

Working With Difficult People: Is it You or Me?

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This is what I want you to learn, feel, and do

Learn



Recognize that EQ is important if you want to influence others and enhance relationships at work and home

Feel



Be energized to enhance your influence

Do



Adjust your style based on the preferences of others

Emotional intelligence (EQ) is



your ability to
recognize and
understand emotions
in **yourself** and **others**

AND



your ability to use this
awareness to **manage**
your behavior and
relationships

The image is a horizontal split. The left half shows a dense, misty forest with tall, thin trees and a fallen log in the foreground. The right half shows a long, straight asphalt road with a yellow dashed center line, stretching towards a range of snow-capped mountains under a dramatic, colorful sunset sky with orange and blue clouds. The text "Is it difficult or easy to work with me?" is overlaid in white, bold, sans-serif font across the bottom of both images.

**Is it
difficult or easy
to work with me?**

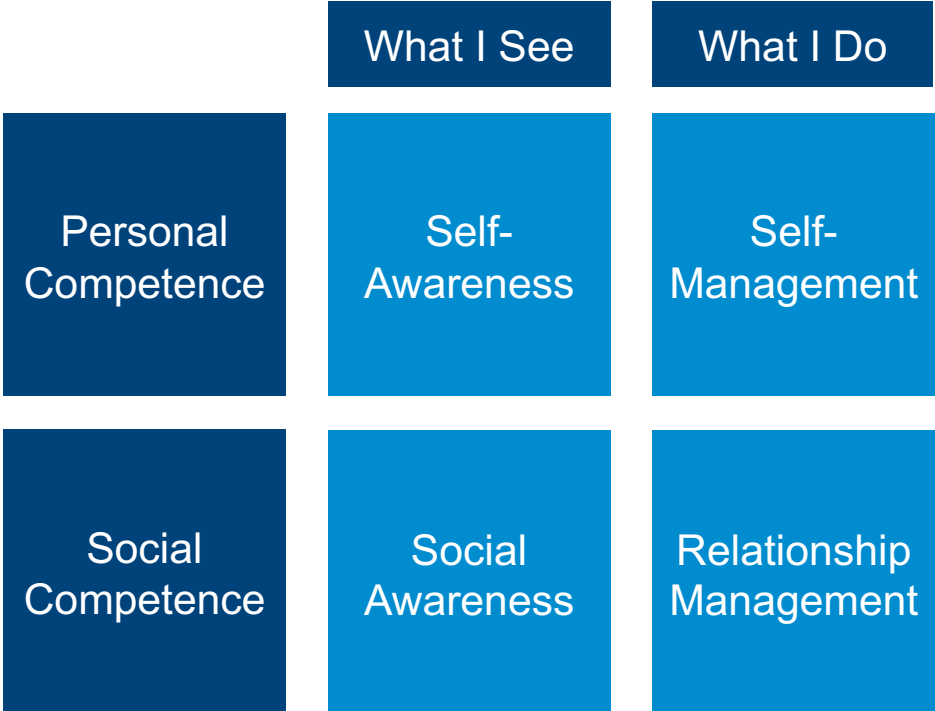
Worst Boss



Best Boss



To raise your EQ, improve your awareness and adjust your words and behaviors



These are two critical components of EQ

Effective

- Produce the intended result
- Do my words and behaviors help me...
 - Secure the needed resources?
 - Influence others?
 - Get things done?

Appropriate

- Suitable for a particular purpose, occasion, person
- Do others view me as appropriate?
What are the cues I receive?
- Do I view others as appropriate?
What are the cues I send?

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**Is it
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EQ is critical because we need other people to get work done

**We work with
each other**



**We interact with
each other**



**We depend on
each other**



Relationship currency will take you
farther than performance currency

Carla Harris, author of *Expect to Win*







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IMPROVE



**Is it
difficult or easy
to manage me?**

Talk the way others listen



It doesn't matter what you say, it matters what they hear.

Marshall Goldsmith,
author of *What Got You Here
Won't Get You There*



The message is measured at the listener's ear, not the speaker's mouth.

Kim Scott,
author of *Radical Candor*

Recognize the preferences of others

Value	Independence, being responsible, delivering quality work			
Pace	Brisk: likes to keep things moving			
Decision-Making	Independent: prefers to make decisions on their own, will advance even with disagreement			

Conscious company (n.d.)

Recognize the preferences of others

Value	Independence, being responsible, delivering quality work	Collaboration, personal connections, transparency		
Pace	Brisk: likes to keep things moving	Fast: speaks and responds quickly		
Decision-Making	Independent: prefers to make decisions on their own, will advance even with disagreement	Fast: seeks input and willing to decide even if no consensus		

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Recognize the preferences of others

Value	Independence, being responsible, delivering quality work	Collaboration, personal connections, transparency	Peace, protect relationships, listening to and helping others	
Pace	Brisk: likes to keep things moving	Fast: speaks and responds quickly	Slower: more thoughtful, proceeds with caution	
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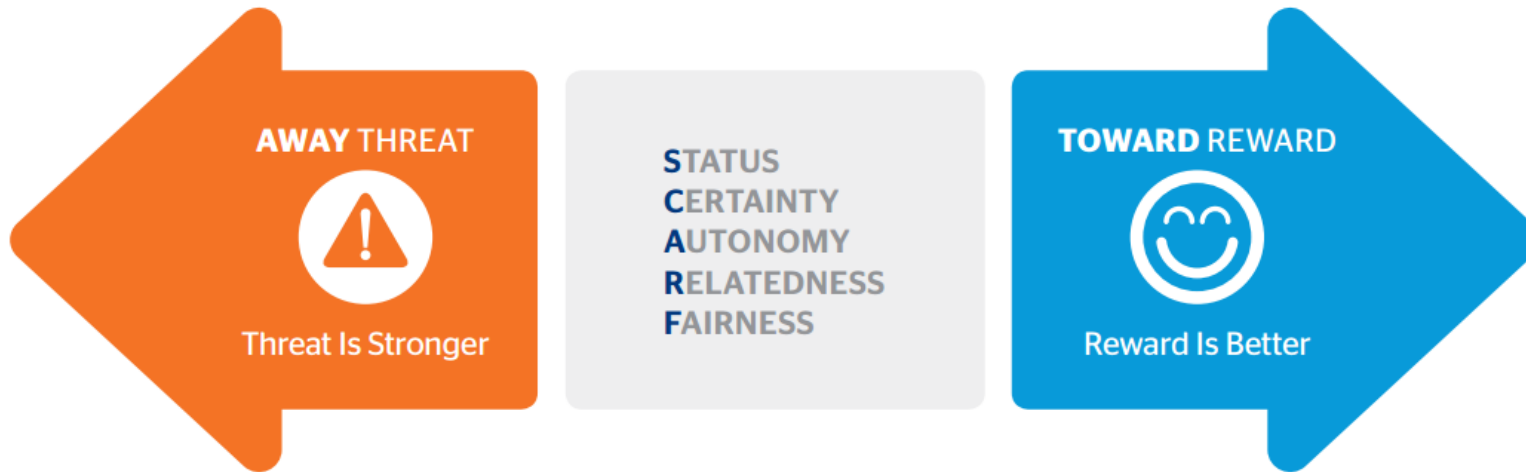
Value	Independence, being responsible, delivering quality work	Collaboration, personal connections, transparency	Peace, protect relationships, listening to and helping others	Professional relationships, influence, meaningful contribution
Pace	Brisk: likes to keep things moving	Fast: speaks and responds quickly	Slower: more thoughtful, proceeds with caution	Deliberate: tempered and thoughtful
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Recognize the preferences of others

	Direct	Expressive	Harmonious	Reserved
Value	Independence, being responsible, delivering quality work	Collaboration, personal connections, transparency	Peace, protect relationships, listening to and helping others	Professional relationships, influence, meaningful contribution
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STATUS
Is about relative importance to others



CERTAINTY
Concerns being able to predict the future



AUTONOMY
Provides a sense of control over events



RELATEDNESS
Is a sense of safety with others: friend, not foe



FAIRNESS
Is a perception of fair exchange between people



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What is often done (threat)	Do not provide enough positive feedback; lack of two-way involvement
What should be done (reward)	Make people feel good about themselves; participate, don't dictate



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<p>What is often done (threat)</p>	<p>Fail to communicate; transmit unclear or ambiguous expectations</p>
<p>What should be done (reward)</p>	<p>Set, share, and reinforce clear expectations</p>



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What is often done (threat)	Make top-down decisions; micromanage with no input
What should be done (reward)	Involve team, people in decisions; facilitate future-focused insights



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<p>What is often done (threat)</p>	<p>Maintain professional distance; engage in task-focused interactions only</p>
<p>What should be done (reward)</p>	<p>Foster personal relations and trust; build connections and teams</p>



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What is often done (threat)	Make decisions that seem inequitable; fail to make the processes transparent
What should be done (reward)	Demonstrate fair processes

Our words and actions affect others negatively or positively

Away/Threat	Toward/Reward
Release stress hormones	Release calming hormones
Mentally taxing	Mentally invigorating
Impairs analytic thinking, creative insight, problem solving	Enhances deep thinking, new solutions, problem solving
Cannot think creatively, work well with others, or make informed decisions	Can be more creative, engaged and motivated, make decisions
Semi-productive	Willing to do difficult things
Hard to manage stress	Experience peak performance

The threat response has many disadvantages

Physical Response



The brain treats many social threats with the same intensity as physical threats and rewards

Capacity Reduced



A threat response reduces capacity to

- make decisions
- solve problems
- collaborate with others

Intensity Increased



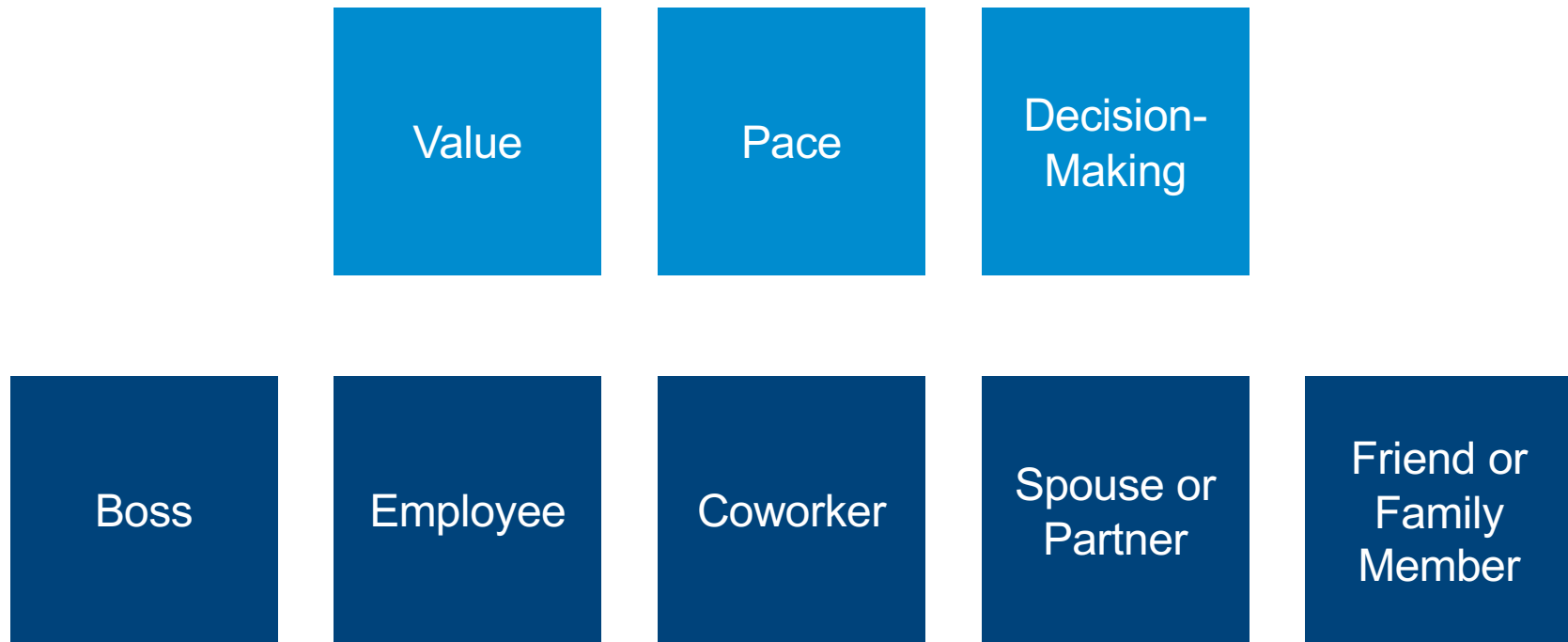
The threat response

- is more intense
- is more common
- often needs to be minimized in social interactions

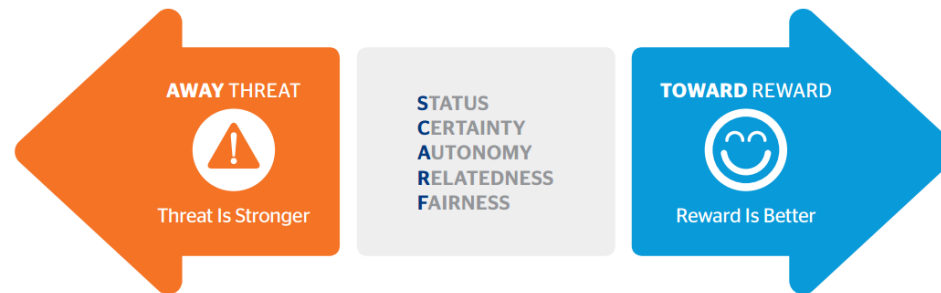
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Identify a relationship to improve



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Apply these behaviors today to increase your EQ

Think



Assume positive intent

Become curious about why they think that or said that

Do



Take a deep breath in the moment

Guard your verbal and non-verbal communication

Listen to understand, not build a counter argument

EQ can be assessed and learned

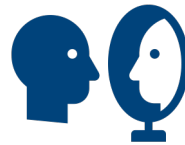
Ask others for feedback



Get tips from someone who has high EQ

Ask: What makes it easy/difficult to work with me

Complete an assessment



Start with a free online assessment

Purchase *Emotional Intelligence 2.0*

Go deeper with a 360



Complete a 360 and/or work with a coach

If you want to go deeper, here are some of my favorite resources

Books



Emotional Intelligence 2.0

How to Say Anything to Anyone

Radical Candor

The Advantage

The Truth Doesn't Have to Hurt

Your Brain at Work

Articles



Could emotional intelligence ability predict salary? A cross-sectional study in a multioccupational sample

The contribution of emotional intelligence to career success: Beyond personality traits

Podcasts



Access and Opportunity

Coaching for Leaders

Coaching Real Leaders

How to Be Awesome at Your Job

Negotiate Anything

The Look and Sound of Leadership

Women at Work

App



Daily EQ
by TalentSmart

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Appendix

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