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 AND

your ability to recognize and understand emotions in yourself and others

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

Emotional Intelligence 2.0, p. 17
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

**Appropriate**
- Suitable for a particular purpose, occasion, person

Do my words and behaviors help me…
- Secure the needed resources?
- Influence others?
- Get things done?

Do others view me as appropriate?
- What are the cues I receive?
- Do I view others as appropriate?
- What are the cues I send?
Is it difficult or easy to work with me?
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*
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

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**Away Threat**

- **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

**Toward Reward**

- **Status**: Is about relative importance to others
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<th>Do not provide enough positive feedback; lack of two-way involvement</th>
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<td>What should be done  (reward)</td>
<td>Make people feel good about themselves; participate, don’t dictate</td>
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<td>Fail to communicate; transmit unclear or ambiguous expectations</td>
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<td>Make top-down decisions; micromanage with no input</td>
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| **What is often done**  
| **(threat)**  | Maintain professional distance; engage in task-focused interactions only |
| **What should be done**  
<p>| <strong>(reward)</strong>  | Foster personal relations and trust; build connections and teams |</p>
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Our words and actions affect others negatively or positively

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

Value | Pace | Decision-Making

Boss | Employee | Coworker | Spouse or Partner | Friend or Family Member
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**Avoid Threat**
- Threat Is Stronger

**Towards Reward**
- Reward Is Better

**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
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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16 personalities. (n.d.) https://www.16personalities.com/


Bright, D. (2014). *The truth doesn’t have to hurt: How to use criticism to strengthen relationships, improve performance, and promote change*. Amacom.


