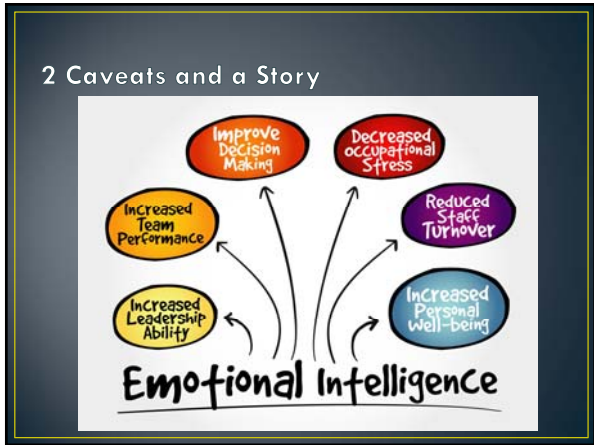


Emotional Intelligence-A Key to Improving Municipal Working Relationships

League of Wisconsin Municipalities
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- ## Three Objectives Today
- 1. Overview of Emotional Intelligence and its Importance in Today's Municipal Workplace
 - 2. Explain the Four Skills that Make Up Emotional Intelligence- Self Awareness and Self-Management (Personal Competencies) and Social Awareness and Relationship Management (Social Competencies)
 - 3. Drill Down on the Fourth Skill-Relationship Management and Present Strategies to Improve Municipal Working Relationships
 - Q & A to Follow (Include Personal Experiences with Improving Emotional Intelligence in your Communities)

Emotional Intelligence-Essential Skill in Today's Government Workplace

- "In the fast pace of business and government today, people spend more time on computer keyboards, smart phones and conference calls than in face-to face communication. We're expected to piece together broken conversations, cryptic voice mails, and abbreviated text messages to figure out how to proceed. In this increasingly complex web, emotional intelligence is more important than ever before."

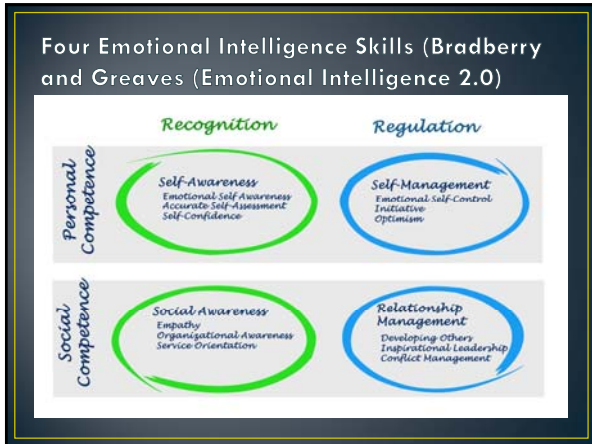
-Rajeev Pashawaria, Executive Dir of Goldman Sachs International

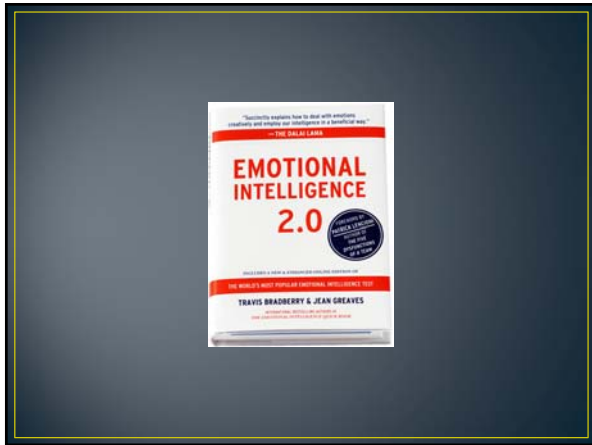
Failure to Include Emotionally Based Questions/Assessments in Hiring Process Can Be Costly

- 46% of Newly Hired Employees will Fail in 18 months
 - Two Reasons: Lack of Coachability (26%) and Lack of Emotional Intelligence (23%)
 - Interestingly, only 11% fail because they lack the Necessary Technical Skills
- Source: 2016 Study by Leadership IQ

What is Emotional Intelligence?

- Ability to Identify Situations and Regulate or Manage One's Emotions Based on Them
- Unlike our IQ's and Personalities, our Emotional Intelligence (or EQ) can be Improved over Time





Self-Awareness

- Ability to Accurately Perceive Your Own Emotions in the Moment and Understanding What Makes You Tick
- Very Important for Job Performance-83% of Individuals High in Self-Awareness are Top Performers Whereas Only 2% of Bottom Performers are High in Self-Awareness
- What Does It Look Like?-Library Director

"In every situation that I have been involved with her, whether it be good or bad, she remains cool and collected-even when I know she must feel very frustrated or even angry. Mary is really honest about what she is feeling without getting bent out of shape about it...in difficult situations, she knows how to be firm and fair at the same time"

Self Management

- Your Ability to be Aware of Your Emotions in Order to Stay Flexible and Direct Your Behavior Positively
- Real Results Come from Putting Your Momentary Needs on Hold to Pursue Larger, More Important Goals
- What Does It Look Like?-Public Works Director

"Dave has a great knack for communicating well and thinking on his feet. He reacts well in crisis situations. He has an ability to separate emotion from logic and that makes him a good tactical manager. I have never heard him speak negatively about someone who has a different opinion or idea about how we should operate things here-he doesn't talk behind people's backs like some around here."

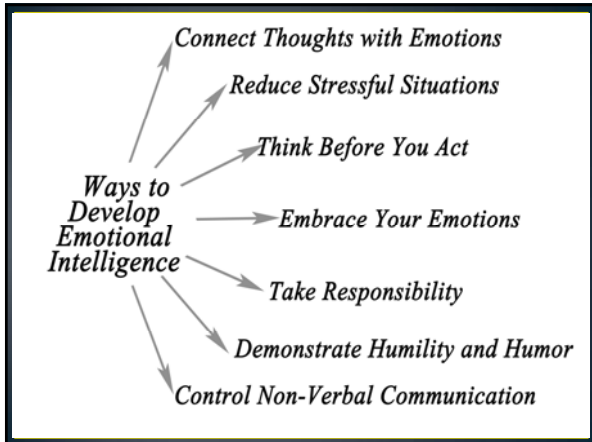
Social Awareness

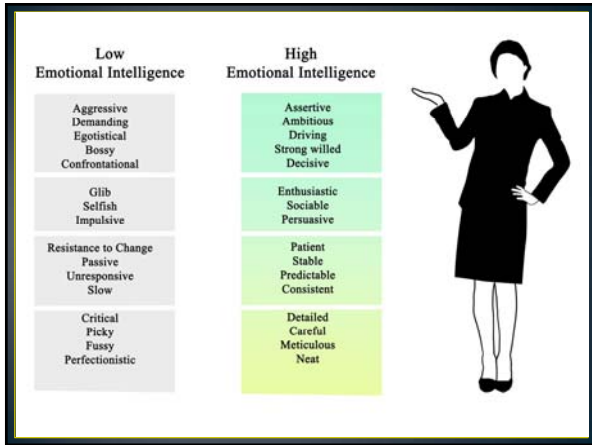
- Your Ability to Accurately Pick Up on Other's Emotions and Understand What is Really Going on with Them
- Keen Listening and Observing What is Going On Around You is Key
- What Does It Look Like?-Mayor

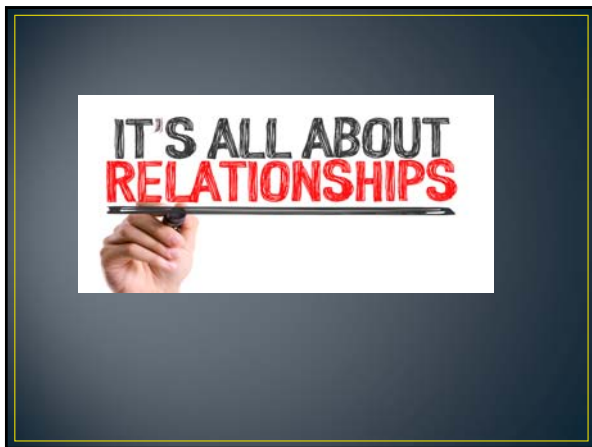
"Joan is really great at meetings whether it be with her administrative team or with the public. She respectfully listens to her peers and then offers her opinions. She has a sincere interest in trying to understand where people are coming from and offers valuable insights based upon what they're saying or doing. She motivates and inspires people. She can uplift people and put them at ease."

EQ is a Skill that Can be Learned and Improved !









Ten Strategies for Improving Municipal Working Relationships

1. Pay Attention to Your Own Emotions First
2. Shut Up and Listen
3. Try to Learn Something from Everyone You Encounter
4. Maintain an Open Door Policy
5. Model the Behavior You Want to See
6. Take Feedback Well
7. Get Angry Only on Purpose
8. Mention/Complement Others' Emotions
9. Remember the Little Things that Have a Big Impact
10. Face Difficult Conversations Head On

Pay Attention to Your Own Emotions First-Mindfulness

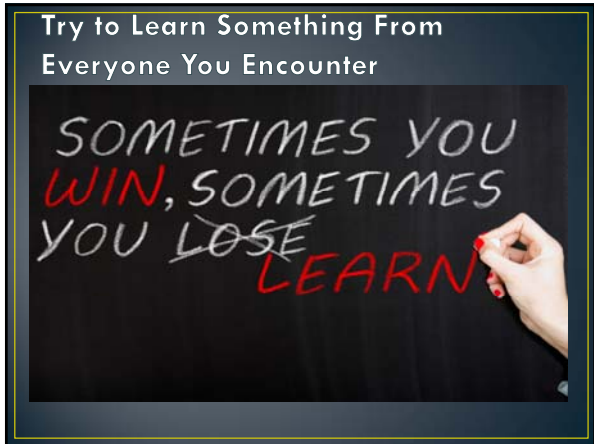
- Cool and Clinical-Involves examining your feelings and deciding whether to buy into them or let them carry you away
- Makes you less reactive, more reflective and less buffeted by unexamined emotions
- Bit less inclined to embrace and hang on to that "enemy" vibe when it surfaces
- How Mindfulness Meditation Can Save America, Robert Wright, WIRED Magazine, 10/8/2017

• Focus Your Attention

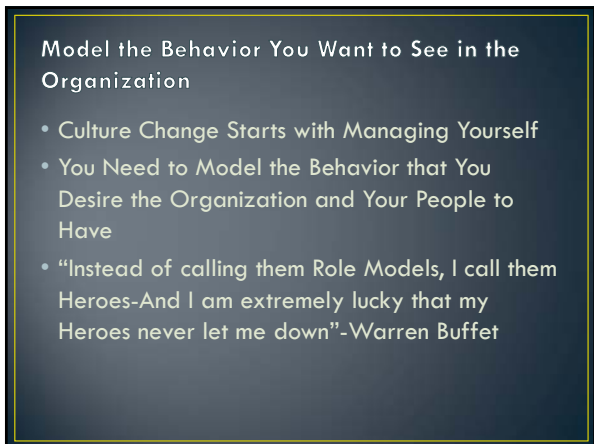
Typically, what people say first is not what they're thinking

Listening takes Courage










Take Feedback Well
Look at Feedback (Positive or Negative as Learning Process)
Others have a Relevant Perspective - Work with You and Want You to Improve





Get Angry Only on Purpose

- Negative Emotions Like Anger Give Us Wisdom-Part of Life and Illuminate the Positive Emotions
- Becoming Angry is Easy-Not so Easy to be Angry with the Right Person, to the Right Degree, at the Right Time, For the Right Purpose and in the Right Way
- Be Judicious with This-Don't Practice Daily!!!!

Remember the Little Things that Have a Big Impact

- Remember and Greet People by Name
- Step into Their Shoes-What Do We Have in Common?
- Say "Thank You" "Please" "I'm Sorry"-Incorporate more into Your Working Relationships
- Practice Gratitude with Those You Work With
- Don't Take Notes at Meetings

Mention/Complement Others' Emotions

- Listen-Put Yourself in the Other's Shoes-Identify Where the Other Person is Emotionally-Choose An Appropriate and Complementary Response
- Strive to Really Feel What Others are Feeling-Don't Try to Mirror or Match Emotions
- Iceberg Analogy-We Only See the Water but the Bigger Reason (Story) in Underwater

Iceberg-Go Below the Surface!





