UNDERSTAND THAT.

PEOPLE REALLY WANT AUTHENTICITY.

ONE OF THE BEST EXAMPLES I HAVE OF AUTHENTICITY IS ANYONE RESPECT FOR PEOPLE, WHETHER THEY CAN SEE THAT OR NOT IS IN MY H.R. CAREER, I'VE PROBABLY HAD TO SEPARATE -- I'VE PROBABLY HAD TO SEPARATE 500 PEOPLE BETWEEN CLOSING DOWN SITES AND HAVING TO LET PEOPLE GO FROM THEIR JOBS, AND HAVING TO SIT ACROSS THE TABLE AND GIVE THAT BAD NEWS WAS NEVER EASY, BUT I THINK PEOPLE APPRECIATED MY AUTHENTICITY, AND I WAS THERE, I WAS OPEN, I LOOKED AT THEM IN THE EYES.

THEY APPRECIATED MY HUMANNESS THAT I WASN'T A ROBOT.

SO THINK ABOUT THAT.

YOU DON'T HAVE TO BE SUPERMAN OR SUPER WOMAN ALL THE TIME.



>> DR. CONRAD, I JUST, FOR FOLKS THAT ARE INTERESTED IN CONTINUING TO USE THAT LAST ACTIVITY, THERE WAS A QUESTION THAT CAME UP ABOUT WHETHER WHEN THEY'RE DOING THAT THEY SHOULD BE ASKING THEMSELVES HOW EFFECTIVELY THEY EXPRESS THEIR EMOTIONS WHEN -- I'M TAKING THE QUESTION TO MEAN WHEN THEY'RE DIRECTLY INTERACTING WITH THOSE CATEGORIES OF PEOPLE, OR IF IT'S JUST ABOUT THOSE CATEGORIES OF PEOPLE.

>> WHEN THEY'RE INTERACTING WITH THEM.

>> DIRECTLY ONE-ON-ONE.

>> EXACTLY.

EXACTLY.

HOW ARE THOSE INTERACTIONS AFFECTED BY YOUR ABILITY TO COMMUNICATE?

AND EXPRESS WHERE YOU ARE AND WHAT --

>> THANK YOU.

>> ANY QUESTIONS?

THIS IS PROBABLY A GOOD TIME TO FOLLOW UP ON ANY OTHER QUESTIONS AT THAT POINT.

ANY QUESTIONS?

WE'VE TALKED ABOUT REALLY INTROSPECTION, AND WE'VE TALKED ABOUT THE EMOTIONAL EXPRESSION PART OF THE -- DID WE MISS ANYTHING?

>> THERE WAS A FOLLOW-UP QUESTION REGARDING EXPRESSING EMOTION AROUND -- THINGS THAT YOU'RE PASSIONATE ABOUT.

AND HOW YOU CONVEY YOUR EMOTIONS AROUND SOMETHING YOU CARE DEEPLY ABOUT WITHOUT APPEARING TO BE ANGRY.

>> THAT'S A GOOD ONE.

THAT'S A GOOD ONE.

FOR A COUPLE REASONS, NUMBER ONE, SOMETIMES PEOPLE MISTAKE PASSION FOR ANGER.

BECAUSE WHEN YOU'RE PASSIONATE ABOUT SOMETHING, YOUR VOICE CHANGES, YOU GET A LITTLE BIT ANIMATED, AND SOMETIMES FOR PEOPLE IT CAN BE INTIMIDATING.

SO THEY MAY GET CONFUSED THERE.

OTHER TIMES WE DON'T EVEN KNOW, WE'RE SO PASSIONATE ABOUT IT THAT WE DON'T EVEN KNOW HOW OFFPUTTING WE COULD BE.

WE DON'T KNOW HOW ANGRY, HOW DEFIANT WE MIGHT BE COMING OFF.

SO I THINK IT'S IMPORTANT -- I THINK IT'S IMPORTANT TO THINK ABOUT THE BIG PICTURE.

THE BIG PICTURE.

SO I'M ALWAYS LOOKING TO ENGAGE SOMEONE.

SO EVEN IF I'M IN A DEBATE WITH SOMEONE ABOUT AN ISSUE THAT WE ARE ON TWO DIFFERENT SIDES OF THE PAGE, IF MY GOAL IS TO SOMEHOW GET TO A RESOLUTION, I UNDERSTAND IF I PUSH THEM AWAY, I HAVE NO HOPE AT GETTING TO THAT RESOLUTION.

SO IF I'M JUST GETTING SOMETHING OFF MY CHEST, IF I'M JUST SAYING BECAUSE I WANT TO BE DIRECT AND I SAY WHAT I THINK AND ALL THIS STUFF, THAT'S FINE.

I GOT IT OUT.

BUT WE'RE NOT MOVING ANYWHERE.

AND SO I'M ALWAYS TRYING TO FIGURE OUT HOW DO I GET ENGAGED WITH THIS PERSON?

HOW DO I BRING THEM IN SOME WAY?

SO EVEN WITH MY PASSION, I TRY TO KEEP A SMILE, I TRY TO -- DEPENDING ON WHAT THE SUBJECT MATTER IS, I JUST TRY TO FIND SOME WAY TO BRING THEM IN A LITTLE BIT.

AND OFTEN TIMES IT STARTS WITH TRYING TO UNDERSTAND WHERE THEY'RE COMING FROM.

EVEN IF I DON'T AGREE WITH THEM, I'M TRYING TO UNDERSTAND HOW THEY GOT TO WHERE THEY ARE.

AND AGAIN, IF MY GOAL IS TO MOVE THEM SOMEWHERE ELSE, I KNOW IF I PUT THEM ON THE DEFENSIVE, IF I -- IF I'M OVERBEARING, I CAN'T TAKE THEM ALONG WITH ME.

SO IF I'M THINKING ABOUT THE BIG PICTURE, THAT HELPS ME MODERATE THAT PASSION A LITTLE BIT.

ANY OTHER QUESTIONS?

>> WE DON'T HAVE ANY OTHER QUESTIONS IN THE QUEUE RIGHT NOW.

>> OKAY.

PERFECT.

LET'S MOVE TO THE NEXT SECTION.

THAT IS ON INTERPERSONAL SKILLS.

WE'LL SPEND SOME TIME HERE, THIS IS REALLY ABOUT CONNECTING WITH OTHERS, HAVING THOSE RELATIONSHIPS, PARTICULARLY ACROSS THE BOARD, WITH PEOPLE WHO MIGHT NOT, AS I JUST TALKED ABOUT A MINUTE AGO, WITH PEOPLE WHO MIGHT NOT SEE EYE TO EYE WITH US, HOW DO WE GET ENGAGED WITH THEM?

ENGAGEMENT IS CERTAINLY THE KEY.

WE KNOW THAT 70% OF U.S. WORKERS ARE NOT ENGAGED AT THIS POINT.

I DIDN'T SEE THAT SURVEY ON CORPORATE VERSUS NONPROFITS, BUT OVERALL, THEY'RE GOING THROUGH THE EMOTIONS.

IF YOU ARE AN EXECUTIVE DIRECTOR OF YOUR ORGANIZATION OR SENIOR LEADER OF YOUR ORGANIZATION, JUST TAKE A MOMENT AND THINK ABOUT THIS.

WHAT PERCENTAGE OF YOUR WORK FORCE DO YOU THINK ARE ENGAGED?

ARE YOU ABOVE THAT 70%, BELOW THAT 70%?

IF YOU'RE BELOW, WHY?

WHAT IS IT?

AND HOW DO YOU GET THOSE PEOPLE ENGAGED?

SO WE DO HAVE ANOTHER POLL QUESTION.

70% ARE NOT ENGAGED, THE QUESTION IS, WHAT IS THE THING THAT DETERMINES WHETHER OR NOT SOMEBODY IS GOING TO BE ENGAGED?

SO WHAT IS THE THING THAT'S GOING TO -- WHAT IS THE MOST IMPORTANT FACTOR THAT'S GOING TO DETERMINE THAT?

WHETHER OR NOT SOMEBODY IS ENGAGED?

IS IT THE COMPENSATION, IS IT THE OPPORTUNITY FOR GROWTH, IS IT THAT THEIR SUPERVISOR, IS IT PEER SUPPORT?

WHAT IS IT?

WHAT'S THE MOST IMPORTANT FACTOR THAT DETERMINES WHETHER OR NOT SOMEBODY IS GOING TO BE ENGAGED AT YOUR ORGANIZATION?

THIS ONE IS GOING TO BE MUCH TIGHTER.

WE SPEND SO MUCH TIME ON COMPENSATION, AND THOSE NUMBERS ARE LOOKING TO BE THE LOWEST BY FAR.

SO FAR.

TAKE ANOTHER FEW SECONDS AND THEN WE'LL CLOSE OUT THE POLL.

>> DR. CONRAD, SOMEBODY IS ASKING IF YOU CAN DEFINE "ENGAGED."

>> ENGAGED, THESE ARE PEOPLE WHO I THINK ON THE SURVEYS THEY JUST -- I THINK THEY USE THE WORD

"ENGAGE" ON THE SURVEY.

HOW ENGAGED ARE YOU, HOW COMMITTED TO THE ORGANIZATION ARE YOU?

HOW COMMITTED TO THE MISSION AND PURPOSE ARE YOU LIKELY TO THINK ABOUT THIS EVEN AFTER 5:00 OR WHATEVER TIME YOU'RE OFF WORK.

HOW MUCH IS THIS PART OF YOUR LIFE?

HOW MUCH DO YOU FEEL LIKE YOU ARE -- YOU'RE TIED IN TO THE MISSION AND PURPOSE OF THAT ORGANIZATION?

IN A SIGNIFICANT WAY?

SO WE HAVE 40% DIRECT SUPERVISOR, ABOUT 30% OPPORTUNITY FOR GROWTH.

A LITTLE BIT UNDER 30% PEER SUPPORT.

SO STUDY AFTER STUDY SUGGESTS THAT THAT EMPLOYEE-MANAGER RELATIONSHIP IS THE KEY.

AND SO THE RELATIONSHIP WITH THE DIRECT SUPERVISOR IS CRITICALLY, CRITICALLY IMPORTANT.

SO ALL THOSE THINGS ARE IMPORTANT, AND AGAIN, IT'S FUNNY HOW WE TALK A LOT ABOUT COMPENSATION, BUT COMPENSATION IS A THRESHOLD THING.

ONCE I GET PAST A CERTAIN THRESHOLD, IT DOESN'T MATTER A WHOLE LOT.

I DID -- I DID SEE ON SOME OF THE COMMENTS THAT'S THE COMING IN A SENSE OF PURPOSE AND MAKING A DIFFERENCE.

THAT IS IMPORTANT.

WE COULD HAVE HAD THAT AS ONE OF THE OPTIONS.

THAT'S SOMETHING THAT'S VERY IMPORTANT.

THAT'S REALLY HOW SOME PEOPLE DEFINE "ENGAGED."

THAT'S WHAT THE COMMENTS ARE SAYING.

OFTEN TIMES IT'S CONNECTED TO THE PURPOSE OF THAT ORGANIZATION.

THE MEANING AND PURPOSE OF THAT ORGANIZATION.

SO THAT'S IMPORTANT.

ANY COMMENTS, QUESTIONS THERE?

JENNIFER?

>> I DON'T SEE ANY QUESTIONS POPPING UP RIGHT NOW.

>> OKAY.

ALL RIGHT.

DESPITE THE TECHNOLOGY THAT WE'LL HAVE IN OUR ORGANIZATION, DESPITE WHAT OUR ORG CHARTS ARE LIKE, DESPITE OUR BENEFITS PACKAGES AND DESPITE THE COME PEP SAYINGS, DESPITE ALL THESE THINGS, NOTHING IS GOING TO BE THAT RELATIONSHIP YOU HAVE WITH YOUR DIRECT SUPERVISOR.

THAT IS WHAT TENDS TO MATTER THE MOST.

WE'VE BEEN TOLD THAT FOR YEARS, AND IT STILL SHOWS UP IN THE SURVEY.

THIS IS IMPORTANT, THIS SLIDE YOU ARE THEY.

IF YOU ARE A SENIOR LEADER IN YOUR ORGANIZATION, PEOPLE MANAGER, AND ABOVE.

EVEN A FIRST LINE SUPERVISOR.

SO A PEOPLE MANAGER AND ABOVE, YOU'VE GOT TO THINK ABOUT, I AM PART OF WHAT MAKES THIS ORGANIZATION.

WHEN PEOPLE THINK OF, YOU KNOW, WHO WE ARE, I HELP TO DEFINE THAT EVERY DAY.

I HELP TO DEFINE THE CULTURE.

SPECIFICALLY, ESPECIALLY SINCE WE JUST MENTIONED THE IMPORTANCE OF THAT EMPLOYEE-MANAGER RELATIONSHIP.

AND SO THEY'RE NOT ALWAYS THINKING ABOUT THE CEO, THEY'RE NOT ALWAYS THINKING ABOUT THE EXECUTIVE DIRECTOR.

THEY'RE THINKING ABOUT THE FIRST LINE SUPERVISOR WHEN THEY SAY, THEY DON'T CARE ABOUT US.

THEY DON'T VALUE OUR OPINIONS.

THEY'RE ALWAYS MAKING THE ORGANIZATIONAL CHANGES, THEY'RE ALWAYS DOING THIS, THEY'RE ALWAYS DOING THAT.

SOMETIMES LEADERS THINK THEY'RE TALKING ABOUT EVERYBODY ELSE.

NO, IF YOU'RE A LEADER IN AN ORGANIZATION, THEY'RE TALKING ABOUT YOU TOO.

THIS IS REALLY IMPORTANT.

FROM AN INTERNAL STANDPOINT, IF YOU'RE A SENIOR STAFF MEMBER, YOU'VE GOT A MONTH -- YOU'VE GOT A MODEL OF BEHAVIOR YOU WANT TO SEE.

IF YOU'RE NOT ACTING IN AN EMOTIONALLY INTELLIGENT FASHION, YOU'VE JUST SAID IT'S OKAY FOR OUR CULTURE NOT TO VALUE THIS.

YOU JUST SAID IT'S OKAY.

AND SO PEOPLE WATCH EVERYTHING YOU DO.

THEY WATCH HOW YOU DRESS, THEY WATCH YOUR BODY LANGUAGE.

IF YOU'RE A LEADER IN AN ORGANIZATION, YOU'RE ALWAYS SAYING SOMETHING, EVEN WHEN YOU'RE NOT SPEAKING.

YOU'RE SAYING SOMETHING.

HOW YOU WALK DOWN THE HALLWAY, DO YOU MAKE EYE CONTACT WITH PEOPLE, DO YOU SMILE AT PEOPLE, THESE ARE VERY, VERY IMPORTANT QUALITIES OF A LEADER WHO IS CONNECTING WELL WITH PEOPLE.

KEEP THAT IN MIND THAT ARE WATCHING YOU -- THEY'RE WATCHING YOU EVEN WHEN YOU DON'T KNOW IT.

IN TERMS OF YOUR CLIENT BASE, IF YOU ARE THE FIRST PERSON THAT A CLIENT INTERACT WITH WHEN THEY WALK INTO YOUR ORGANIZATION, YOU ARE START THIS PROCESS OF HOW THEY THINK ABOUT YOUR ORGANIZATION.

SO TAKE EVERYTHING I SAID FOR THE LEADERS IN TERMS OF HOW THE STAFF IS LOOKING AT THE LEADERS, IF YOU ARE A STAFF PERSON, THE CLIENTS ARE LOOKING AT YOU THAT WAY.

SO IF YOU WANT THEM TO BEHAVE IN AN EMOTORCYCLESSALLY INTELLIGENT FASHION, IF YOU'RE TRYING TO HELP THEM GET THROUGH WHATEVER THEIR TRIALS AND CHALLENGES ARE WITH EMOTIONAL INTELLIGENCE, YOU HAVE TO MODEL THAT AS WELL.

WE GET SO CAUGHT UP IN THE TACTICAL NATURE OF OUR WORK THAT SOMETIMES WE FORGET THAT.

IT'S CRITICALLY IMPORTANT.

YOU CREATE THE CULTURE PERSON BY PERSON.

SO IT'S REALLY, REALLY IMPORTANT.

I SEE A QUESTION HERE, WHAT IF THE SUPERVISOR IS A BULLY?

WHICH, YOU KNOW, OBVIOUSLY THAT DOES HAPPEN.

HOPEFULLY MOST OF YOUR ORGANIZATIONS HAVE AN H.R. DEPARTMENT OR ENTITY THAT SERVES THE PURPOSE OF H.R.

IF I'M DEALING WITH A DIRECT SUPERVISOR, I'M TRYING TO FIND A WAY TO ENGAGE THEM.

NUMBER ONE, THEY MAY OR MAY NOT REALIZE THEY'RE COMING OFF AS A BULLY.

SO IF YOU HAVE ENOUGH CONFIDENCE THAT YOU FEEL LIKE YOU CAN EXPRESS THIS, I BELIEVE IN HAVING THAT ONE-ON-ONE CONVERSATION.

ONCE YOU'VE TRIED TO HAVE THAT CONVERSATION, HEY, THIS IS HOW YOU MAKE ME FEEL AS A RESULT OF THIS SPECIFIC BEHAVIOR, YOU CAN'T GO IN AND SAY, HEY, I THINK YOU ACT LIKE A BULLY.

IT'S BETTER TO FIND A SPECIFIC SITUATION TO SAY, HERE'S AN EXAMPLE OF THIS MAKES ME FEEL THIS WAY WHEN YOU DO THIS.

I THINK TRYING TO APPROACH THE DIRECT SUPERVISOR THAT WAY GIVES YOU THE BEST CHANCE OF TRYING TO GET SOMEWHERE WHERE YOU ALL CAN MOVE POSITIVE.

HOWEVER, THERE'S GOT TO BE A MECHANISM WHEN YOU -- WITHIN YOUR ORGANIZATION TO DEAL WITH THAT.

BECAUSE THE TRUTH IS, IF THAT PERSON IS BULLYING YOU, THAT PERSON IS PROBABLY BULLYING OTHER PEOPLE.

AND FOLKS MIGHT BE AFRAID TO SAY SOMETHING.

SO I WOULD DEFINITELY LEAN ON THE INTERNAL MECHANISMS.

YOU PROBABLY HAVE EITHER AN H.R. DEPARTMENT, YOU MIGHT HAVE AN EMPLOYEE HOTLINE, WE'RE TALKING ABOUT REALLY DAMAGING, DIFFICULT BEHAVIOR THAT IS IMPACTING YOUR JOB, AND YOU CAN'T BE EFFECTIVE AS YOU LIKE TO BE BECAUSE OF THIS.

I THINK YOU'VE GOT TO [INDISCERNIBLE]

I'VE ALWAYS FELT LIKE I CAN'T BE AT A PLACE WHERE I DON'T FEEL VALUED AND WHERE I DON'T HAVE THOSE RELATIONSHIPS.

SOME PEOPLE STAY IN THOSE SITUATIONS FOR FIVE, SIX, SEVEN, 10 YEARS.

AND THEY START TO DOUBT THEMSELVES.

YOU ALL ARE DEALING WITH CLIENTS THAT ARE SOMETIMES IN VERY ABUSIVE RELATIONSHIPS.

AND YOU KNOW THE PATTERN.

SO DON'T LET THAT PATTERN [INDISCERNIBLE] IN THE WORKPLACE.

>> I THINK TIED IN TO THIS THEME, CATEGORY, THEY'RE ASKING, WHAT DO YOU DO IN A SITUATION WHERE YOU

ARE MEETING WITH EITHER COLLEAGUES OR SUPERVISORS WHO REALLY DON'T VALUE EMOTIONAL INTELLIGENCE SIDE OF EXPRESSION, THEY VALUE YOUR INTELLIGENCE, GENERALLY, BUT NOT THE EMOTIONAL INTELLIGENCE SIDE.

OR -- AND/OR THEY'RE GENERALLY NOT SUPPORTIVE OF THIS PRACTICE.



>> -- QUESTION MY ASSUMPTIONS, BECAUSE SOMETIMES PEOPLE MAKE ASSUMPTIONS, THESE PEOPLE DON'T VALUE THIS OR THAT.

I WOULD QUESTION THAT.

BECAUSE MOST PEOPLE VALUE PRODUCTIVITY.

MOST PEOPLE VALUE EFFICIENCY.

MOST PEOPLE VALUE SUCCESS, AND EMOTIONAL INTELLIGENCE REALLY DRIVES ALL THAT.

SO I WOULD TRY TO GET AT WHAT'S GOING ON, WHAT'S THE ROOT CAUSE, USE A LITTLE REALITY TESTING TO USE EMOTIONAL INTELLIGENCE LANGUAGE.

AM I COMING TO A CONCLUSION THAT IS BASED IN REALITY, OR AM I SEEING WHAT I WANT TO SEE, OR AM I MAKING ASSUMPTIONS?

I WOULD BE CAREFUL WHEN I SAY THEY DON'T VALUE IT.

MAYBE SOME PEOPLE ARE NOT DEMONSTRATING IT, THEY MIGHT NOT HAVE -- MAYBE THEY HAVEN'T EXPERIENCED IT, THEY HAVEN'T BEEN TAUGHT, THEY DON'T UNDERSTAND THE POWER OF IT.

BUT I THINK YOU GOT TO BE RESPONSIBLE FOR YOU.

YOU HAVE TO BE RESPONSIBLE FOR LETTING THE LEADERS UNDERSTAND WHAT THE ENVIRONMENT YOU CAN BE SUCCESSFUL IN, AND HOW -- EVERYBODY WANTS PRODUCTIVITY.

EVERYBODY WANTS YOU TO GET YOUR JOB DONE.

IF YOU CAN EXPLAIN HOW YOU CAN GET YOUR JOB DONE MORE EFFECTIVELY, UNDER THESE CERTAIN CONDITIONS, OFTEN TIMES YOU CAN MAKE A LITTLE BIT OF HEADWAY.

SO BE CAREFUL, AGAIN, JUST BE VERY CAREFUL ON THE ASSUMPTION.

OFTEN TIMES I GET PEOPLE SAYING MY MANAGER DOESN'T CARE, THEY'RE LAZY, THEY'RE SO-AND-SO.

BUT WHEN I GET INTO IT, THAT'S JUST NOT THE CASE AT ALL.

SO SOMETIMES WE MISS ENTREPRENEUR RED WHAT WE -- MISINTERPRET WHAT WE THINK WE'RE SEEING.

ANYTHING ELSE?

>> I SEE A QUESTION HERE ABOUT SUPERVISOR TO BEHAVE PASSIVE-AGGRESSIVELY.

>> YEAH.

YEAH.

SO YOU DO SEE THAT PASSIVE-AGGRESSIVE BEHAVIOR SOMETIMES IN ORGANIZATIONS.

AGAIN, NOT TO SOUND LIKE A BROKEN RECORD, BUT I WANT TO GET AT WHAT IS AT THE ROOT CAUSE?

ARE THEY AVOIDING ME BECAUSE THEY'RE FEARFUL, BECAUSE THEY DON'T HAVE THE CONFIDENCE TO DEAL WITH IT, THEY DON'T HAVE THE LANGUAGE TO DEAL WITH IT?

WHAT IS IT?

WHY ARE THEY AVOIDING THIS CONFLICT?

I WOULD TRY TO GET AT THAT, AND I WOULD TRY AND BE DIRECT.

BUT I DON'T MEAN DIRECT IN TERMS OF, USUAL GOING TO TALK TO ME RIGHT NOW.

I MEAN, BEING DIRECT IN TERMS OF, LOOK, I NEED TO SCHEDULE SOME TIME BECAUSE I WANT US TO TALK ABOUT X, Y, Z.

I JUST DON'T LET PEOPLE DO ME LIKE THAT.

IN AN ORGANIZATION I JUST BELIEVE IN DEALING WITH PROBLEMS HEAD-ON.

BECAUSE I KNOW LITTLE PROBLEMS BECOME BIG PROBLEMS.

BUT I TRY TO DEAL WITH THEM IN A WAY THAT'S ENGAGING.

I TRY TO INTERACT WITH PEOPLE IN SUCH A WAY THAT I CAN BRING THEM IN.

AND I SAW SOMETHING ABOUT [INDISCERNIBLE] IN ONE OF THE COMMENTS, AND NOBODY WOULD DESCRIBE ME AS A TOUCHY FEELY PERSON.

I'M NOT A HOLD HANDS, KUMBAYA TYPE.

I'M IN IT BECAUSE OF THE SCIENCE OF IT.

EVERYTHING I'M TALKING ABOUT TODAY WE KNOW IS BASED IN NEUROSCIENCE.

YOU CAN BE DIRECT WITHOUT BEING OFF-PUTTING, AND YOU CAN BE EMOTIONALLY INTELLIGENT WITHOUT COMING

ACROSS AS SOFT AND NOT HAVING ANY BACKBONE.

SO I THINK IT'S HAVING BALANCE.

WHEN I'M IN A SITUATION, I JUST -- I HAVE TO DEAL WITH IT.

I CAN'T LET IT LINGER.

I HAVE TO FIND A WAY TO DEAL WITH IT.

MANAGING UP IS JUST AS IMPORTANT AS MANAGING DOWN.

AND YOU'VE GOT TO MAKE SURE YOU HELP CREATE THE ENVIRONMENT THAT YOU WANT SO THAT YOU CAN BE SUCCESSFUL, SUCCESSFUL AS YOU POSSIBLY CAN BE.

I NOTICE IT'S ABOUT 3:17.

WE MAY HAVE SOME OTHER QUESTIONS, WE'LL TRY AND GRAB THOSE AT THE END.

I WANT TO MOVE ON TO MAKE SURE WE GET THROUGH SOME OF THE REST OF OUR MATERIAL.

THANKS A LOT FOR THESE QUESTIONS.

THIS IS GOOD.

DECISION MAKING.

THIS HAS A LOT TO DO AGAIN WITH HOW THE EMOTIONS AFFECT HOW WE PROCESS INFORMATION.

EVERY DAY WE MAKE TONS OF DECISIONS.

AND EVERY ONE OF THESE DECISIONS, THERE'S THIS BATTLE THAT GOES ON.

AND I CALL IT WHEN EMOTION AND INTELLECT COLLIDE.

MOST OF US THINK WE'RE RATIONAL, LOGICAL, OBJECTIVE PEOPLE.

BUT THE TRUTH IS, EMOTIONS ABSOLUTELY HELPS TO SHAPE OUR BEHAVIOR, IT HELPS TO SHAPE HOW WE FRAME THINGS, HOW WE SEE THE WORLD.

AND THIS BATTLE GOES ON AND OFTEN TIMES WE LOSE THIS BATTLE.

AND ONE OF MY OTHER INTERESTS IS [INDISCERNIBLE] TO EL STRAIGHT THIS BATTLE IS AN EXAMPLE AROUND NUTRITION.

SO MANY PEOPLE DIET, UNDOUBTEDLY PEOPLE ON THIS WEBINAR HAVE TRIED DIETS IN THE PAST.

IF YOU'RE LIKE MOST PEOPLE, THOSE DIETS DIDN'T WORK LONG-TERM.

THEY WORK FOR A LITTLE BIT, AND THEY DIDN'T -- IT JUST HAPPENS.

IT HAS TO DO I THINK WITH THIS PROCESS, WHEN E-- LET'S SAY YOU'RE ON A DIET NOW AND YOU ARE CERTAIN YOU'RE GOING TO STICK TO IT THIS TIME, YOU'RE GOING GET INTO THAT DRESS, OR YOU'RE GOING TO GET INTO THAT SUIT, OR YOU'RE GOING TO GO TO YOUR CLASS REUNION, WHATEVER IT IS YOU'RE TRYING TO DIET FOR.

BUT YOU GO TO THIS EVENT, AND THERE'S THIS BIG CHOCOLATE CAKE SITTING THERE ON THE TABLE.

AND THIS BATTLE STARTS.

PART OF YOUR BRAIN SAYS, I CAN'T HAVE THAT CHOCOLATE CAKE.

I'M ON A DIET, THIS WILL BLOW PAST MY CALORIES.

PART OF YOUR BRAIN RESPONSIBLE FOR EMOTIONS, WHAT DOES THAT PART SAY?

I GOTTA HAVE THAT CAKE.

LOOK AT IT, IT LOOKS TO GOOD.

JUST A LITTLE BIT.

AND THEN YOU START THIS BATTLE.

INTELLIGENCE SAYS NO, I CAN'T DO IT.

EMOTION SAYS YOU CAN DO IT!

AND EMOTIONS WORK LIKE A BULLY.

PUSHING AND PRODDING TO SAYING, LOOK, I'M GOING TO END UP EATING THIS CAKE.

BUT I NEED TO SAVE FACE.

SO I TELL YOU WHAT, I'LL EAT THE CAKE TODAY, BUT I WON'T HAVE DESSERT FOR ANOTHER FEW WEEKS.

AND THAT WAY I BALANCE IT OUT.

YOU WALK AWAY FEELING REALLY PROUD OF YOURSELF.

I JUST MADE A RATIONAL DECISION TO EAT THE SKAKEL.

WHEN IT WASN'T AN EMOTIONAL DECISION -- RATIONAL DECISION.

THE SAME THING HAPPENS WITH COUNTLESS DECISIONS ON A DAY-TO-DAY BASIS.

WHAT WE WANT TO DO IS BRING THAT EMOTION TO THE FOREFRONT SO WE CAN UNDERSTAND HOW THESE DECISIONS.

PARTICULARLY UNDER STRESS, PARTICULARLY UNDER STRESS.

AND SO HOW DO YOU DEAL WITH STRESS?

WE KNOW THAT OBVIOUSLY YOU DEAL WITH STRESS IN YOUR ORGANIZATION, YOU HAVE PEOPLE WHO WORK FOR YOU THAT PROBABLY CLINICALLY MAY HAVE POST-TRAUMATIC STRESS BASED ON WHAT YOU ALL HAVE SEEN.

YOU HAVE VICARIOUS TRAUMATIZATION THAT PEOPLE AT YOUR OFFICE DEAL WITH.

YOU HAVE ANTICIPATORY STRESS, YOU DON'T KNOW WHAT THE NEXT DAY IS GOING TO BRING IN YOUR ORGANIZATION.

SO THIS IS TOUGH.

THINK ABOUT ALL THE THINGS THAT PEOPLE ARE DEALING WITH TODAY, BECAUSE OF THE INTERNET, AND EVERYTHING IS RIGHT IN FRONT OF US RIGHT NOW, PEOPLE ARE DEALING WITH ALL OF THIS STUFF.

AND THEN THEY COME TO WORK.

AND SOME PEOPLE SAY, WELL, WHEN YOU'RE HERE I WANT YOU FOCUSED ON WORK.

LEAVE THE REST OF THAT STUFF ALONE.

THAT'S NOT REALISTIC.

THOSE EMOTIONS ARE GOING TO BE THERE SOMEWHERE, THIS STUFF HAS A TREMENDOUS TOLL ON OUR EMOTIONAL

HEALTH.

WE CAN'T AVOID THIS STUFF, THE BEST WE CAN DO IS ACCOUNT FOR THOSE EMOTIONS AND TRY AND MANAGE THEM, BECAUSE TRY AS WE MIGHT, IF WE TRY TO PUSH THEM AWAY, THEY'RE GOING TO COME BACK, THEY'RE GOING TO COME BANG STRONGER, AND THEY'RE GOING TO AFFECT US.

SO YOU'VE GOT TO BE ABLE TO READ YOUR PEOPLE TO UNDERSTAND WHERE THEY ARE AND HOW -- WHEREVER THEY ARE, HOW THAT'S AFFECTING THEM, HOW THEY THINK ABOUT THE WORLD, HOW THEY THINK ABOUT THEIR JOBS, HOW THEY THINK ABOUT THEMSELVES.

SO WE HAVE TO KEEP THAT IN MIND.

IT'S REALLY TOUGH FOR PEOPLE, PARTICULARLY IN THE KIND OF JOBS THAT YOU HAVE.

LET'S LOOK AT EXERCISE THREE.

EXERCISE THREE IS HOW WOULD YOU RATE YOUR LEVEL OF STRESS FROM A SCALE OF 1-10?

AND THIS NEXT QUESTION, WHAT WOULD THE IDEAL RATING BE FOR YOU?

AND THAT QUESTION, YOU KNOW, IS JUST RECOGNIZING SOME STRESS IS NECESSARY.

WHAT STRATEGIES MIGHT BE USED, HOW CAN YOU HELP YOUR COWORKERS DEAL MORE EFFECTIVELY WITH IT, WHY DON'T WE FOCUS ON THE FIRST PART.

WHAT IS YOUR LEVEL OF STRESS RIGHT NOW TODAY IN YOUR JOB?

AND WHAT CAN YOU DO PROACTIVELY TO MOVE THAT LEVEL UP AT LEAST A POINT?

I GUESS LET ME CHANGE THAT.

NOT WHAT CAN YOU DO, WHAT WILL YOU DO AFTER THIS CALL, WHAT WILL YOU DO PROACTIVELY WITHIN YOUR CONTROL TO MOVE THE STRESS LEVEL DOWN?

FROM A NUMBER THAT'S HIGH TO A LITTLE BIT MORE MANAGEABLE NUMBER?

WHAT CAN YOU DO?

ALL RIGHT.

I DO WANT TO SPEND A LITTLE BIT OF TIME TALKING ABOUT THE DARK SIDE OF EMOTIONAL INTELLIGENCE.

E.I. IS POWERFUL.

IF YOU'RE SOMEONE WHO CAN READ PEOPLE'S EMOTIONS, YOU CAN UNDERSTAND WHERE THEY'RE COMING FROM, IT'S VERY POWERFUL, AND IF YOU WANTED TO BE MANIPULATIVE, YOU COULD.

SO BE VERY CAREFUL, BE VERY RESPONSIBLE.

POLITICIANS ARE GOOD AT THIS.

POLITICIAN WILL ROLL INTO CITY X, Y, Z, AND SAY, I LOVE BEING IN CITY X, Y, Z, THIS IS ONE OF THE GREATEST CITIES IN AMERICA, THE AMERICAN DREAM IS ALIVE AND WELL, AND CITY X, Y, Z, I WAS JUST AT YOUR FINE RESTAURANT YESTERDAY, WILL NAME THE RESTAURANT, AND THE REASON THE PERSON NAMES THE RESTAURANT IS BECAUSE THEY KNOW SOMEBODY IN THE AUDIENCE MIGHT HAVE EATEN THERE.

AND THEREFORE WE CAN BE CONNECTED BECAUSE WE LOVE SHARED EXPERIENCES.

AND THEY RATTLE ON AND TALK ABOUT HOW GREAT THE CITY IS.

INTELLECTUALLY WE KNOW THEY'RE GOING TO BE AT ANOTHER CITY TOMORROW, BUT SOMEHOW IT GETS US.

WE FEEL SPECIAL BECAUSE THEY'RE MENTIONING OUR CITY.

BE VERY, VERY CAREFUL WITH THAT.

BECAUSE A POLITICIAN WILL USE -- NOT JUST A POLITICIAN, NOT ALL POLITICIANS ARE BAD, WE MAY HAVE

SOME POLITICIANS ON THE CALL, PEOPLE WITH POWER AND INFLUENCE CAN USE THEIR ABILITY TO TAP INTO PEOPLE'S EMOTIONS FOR GOOD, AND THEY CAN USE THAT ABILITY FOR BAD.

AND WE JUST HAVE TO BE RESPONSIBLE AND UNDERSTAND HOW POWERFUL THAT TOOL IS.

FROM THEORY PRACTICE.

WE HAVE THIS POST WORK THAT WE WANT YOU TO THINK ABOUT.

WE WANT YOU TO THINK ABOUT A CURRENT EMPLOYEE, PEER, CLIENT, SOMEBODY ON YOUR BOARD THAT YOU'RE REALLY STRUGGLING WITH.

AND I WANT YOU TO THINK ABOUT WHAT THE SOURCE OF THE PROBLEM IS.

COULD YOU BE WRONG ABOUT WHAT YOU THOUGHT ABOUT BEFORE?

MAYBE YOU THOUGHT THIS PERSON WAS LAZY, MAYBE YOU JUST SAID THE PERSON IS A MEAN PERSON, A PERSON IS A BULLY, THE PERSON IS NOT THAT BRIGHT, WHATEVER YOU THOUGHT MIGHT BE THE PROBLEM, COULD YOU BE WRONG ABOUT THAT?

AND HOW MUCH ARE YOU CONTRIBUTING TO THE ISSUE THAT YOU ALL ARE HAVING?

IF YOU USE THIS FRAMEWORK THAT I JUST LAID OUT, WHAT WOULD BE IDEALLY THE WAY TO HANDLE THE SITUATION?

WHAT COULD YOU DO ON YOUR PART -- WHAT COULD YOU DO ON YOUR PART IN A MORE ENGAGING WAY THAT CAN HELP YOU GET TO THE OUTCOME YOU'D LIKE TO GET TO?

WE'RE GOING TO FOLLOW UP WITH YOU AFTER A FEW WEEKS, WE'LL HAVE SOMEONE FOLLOW UP AND JUST FIND OUT ABOUT YOUR EXPERIENCES.

DID IT HELP THINKING ABOUT THIS IN TERMS OF EMOTIONAL INTELLIGENCE, AND TRYING TO APPROACH IT FROM A MORE ENGAGING WAY AND IDENTIFYING THE ROOT CAUSE OF THE PROBLEM?

DOES IT HELP YOU?

WILL IT HELP YOU GET OVER THE HUMP, WHATEVER THE STRUGGLE IS THAT YOU MIGHT BE HAVING?

SO WE'LL FOLLOW UP WITH YOU ON THAT.

ALL RIGHT.

I SIGN EVERYTHING, I SIGN ALL MY BOOKS, NEVER ASSAULT THE STATUS QUO.

YOUR ORGANIZATION MAY HAVE EXPERIENCED TREMENDOUS SUCCESS.

YOU MAY HAVE LOTS OF WONDERFUL STORIES, LOTS OF EXAMPLES, WHERE THINGS ARE GOING VERY WELL.

BUT I BELIEVE -- SOMETIMES WE FEEL LIKE WE'VE DONE PRETTY GOOD AND WE DON'T PUSH ENOUGH.

SO REALLY THINK ABOUT WHAT YOU COULD BE DOING DIFFERENTLY TO CREATE THE KIND OF ENVIRONMENT FOR YOUR STAFF TO THRIVE, AND THEREBY ALLOWING THEM TO CREATE THE KIND OF ENVIRONMENT FOR YOUR CLIENT TO BE SUCCESSFUL.

WHERE CAN WE BE DOING MORE, BECAUSE THE STATUS QUO IS NOT GOOD ENOUGH, THERE'S A LOT OF NEED OUT THERE.

ALL RIGHT.

I SEE WE HAVE JUST A FEW MINUTES LEFT.

DO WE HAVE ANY QUESTIONS THAT ARE UNANSWERED?

>> I SEE ONE THAT I THINK WOULD BE RELEVANT TO A LOT OF FOLKS ON THE CALL, WHICH IS, HOW RACE AND GENDER MIGHT COME UP IN THIS DISCUSSION.

AND HOW PEOPLE MIGHT BE PERCEIVED DIFFERENTLY WHEN THEY'RE PRACTICING THESE PRINCIPLES BASED ON GENDER AND RACE.

>> THEY'RE GOING TO HAVE TO TUNE IN TO THE NEXT WEBINAR FOR THAT ONE.

THIS IS -- I DO REALLY FOCUS A LOT ON DIVERSITY.

I LOOK AT HOW EMOTIONAL INTELLIGENCE AFFECTS DIVERSITY.

SO I -- ABSOLUTELY THINGS LIKE MIRROR NEURONS, WE KNOW THAT OUR MIGDULA WORKS DIFFERENTLY, DEPENDING ON WHO WE'RE INTERACTING WITH.

PEOPLE WHEN PEOPLE SAY I DON'T SEE RACE, WELL, ACTUALLY, STUDIES SHOW THAT YOU SEE IT EVEN WHEN YOU DON'T SEE IT.

THE WHOLE FIGHT OR FLIGHT RESPONSE STARTS TO TRIGGER SOMETIMES ACROSS RACIAL LINES.

SO I THINK THE MOST IMPORTANT THING IS UNDERSTAND THAT WE ARE DESIGNED TO CONNECT WITH PEOPLE WHO SHARE EXPERIENCES WITH US.



WHETHER THAT IS WE WENT TO THE SAME SCHOOL, WE'RE FROM THE SAME CITY, OR WE LOOK THE SAME.

AND SO THAT DESIRE TO CONNECT WITH PEOPLE WHO SHARE EXPERIENCES OR CHARACTERISTICS WITH US SOMETIMES AFFECTS OUR INTERACTIONS WITH PEOPLE WHO DON'T.

AT AN EMOTIONAL LEVEL.

SO JUST KEEP THAT IN MIND AND -- BUT THE KEY TO THE WHOLE THING IS RELATIONSHIPS.

BECAUSE THE MORE YOU HAVE RELATIONSHIPS WITH PEOPLE WHO LOOK DIFFERENT FROM YOU, WHO THINK DIFFERENTLY FROM YOU, THE MORE WE OVERCOME THE BRAIN'S DEFAULT MECHANISM TO CONNECT WITH PEOPLE WHO LIKE US.

VISIBLY.

SO IT REQUIRES RELATIONSHIPS TO GET TO THAT NEXT LEVEL.

SO THAT'S PROBABLY THE BEST I COULD SAY WITH ONE MINUTE LEFT.

>> THANK YOU SO MUCH DR. CONRAD; FOR SHARING YOUR EXPERIENCE, WISDOM AND ALL THESE GREAT SUGGESTIONS WITH US TODAY.

IT WAS REALLY SUCH A VALUABLE EXPERIENCE, AND WE APPRECIATE IT AND WE APPRECIATE THE SUPPORT FROM THE -- WITH WOMEN WHO MADE THIS WEBINAR POSSIBLE FOR US TODAY.

THANK YOU ALL FOR PARTICIPATING AS WELL.

PLEASE FILL OUT YOUR EVALUATION WHICH WILL POP UP ON YOUR SCREEN.

WE REALLY READ THESE EVALUATIONS, THEY MATTER A GREAT DEAL TO US, SO PLEASE SHARE YOUR FEEDBACK.

AND PLEASE CONSIDER JOINING US AGAIN IN THE FUTURE.

AND HAVE A WONDERFUL DAY.

>> THANK YOU ALL SO MUCH.