

# Emotional Intelligence and Dealing with Difficult People

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# Emotional Intelligence is...

Being aware of your thoughts, feelings, viewpoints, and moods, as well as in others. This type of intelligence is necessary when working with others.



Why is emotional intelligence important?



# Emotional Intelligence is Physical

Represented in our freeze or fight or flight response



This is an automatic response from an older part of our brain the limbic system more specifically the amygdala

- It can't distinguish between a real threat and a perceived one
- It was built for physical threats and ramps the body (autonomic nervous system) in a major way toward physical protection
- Building emotional intelligence is a way to control the amygdala response and allow your brain to process situation using its cortex (thinking capability)



# Understanding EI & Cognitive Distortion

## Our brains tend to go this way . .

- **Affective Forecasting:**
  - Time Discounting – I want it now!
  - Impact Bias – I'll be happy when I win the lottery
  - Immune Neglect – Not considering coping strategies
- **Cognitive Bias / Cognitive Dissonance** – Mental stress of holding two or more contradictory beliefs
  - The Endowment Effect – It's more valuable because I own it
  - Regret Aversion – I might be wrong, so I don't want to decide
  - Social Proof – A kind of conformity – go with the group since they maybe understand what I don't?
  - Reciprocity – Repay in kind for things provided to you
  - Confirmation Bias – Seeking things that reinforce your beliefs

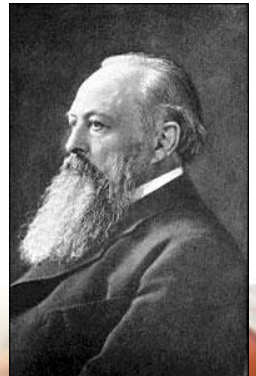


# Basic Look at Power Corrupting

- Researchers believe power has a somewhat dehumanizing effect on people and the powerful are more self-focused and less empathetic
  - Powerful people or people who think they are powerful show less ability to imagine things from other perspectives
  - Powerful people don't think they are better they just don't think about others
  - Happens to anyone who feels powerful not just rich or famous
  - “Power tends to corrupt, and absolute power corrupts absolutely.”

*John Emerich Edward Dalberg Acton, first Baron Acton (1834–1902)*

- *How does this tie to EI?*



# Differences Between EQ and IQ

## EQ (Emotional Quotient)

### Building a career (life's work)

- Level of emotional and sensitive intelligence.
- Helps development potential even after IQ starts to diminish.
- Enhances successful project outcomes.

## IQ (Intellectual Quotient)

### Building a profession (paid occupation)

- Level of cognitive and academic intelligence.
- Only takes you so far in your career before weakening.
- Helps with successful project outcomes but not at the expense of project participants' feelings.



# EQ vs. IQ





# 75 percent

of the time high **EQ** candidates beat out high **IQ** candidates when being considered for a promotion!





# EI and Teamwork

- Know when to express emotions and when to control emotions.
- As the pace of change on projects and works increases, EI becomes even more critical.
- EI leaders:
  - Create an EI climate
  - Exercise EI competencies
  - Model EI leadership style:
    - Self-confidence, Achievement orientation, Initiative, Empathy, Mentoring, Teamwork, and Collaboration



# Emotional Intelligence Dimensions

1. Self-awareness: ability to read your emotions and recognize their impact while using gut feelings to guide decisions.
2. Self-management: ability to control your emotions and impulses and adapt to changing circumstances.
3. Social awareness: ability to sense, understand, and react to others' emotions while comprehending social networks.
4. Relationship management: ability to inspire, influence, and develop others while managing conflict.

# 1. Self-awareness Dimension

Involves Personal Competence – ability to understand yourself.

- Emotional self-awareness: recognizing your emotions and their effects.
- Accurate self-assessment: knowing your strengths and limits, and using this awareness to make effective decisions.
- Self-confidence: having a strong sense of your self-worth and capabilities.

## 2. Self-management Dimension

Involves Personal Competence – ability to manage yourself.

- Self-control: keeping disruptive emotions and impulses under control when working on projects.
- Trustworthiness: maintaining standards of honesty and integrity when working with project participants.
- Conscientiousness: showing responsibility in managing yourself for performance or lack thereof on projects.

## 2. Self-management Dimension (continued)

Involves Personal Competence – ability to manage yourself.

- Adaptability: being flexible in handling change in the workplace and on projects.
- Achievement: striving to improve or meet a standard of excellence to accomplish project activities.
- Initiative: completing project work and acting on opportunities without being prompted by others.

# 3. Social Awareness Dimension

Involves Social Competence – ability to understand others.

- Empathy: understanding others and taking active interest in their concerns as you work on projects.
- Organizational awareness: empathizing and reading a group's emotional currents and power relationships.
- Service orientation: anticipating, recognizing and meeting customers' needs.

# 4. Relationship Management Dimension

Involves Social Competence – ability to manage relationships.

- Developing others: sensing others' development needs and strengthening their abilities.
- Leadership: inspiring and guiding groups, teams, or people.
- Influence: employing interpersonal influence tactics to persuade others.



# 4. Relationship Management Dimension (*continued*)

Involves Social Competence – ability to manage relationships.

- Communication: sending clear and convincing messages while minimizing communication breakdowns.
- Change catalyst: initiating or managing change, which is what projects are all about.
- Conflict management: facilitating through negotiation of conflicts and disagreements between project participants.

# 4. Relationship Management Dimension (*continued*)

Involves Social Competence – ability to manage relationships.

- Building bonds: building effective relationships with the project participants.
- Teamwork and collaboration: creating a shared vision and working with others toward shared goals on the project.
- Synergy in teamwork: working with others toward pursuing shared goals on the project.

# EI Competency Framework

## Self-Awareness

- Emotional Self-Awareness
- Accurate Self-Assessment
- Self-Confidence

## Social Awareness

- Empathy
- Organizational Awareness
- Service Orientation

## Self-Management

- Self-Control
- Trustworthiness
- Conscientiousness
- Adaptability
- Achievement
- Initiative

## Relationship Management

- Developing Others
- Leadership
- Influence
- Communication
- Change Catalyst
- Conflict Management
- Building Bonds
- Teamwork & Collaboration
- Synergy in Teamwork



# Developing Your EI

Dimension/Competency	Tips and Suggestions
Developing Self-awareness	<ul style="list-style-type: none"><li data-bbox="846 482 1769 601">❑ Examine how you provide feedback on performance.</li><li data-bbox="846 619 1547 672">❑ Tune into your five senses.</li><li data-bbox="846 691 1663 743">❑ Get in touch with your feelings.</li><li data-bbox="846 762 1663 815">❑ Learn what your intentions are.</li><li data-bbox="846 833 1798 952">❑ Pay attention to your actions, as well as your words.</li></ul>



# Developing Your EI

Dimension/Competency	Tips and Suggestions
Managing Emotions	<ul style="list-style-type: none"><li><input type="checkbox"/> Use your self-talk as a teaching tool.</li><li><input type="checkbox"/> Avoid distorted thinking.</li><li><input type="checkbox"/> Use relaxation to decrease your irritation.</li><li><input type="checkbox"/> Become a good problem solver.</li><li><input type="checkbox"/> Generate appropriate humor.</li><li><input type="checkbox"/> Take time out for yourself.</li></ul>



# Developing Your EI

Dimension/Competency	Tips and Suggestions
Improving Empathy	<ul style="list-style-type: none"><li data-bbox="857 496 1746 615"><input type="checkbox"/> Use sensitivity when working with others.</li><li data-bbox="857 634 1605 686"><input type="checkbox"/> Be aware of personal filters.</li><li data-bbox="857 705 1804 823"><input type="checkbox"/> Tune into the emotional subtext and context.</li><li data-bbox="857 842 1717 895"><input type="checkbox"/> Assess the risk of self-disclosure.</li><li data-bbox="857 913 1721 1032"><input type="checkbox"/> Flex your communication style to that of the other person.</li></ul>



# Developing Your EI

Dimension/Competency	Tips and Suggestions
Improving Relationship Management	<ul style="list-style-type: none"><li data-bbox="842 368 1721 425"><input type="checkbox"/> Keep your emotional perspective.</li><li data-bbox="842 439 1804 558"><input type="checkbox"/> Anticipate the mood you are going to encounter.</li><li data-bbox="842 579 1676 636"><input type="checkbox"/> Calm the out-of-control person.</li><li data-bbox="842 651 1727 769"><input type="checkbox"/> Use active listening – reflect back, clarify, paraphrase, etc.</li><li data-bbox="842 791 1692 909"><input type="checkbox"/> Help with goal planning and goal reaching.</li><li data-bbox="842 931 1785 1049"><input type="checkbox"/> Model the types of behavior you are trying to encourage in others.</li><li data-bbox="842 1071 1750 1189"><input type="checkbox"/> Reinforce appropriate behaviors or reactions.</li></ul>





# Responding to Emotional Outbursts

1. Avoidance: ignoring or avoiding the situation altogether.
2. Smoothing Over: softening the blow for others.
3. Confrontation: dealing with the situation or the person.
4. Collaboration: working together to resolve the situation.



# Summary: Emotional Intelligence Section

- Realizing there are differences between EQ and IQ is becoming more important in the workplace.
- Identifying your emotional hot buttons can defuse emotional outbursts.
- Improving emotional intelligence competencies is critical to career development, even more important than IQ.

**How is this applied to difficult people?**



# Conflict Management & Dealing with Difficult People Objectives

- All starts with you
  - Emotional Intelligence
- Define conflict and difficult people.
- Identify the causes of conflict and conflict resolution tactics.
- Review the five main styles of dealing with conflict.
- Learn the eight main types of difficult people.
- Practice a nine-step dealing with difficult people resolution process.

# 15 percent of success

is due to technical training – to brains and skill on the job and 85 percent of success is due to personality factors – the ability to deal with other people successfully!



# Conflict is...

When two or more people's differences escalate to a level that negatively affects (or might affect) productivity, quality, service, morale, or working relationships.



# Causes of Conflict\*

1. Resources
2. Styles
3. Perceptions
4. Goals
5. Pressures
6. Roles
7. Personal values
8. Unpredictable policies



# 1. Conflicting Resources

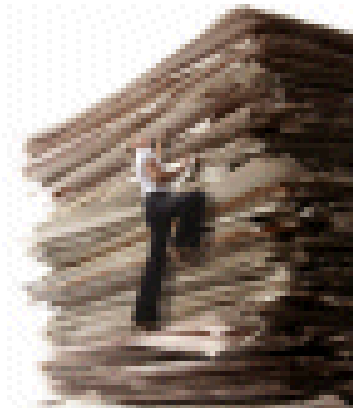
- Types of conflicting resources:
  - Supplies
  - People
  - Meeting space
  - Time
  - Others?
- Resolution tactics:
  - Negotiate
  - Influence
  - Time management
  - Open discussions
  - Ensure access to resources





# 2. Conflicting Styles

- Types of conflicting styles:
  - Approaches to work
  - Personalities
  - Work ethic



- Resolution tactics:
  - Consider working styles
  - Determine roles
  - Encourage style identification



# 3. Conflicting Perceptions

- Types of conflicting perceptions:
  - Gossip
  - Turf wars
  - Work performance
  - Customer complaints
- Resolution tactics:
  - Open communication
  - Share good and bad news – minimizes making things up/creating rumors
  - Capitalize on office politics – navigate by identifying power struggles
  - Listen to the voice of the customer



# 4. Conflicting Goals

- Types of conflicting goals:
  - Timing
  - Quality
  - Financial
  - Work performed
  - Multiple projects
  - Others?
- Resolution tactics
  - Watch for conflict
  - Open discussion with boss
  - Negotiate for a win-win



# 5. Conflicting Pressures

- Types of conflicting pressures:
  - Dependencies
  - Urgent tasks
- Resolution tactics:
  - Open discussion
  - Reschedule, reduce, or possibly eliminate tasks
  - Negotiate deadlines



# 6. Conflicting Roles

- Types of conflicting roles:
  - Assigned work that is outside of the original job responsibilities
  - Unclear responsibilities
- Resolution tactics:
  - Open discussion
  - Team charter (R&R)
  - Responsibility Assignment Matrix (RAM) – RACI



# 7. Different Personal Values

- Types of differing personal values:
  - Ethics
  - Values
  - Beliefs
- Resolution tactics:
  - Preserve your integrity
  - Preserve other's integrity

# 8. Unpredictable Policies

- Types of unpredictable policies:
  - Rule and policy changes
  - Consistency in handling policies
- Resolution tactics:
  - Communicate changes
  - Explain why the change is occurring
  - Apply policies consistently and fairly



# Thomas-Kilmann Conflict Styles\*

1. Competitive
2. Collaborative
3. Compromising
4. Accommodating
5. Avoiding





# 1. Competitive Conflict Style

- Operate from assertiveness and being uncooperative.
- Pursue concerns at other's expense.
- Use a power-oriented mode to defend positions.
- Intent is to win.



## 2. Collaborative Conflict Style

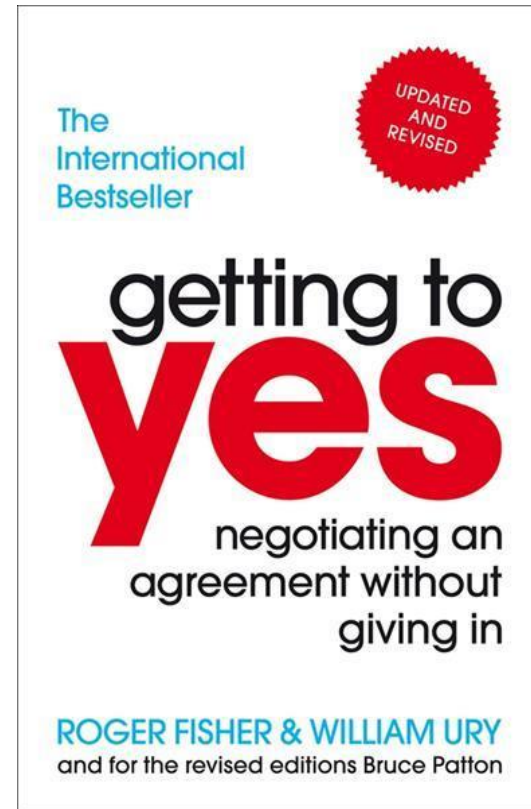


- Operate from assertiveness and being cooperative.
- Attempt to work with others to find solutions.
- Dig into an issue to identify underlying needs and wants.
- Intent is to understand and to find a creative solution.



# 3. Compromising Conflict Style

- Operate from moderate assertiveness and being cooperative.
- Search for fitting and mutually acceptable solutions.
- Intent is to identify a solution that will satisfy all parties.



# 4. Accommodating Conflict Style



- Operate from unassertiveness and being cooperative.
- Overlook his/her concerns.
- Often uses selfless generosity, obeying others' orders, or yielding to others.
- Intent is to focus on satisfying other parties' interests.



# Avoiding Conflict Style

- Operate from unassertiveness and being uncooperative.
- Does not pursue their own or other's concerns.
- Dodges the conflict entirely.
- Intent is to diplomatically sidestep issues, postpone issues, or withdraw.





*Are you more*

**Andy  
Taylor**

*or*

**Barney  
Fife?**



**Which style do you use instinctively?**

**ASPE**  
TRAINING

a division of Fortis College



# A Difficult\* Person is...

A person who is hard to understand, hard to deal with, hard to please or satisfy, or stubborn and hard to persuade.



# Types of Difficult People

1. The Bully
2. The Sniper
3. The Freeloader
4. The Complainer
5. The Shillyshally
6. The Smarty Pants
7. The Can't Say No
8. The Rebel

**Which behavior type causes you the most difficulty?**





# The Bully

- Interrupts
- Yells
- Insults
- Intimidates
- Criticizes other's work
- Talks over others
- Steals credit



54 million Americans have been attacked by a bully at work.



# The Sniper



- Hide out in the back of the room
- Take cheap shots at any and everyone
- Nitpick people's discussions and their work
- Make inappropriate comments
- When confronted, state that, "I'm just kidding"



# The Freeloader

- Withhold effort, slack off on performing work
- Shirk responsibilities to the team
- Seek free rides from the work effort of other team members
- Avoid taking on tasks or responsibilities
- Hide talents and skills so they can avoid work



# The Complainer



- Whine and moan about everything
- See the bad in situations
- Point out everything that is wrong
- Their negativity becomes contagious
- Find fault with others and rarely with themselves



# The Shillyshally

- Indecisive
- Hesitate
- Stall
- Indecisive
- Uncommitted
- Waver due to fear or to avoid responsibility



# The Smarty-Pants



- Believe they are familiar with everything and “know it all”
- Think they have comprehension of most topics or situations
- Comprehension of circumstances is often inaccurate or limited
- Attitude is not always expressed outwardly





# “Can’t Say No”

- Say yes to any work they are asked about
- Overcommit and then collapse from the workload
- Like to please others
- Become over-allocated on projects
- Take on too much at any given time



What do  
ya got?

# The Rebel



What are you rebelling against?

- Dissenter
- Express negativity, moodiness, or poor attitude
- Break rules
- Resist loyalty to the team
- Annoy the team by using “but” statements
- Independent and thinks for her or himself





# Dealing with Difficult People Resolution Process



# Step 4 - Confront the Problem



- Execute the discussion
- Avoid delaying
- Avoid the fear of conflict
- Deal with the problem to improve morale of others
- Some people are not aware there is an issue



# Step 5 - Deal with the Behavior

- Focus on inappropriate behavior
- Begin collaborating toward a solution
- Use “I” or “We” statements
- Don’t assume, ask questions
- Get them involved in developing a solution



# Summary: Conflict Management & Dealing with Difficult People

- Identifying the root causes of conflict helps to apply effective conflict resolution tactics.
- There are five main styles of dealing with conflict and the appropriate style depends on the situation.
- There are many types of difficult people and it is important to identify the specific type in order to improve behavior.
- The nine-step dealing with difficult people resolution process can be used to help improve other people's behavior.