

“Intolerance of Intolerance” Diversity Awareness Corner



Beyond This Place... There Be Dragons!

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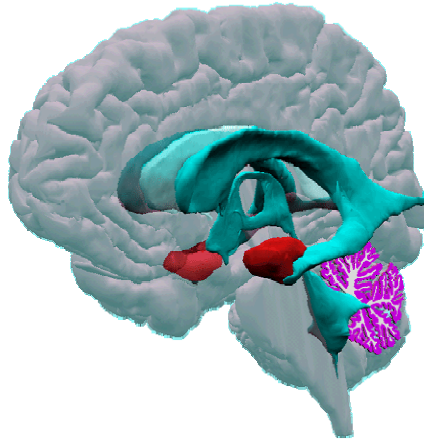
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TUNE YOUR NOBS!

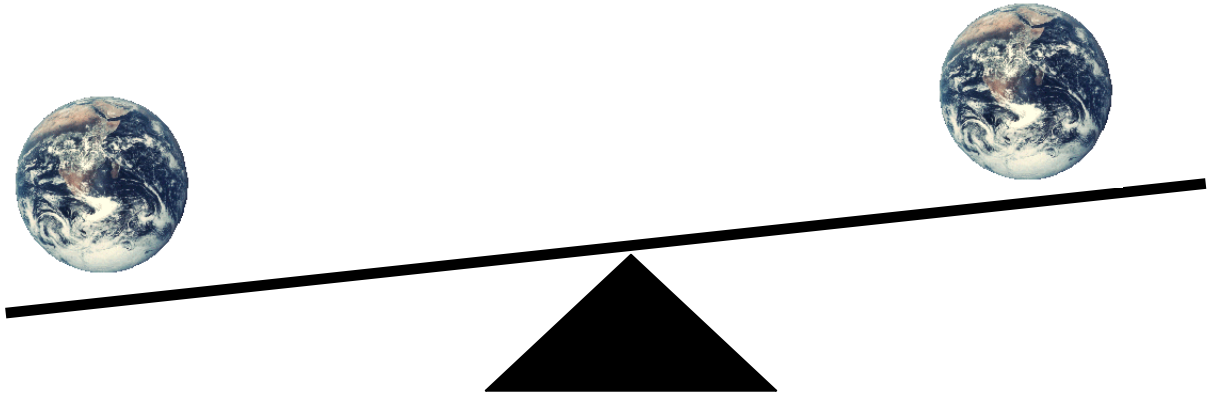
Emotionally Intelligent Communicators: IQ vs. EQ



TUNE YOUR NOBS!

EMOTIONAL INTELLIGENCE:

TWO WORLDS AT WAR



Although most people do not realize it, they *literally* have two minds ... two brains:

The Emotional Brain (Amygdala) vs. The Logical Brain (Frontal Lobes)

Understanding how our brains, and thus our emotions and logic really work, is a very scary proposition. Understanding how powerful the amygdala is, or our egos and emotions, in relation to our frontal lobes, or our logic and our good judgment, can be a bit overwhelming. Las Vegas was built on it. When your emotions and ego take over, your amygdala literally “heats up” and takes over. That is when you need to “tune your nob’s.”

When I was growing up, I often wondered what type of education and background someone needed to run a corporation. Were they MBAs? Did they need a background in law? I noticed most politicians were lawyers. Maybe finance? You have to understand money if you are going to run a company or a country, right? How did these people achieve such great heights?

When I was in school, I dated a girl whose father ran the local factory for Kaiser Aluminum, which is the same place my dad and my uncle Homer worked. In essence, I was dating my dad’s and my uncle’s boss. (That’s one good way to make sure you get the car keys on the weekends.)

I later found out that he had a degree in business ... whatever that meant. He had also taken several classes in management, as well as labor relations.

What appeared to be even more important, he also seemed to have the attitude that it took to run a big company. Every time I met him, he had a way of looking down his nose at me and talking to me like I was part of the household staff. On one occasion, he disagreed with something I said, so he told me I was full of it and called me a “liar.” As a 15 year old kid, I was more than just a little intimidated. I figured he must have really known what he was doing to speak with that kind of confidence. He told it straight, and he was not afraid of what anyone else thought. He must really know what he is doing. I wanted to be just like him! I decided I would try to mimic these same traits, since they obviously worked for him. I was a straight “A” student and he made me feel like an idiot. Impressive.

However, at one of our holiday family get-togethers, I was sitting around talking with my dad and my uncle Homer. My uncle knew who I was dating, so the topic came up.

My uncle mentioned that he did not like my girlfriend’s father at all. I asked why. My uncle then told me a story that typified his bosses’ behavior.

Apparently, he had a rule in the facility that strictly prohibited anyone from bringing any newspapers into the lunchroom. I don’t know why he adopted such a rule, but he did. One day he entered the lunchroom and saw a newspaper lying on the table. With the room full of employees, he picked up the newspaper, crumpled it into a ball, threw it against the floor and then jumped up and down on it little child throwing a temper tantrum. He then glared at everyone, then shouted, “No newspapers!” as he stormed out of the room.

I looked to my dad and asked if that was true. My dad just smiled and laughed saying, “Oh, yeah. That’s him.”

A few months later, Kaiser Aluminum promoted my girlfriend’s father and relocated him to Oakland, California, their corporate headquarters.

Ah, now I get it. Now I knew the type of background you needed to succeed in corporate America:

You have to be a JACKASS!

Although he might have been a very well educated man and highly intellectual, my girlfriend’s father was an emotional child. It was the classic battle of two brains:

I.Q. vs. E.Q.

Interestingly enough, years later he left his wife for a much younger woman and was estranged from his own children. The problem? Everywhere you go, you take yourself with you. Emotional, impulsive, hypersensitive child here ... emotional, impulsive, hypersensitive child there.

Today, Kaiser Aluminum has declared bankruptcy and is trying to recover with a new employee relations strategy, which so far appears to be working...much to its credit.

Since then, I have noticed several examples of this type of emotional hijacking ... where people in great positions of power cannot control their EGOs or their EMOTIONS, but rather, their EGOs and EMOTIONS control them ... and that leads to their undoing. Actually, studies show that the higher one goes in his/her profession, the more degrees one gets, the higher one's IQ rises or the more tenure an employee attains with a company, their Emotional Intelligence drops like a rock. Why?

My grandmother had another term for it:

You just got too big for your britches.

History is full of these types of examples. Numerous books have been written and seminars conducted on why “Really, really smart people do really, really stupid things,” as in the case with:

Enron

WorldCom

Tyco

Adelphia

Martha Stewart

Napoleon invading Russia

Hitler invading Russia

Robert E. Lee ordering Pickett's Charge at the Battle of Gettysburg

President Nixon and the Watergate Scandal

President Clinton and the Monica Lewinski Scandal

All of these incidents, and several thousand more, are examples of people with amazingly high IQs falling victim to their EGOs and EMOTIONS, which makes them think they are above everyone else or are invincible. Depending on which brain controls us, *that* is how we will conduct ourselves. Therefore, it is irrelevant how high our IQ is if our amygdala (Emotions and EGO) is driving the bus.

So, what traits define our Emotional Intelligence? There are basically five traits, or skills, that have been identified and widely accepted as having the most influence over our E.I. score. These factors are today referred to as “The Big Five.” These factors, as used on the “Bar-On Emotional Quotient Inventory” test, the first and now the most widely used E.Q. testing instrument in the world, including their subsets, are as follows:

“THE BIG FIVE” EMOTIONAL INTELLIGENCE SKILLS

INTRAPERSONAL SKILLS

How well you master these skills will determine how accurately you understand your own internal state or emotions, your strengths and weaknesses, how you view yourself and how much you rely on others.

- **Emotional Self-Awareness:** Having “Emotional Self-Awareness” allows you to be aware of your own strengths and weaknesses, as well as the ability to recognize your own feelings when they arise.

In other words...Do you understand your own emotions and feelings ... and can you express them? Do you understand the effects these emotions are having on you? Do you know and understand your own strengths and limits? Do you understand when you are at your best ... and when you are not?

- **Assertiveness:** Having “Assertiveness Skills” allows you to express your feelings, beliefs and thoughts, as well as enabling you to defend yourself in a non-destructive manner.

In other words...Do you stand up for yourself? Can you stand up for yourself and your beliefs without alienating everyone around you? Can you express your ideas to others?

- **Self-Regard:** Having high “Self-Regard” allows you to respect yourself and accept yourself as a being basically a good person.

In other words...Do you see yourself in a positive light? Do you respect the way in which you conduct yourself? Do you have confidence in yourself?

- **Independence:** Having a high sense of “Independence” give you the ability to be self-directed and control your own thinking, your actions and to be free of emotional dependency on others.

In other words...Can you make decisions on your own? Do you depend on others for validation? Do you rely on others for direction?

- **Self-Actualization:** Having a high level of “Self-Actualization” allows you to realize your own fullest potential.

In other words...Are you comfortable with what you have accomplished in your life so far? Do you know what you want to accomplish next? Are you heading in that direction? Do you enjoy engaging in activities that interest you?

Emotionally immature people demonstrate the opposite traits. They do not understand what they are feeling, they do not understand their strengths and weaknesses, they do not know when they should engage a situation or withdraw, they miscalculate their own abilities, they depend on others for direction and approval, they view themselves in a negative light and they are unhappy with their accomplishments. They do not possess a desire to excel but rather strive to “just get by” and they may even have hidden or ulterior agendas that work against the organization.

INTERPERSONAL SKILLS

How well you master these skills will determine how well you are able to build relationships with others and work in a team.

- **Empathy:** Having “Empathic” skills enables the individual to be aware of, to understand, and to appreciate the feelings of others.

In other words...Are you able to accurately read other’s nonverbals? Are you sensitive to the feelings of others? Are you able to understand how others view a situation?

- **Interpersonal Relationship:** Having “Interpersonal Relationship” skills allows you to establish and maintain mutually satisfying relationships with others, including those that are characterized by intimacy and by giving and receiving affection.

In other words...Are you able to show affection for others? Are you “fun” to be around? Do you make friends and build relationships easily? Do people confide in you?

- **Social Responsibility:** Having a sense of “Social Responsibility” gives you the ability to demonstrate yourself as being cooperative, contributing to the team and a constructive member of your group.

In other words...Do others feel like they can depend on you? Do you care about what happens to other people? Are you more concerned with the team or yourself?

Emotionally immature people demonstrate the opposite traits. They are not able to read the emotions of others or understand the perspective someone else might have on a certain issue. They are unaware of the needs of others, so they often are oblivious to and trample on these needs, they do not build relationships and they are more self-centered than team-oriented. They do not recognize the strengths others might have or how the skills other people bring to the table might help their situation. They are unaware of the power relationships that exist in a group setting, so they often irritate other people or are seen as inconsiderate and disrespectful. They are not able to persuade others, but rather insist on getting their own way and ignore the use of persuasive tactics. They do not resolve disagreements, but instead tend to “polarize” both sides. They do not listen to others. They have difficulty working with others due to their lack of concern for the group, often sending signals that not only resist

team collaboration but often destroys any sense of cooperation.

ADAPTABILITY SKILLS

How well you master these skills will determine how accurately you will be able to view the outside world, how well you will be able to devise solutions to changes that occur and how well you can adapt your behavior to meet these changing needs.

- **Problem Solving:** Having “Problem Solving” skills allows you to properly identify and define problems, and then generate and implement potentially effective solutions.

In other words...Do you analyze situations before you act? Do you consider other alternatives before taking action? Do you gather information before drawing conclusions?

- **Reality Testing:** Having “Reality Testing” skills gives you the ability to assess the difference between what you are experiencing and what objectively exists.

In other words...Can you see things the way they really are ... or do you rationalize away the truth to suit your emotions? Do you tend to exaggerate situations? Are you able to keep situations in perspective?

- **Flexibility:** Being “Flexible” enables you adjust your emotions, thoughts, and behavior to correspond with changing situations and conditions.

In other words...Are you able to start new projects and engage in new activities? Can you adjust to changing conditions? Can you change your opinion when necessary? Can you change old habits that may be destructive?

Emotionally immature people demonstrate the opposite traits. They are not able to change their opinions or behavior when necessary, they blame others for their problems and their performance when things go wrong (victim mentality), they are rigid and they are not able to adapt when their world changes and they are very uncomfortable when presented with new ideas and ways of doing things, so much that they are not able to come up with solutions to meet these new challenges. They have difficulty working with others due to their rigid manner and they often send signals that not only resist any change and progress but often destroy any sense of creativity and cooperation.

STRESS MANAGEMENT SKILLS

How well you master these skills will determine how well you are able to function when stressful situations arise.

- **Stress Tolerance:** Having “Stress Tolerance” skills allows you to withstand adverse events and stressful situations without falling apart since you would be able to actively and positively cope with the potentially destructive stress you encounter.

In other words...Do you know how to deal with stressful situations? Can you directly engage unpleasant situations? Can you remain calm in stressful situations?

- **Impulse Control:** Having “Impulse Control” skills allows you to resist or delay an impulse or temptation to act.

In other words...Can you control your anger? Are you a patient person? Are you able to control your impulsiveness?

Emotionally immature people demonstrate the opposite traits. They are not able to control their destructive emotions, they act on impulse and their emotions tend to be in control, so they are easily angered.

GENERAL MOOD

How well you master these areas will determine how well driven you are to be successful in what you value and how happy you are as an individual.

- **Optimism:** Being “Optimistic” allows you to look at the brighter side of life and to maintain a positive attitude, even in the face of adversity.

In other words...Do you feel sure of yourself most of the time? Do you believe most situations will work themselves out for the best? Are you motivated to excel?

- **Happiness:** Being a “Happy” person means you feel satisfied with your life, you enjoy yourself and other people and you have fun.

In other words...Do you like to have fun? Do you enjoy your weekends and holidays? Do you smile easily? Do you enjoy your life?

Emotionally immature people demonstrate the opposite traits. They miss opportunities when they arise because of their pessimism. They often give up when they encounter their first obstacle due to their “this will never work ‘pessimistic’” attitude that poisons everyone around them. They are unhappy with themselves and most everyone else. These are **NOT** fun people to be around.

If an organization wants to increase the Emotional Intelligence level of its employees, especially amongst its executive staff and managers, it is best to begin with an assessment for each person. Such an assessment will determine where each person the person is either weak or strong so they will know *precisely* where improvement is needed. Where the person has weaknesses, coaching should be used to bring the person's skill up to an acceptable range. If several individuals have the same weaknesses, then training should be used for these people, and then possibly counseling.

It is important to remember that these are "life skills." There is no quick fix. Only a concentrated effort in exactly what the person needs to improve will do. However, until an individual becomes at least a relatively Emotionally Intelligent person, there is no use in trying to develop other skills. It all begins with Emotional Intelligence.



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Scott Warrick's Human Resource Consulting, Employment Law and Training Firm specializes in:

- ❖ **PREVENTING Employee Problems from happening and**
- ❖ **Training Managers and Employees ON-SITE in over 35 topics and**

**Scott was the highest rated workshop presenter at both the
2006 and 2003 SHRM National Diversity Conferences.**

Scott travels the country presenting his revolutionary “**Cutting Down The Jungle: Becoming An Emotionally Intelligent Communicator**” and his “**Intolerance of Intolerance Skill-Based Diversity/Tolerance Program,**” which focuses on the **FOUR BASIC SKILLS** needed to combat **ANY** type of bigotry/bullying employees encounter in the workplace, rather than the traditional “Cultural-Based” types of programs that focus on only a few select different cultures.

Scott's clients include Ohio Department of Administrative Services, The Gap, Area Agency on Aging, Skyline Chili, The Ohio Supreme Court, Heinz Frozen Foods, Fayette County Hospital, Honeywell, Carastar International, Utah State Workforce Development, etc.

Scott's academic background and awards include:

- Masters degree in Labor and Human Resources: The Ohio State University
- Capital University College of Law (Class Valedictorian (1st out of 233))
- Lifetime Senior Professional in Human Resources (SPHR) accreditation
- The Human Resource Association of Central Ohio's Linda Kerns Award for Outstanding Creativity in the Field of Human Resource Management and the Ohio State Human Resource Council's David Prize for Creativity in Human Resource Management

Solving Employee Problems BEFORE They Happen!

HERE'S WHAT ATTENDEES SAY ABOUT SCOTT WARRICK'S SESSIONS...

“My managers LOVE Scott! I would never even consider using anyone else.”

Tina Powers, Fayette County Memorial Hospital

**“Without a doubt, the best presenter I have ever heard.
Scott Warrick could make a seminar on “Manure Specifications” enjoyable.”**

Dirk Prusok, The Columbus Public Metropolitan Library

“Scott makes me feel MUCH more confident as a manager.”

Nance Curtis, Prologue, Inc.

“All of the managers at my company should come to Scott’s seminars.”

Amy Lieb, Krieger Ford

“Scott always provides realistic and manageable ways to handle personnel problems. Excellent!”

Ric Mazon, Professional Insurance Agents, Inc.

“THANK YOU for having these seminars!”

Darlene Duffy, Ohio Hunger Task Force

“I learned a great deal from Scott. This was just the information I was looking for.”

Kelsy Ruoff, Liebert Corporation, Inc.

“This guy could make ‘Two Steps To Brushing Your Teeth’ interesting.”

Collette Mak, OCLC

“Scott’s seminars are filled with examples and solutions to avoid problems. It was great!”

Mike McGovern, Odyssey Consulting, Inc.

“Scott is the best presenter we have ever had!”

Tim Thompson, Columbus Public Metropolitan Library

“Loved the ‘real world’ examples. Scott has really ‘been there, done that.’”

Kay Peters, Evans Adhesives, Inc.

Attendees agree ... “Scott Warrick Spins Magic!”