

# STOP-THINK-LEAD: MANAGING AWKWARD CONVERSATIONS THROUGH EMOTIONAL INTELLIGENCE STRATEGIES



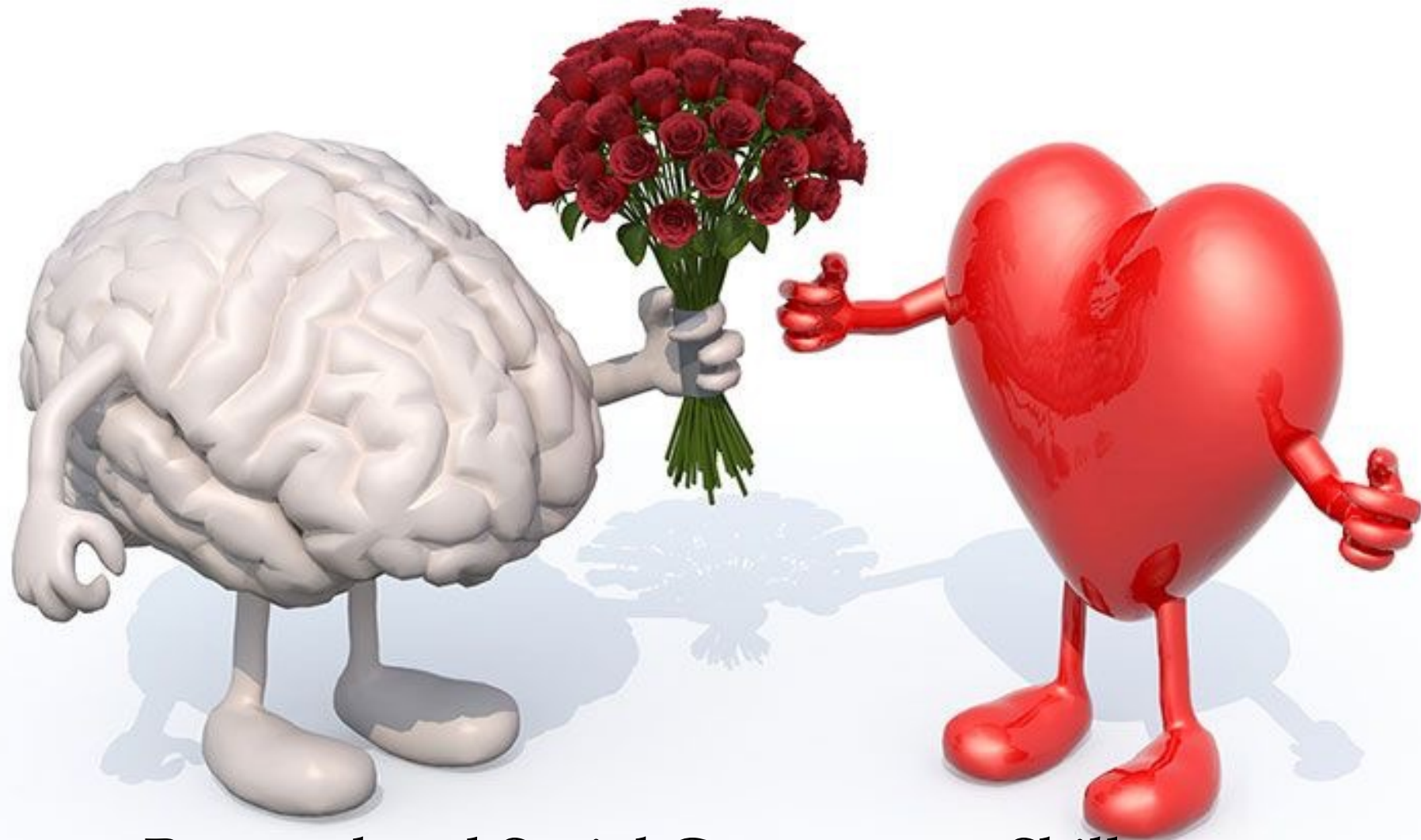


# LETS QUICKLY REVIEW





# EMOTIONAL INTELLIGENCE (EQ)



Personal and Social Competence Skills to  
Navigate Social Complexities

## Definition:

**Recognize** your own and other 's emotions

**Discern** between different feelings and label them appropriately

**Guide** thinking and behavior of yourself and others to achieve ones goals.

# THE PROCESS - STOP / THINK / LEAD



Step 1: **Stop:** Don't React. Having Self-Awareness and Self-Regulation to **Do No Harm:** Using Stopping Tactics before you escalate an awkward or tense situation into something even worse. If you are going to have an awkward conversation, don't have it.



Step 2: **Think: Be Mindful and Aware:** Recognize and understand the causes and consequences of emotions in self and others. Think through all the positive outcomes or goals you want to achieve.



Step 3: **Lead:** Patiently execute the right strategies at the right moment. **Make a point without making an enemy.** What tactics (calming, energizing, or building) help achieve your positive outcomes or goals?

You can't control how you feel, but you can control what you do!





PROBLEM: TUNNEL VISION—SINGLE OUTCOME

SOLUTION: MINDFUL & AWARE—MULTIPLE OUTCOMES

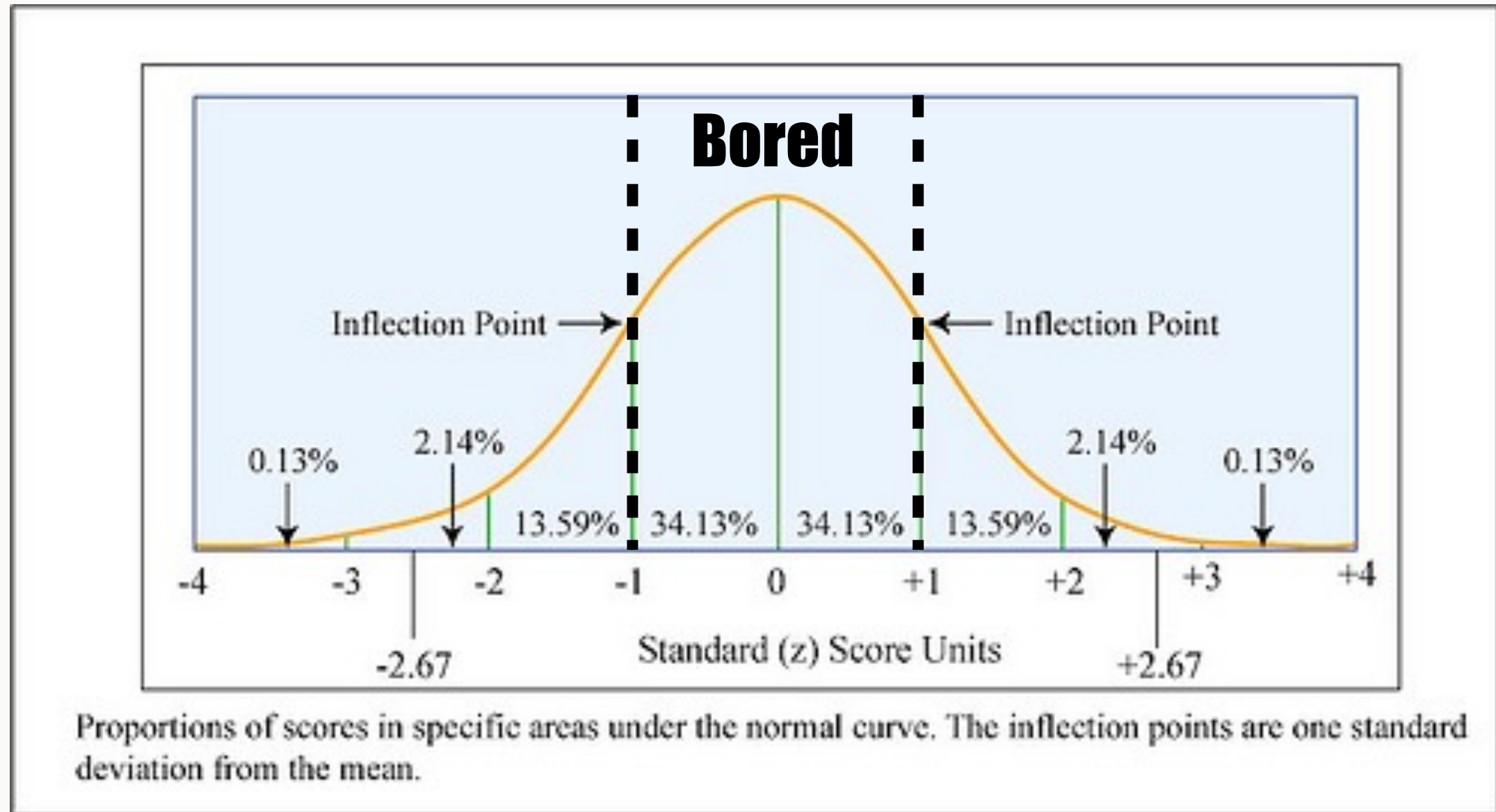


# Don't Limit Your Future



Opportunities  
straight ahead

# THE BULK OF PEOPLE TODAY ARE DISENGAGED



To succeed, we must use energizing tactics!



# ENGAGE THE FENCE SITTERS

- 84% believe they could do much better work if they really wanted to
- 73% Say they are less motivated than they used to be



People today are stubborn and suspicious — they want you to know they are watching you.



# TOOLBOX OF LEADING STRATEGIES

## Calming

Go-to thoughts

Make a way to escape

Let data do talking

If he's stinko, I'm mojo

Employees see it...

Match intensity

## Energizing

Play it don't say it

Get out the garbage

Surprise piles

Pump it up

Lean and smack

Pat the horse bottom

## Building

First in last out

Paint the target

Ride wave of momentum

Reward & reward again

Embrace the critical eye

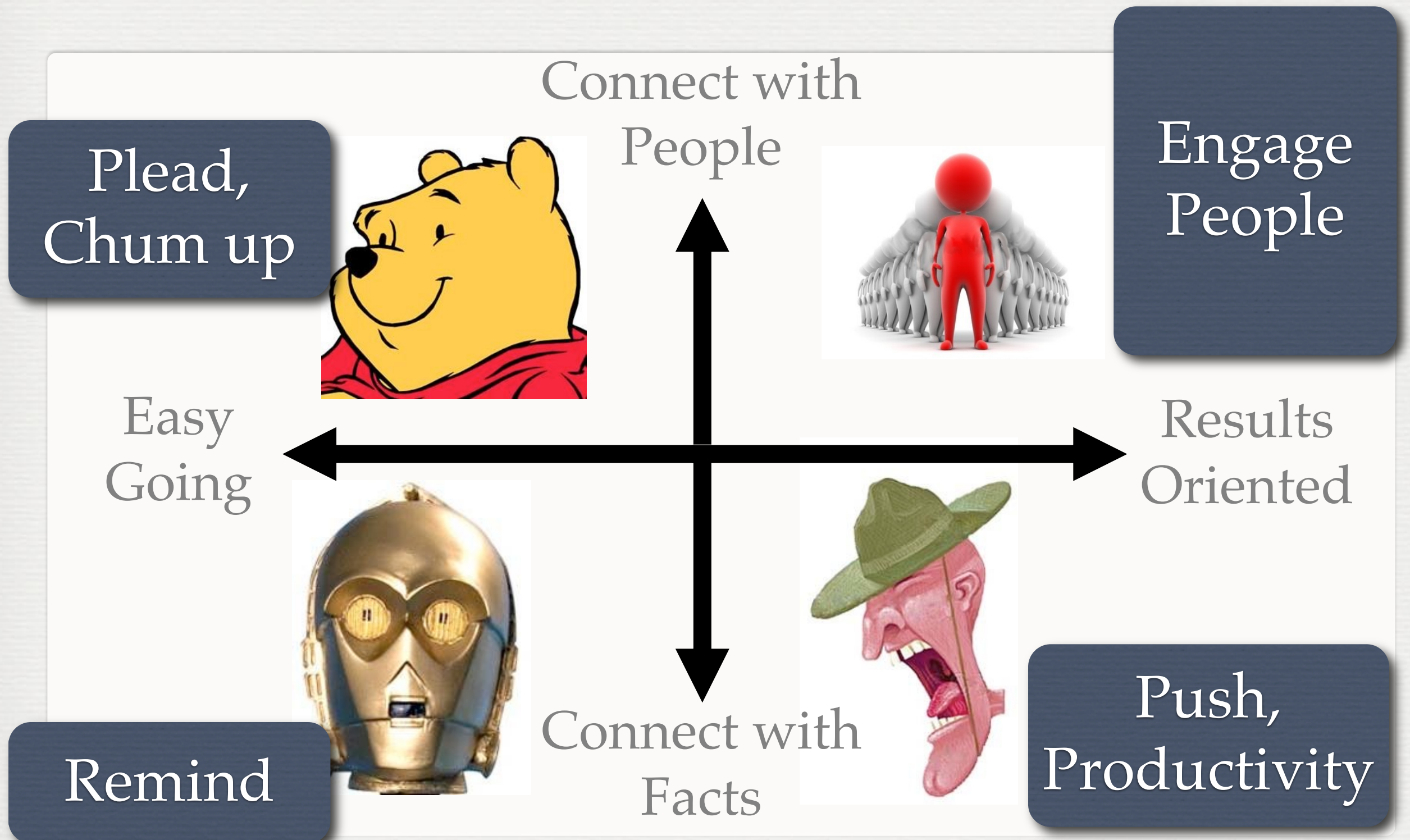
Connect before correct

## ----- Stopping Strategies -----

Do no harm, it will pass. Keep walking and come back with a plan. Smile and state the obvious. Smile and explore with eyebrows up. Say yes and add something of your own. Acknowledge the concern.



# REACTION TO PEOPLE WHO ARE DISENGAGED





# GROUPS ARE HARDER TO INFLUENCE



- One rotten apple...
- Hard not to throw fuel on the fire
- Groups are ruled by momentum not by reason or logic



# Play it Don't Say it

Don't want your message to cut through? ...then just keep talking; the more words the less they understand!







# PLAY IT, DON'T SAY IT



My daughter starts middle school tomorrow. We've decorated her locker, bought new uniforms, even surprised her with a new backpack. But tonight just before bed, we did another pre-middle school task that is far more important than the others. I gave her a tube of toothpaste and asked her to squirt it out onto a plate. When she finished, I calmly asked her to put all the toothpaste back in the tube. She began exclaiming things like "But I can't!" and "It won't be like it was before!" I quietly waited for her to finish and then said the following:

"You will remember this plate of toothpaste for the rest of your life. Your words have the power of life or death. As you go into middle school, you are about to see just how much weight your words carry. You are going to have the opportunity to use your words to hurt, demean, slander and wound others. You are also going to have the opportunity to use your words to heal, encourage, inspire and love others. You will occasionally make the wrong choice; I can think of three times this week I have used my own words carelessly and caused harm. Just like this toothpaste, once the words leave your mouth, you can't take them back. Use your words carefully, Breonna. When others are misusing their words, guard your words. Make the choice every morning that life-giving words will come out of your mouth. Decide tonight that you are going to be a life-giver in middle school. Be known for your gentleness and compassion. Use your life to give life to a world that so desperately needs it. You will never, ever regret choosing kindness."



Amy Beth Gardner: 1,800,000 Share,





# PLAY IT, DON'T SAY IT





# GET OUT THE GARBAGE

- 👤 Top-of-Mind Thoughts and Feelings
- 👤 100 People were asked / Top 10 Answers

What are the misgivings, bias, and misperceptions people bring with them to the work place



# The Steps

- 1) Ask for top-of-mind thoughts
- 2) Take note of negative and positive thoughts
- 3) Note the negative comments and the people who made them
- 4) Play “refute the critic - defend the critic”
- 5) Reinforce positive comments

## Ropes Course Experience





# LEAN AND SMACK

- Allows people to Jump on the “easy solution” bandwagon
- Smack the group with their unsuccessful results
- Look for and reward active thinkers who have new ideas



# Be Patient and Execute a Masterful Lean and Smack





# WHEN TO USE

- When people have misperceptions about an issue, policy, or way of thinking.
- When “a deep dive” is needed rather than “shallow buy in”.
- When you want people to never forget a critical concept--make it memorable
- When you want to change behavior

Wake 'em up with *Surprise* Piles

***Believe It  
or Not!***



# Wake 'em up with Surprise Piles



- Inoffensive
- Relevant
- Memorable

# GETTING YOUR POINT ACROSS THAT UNIQUENESS IS NOT ENOUGH FOR A GOOD PRODUCT IDEA





HOW DO YOU GET  
YOUR POINT  
ACROSS THAT  
MANAGEMENT IS  
DUMPING ON  
EMPLOYEES

**SURPRISE!**

Tovx.com





# Pat the Horse Bottom



Make it real,  
and make it  
sincere or  
“feel the  
horse’s hoof.”

A simple ‘preciate ch’a is not enough to energize!



# Switchbacks and Stepping Stones

- We all want to get to the top
- Take time to look back on the journey
- Take time to celebrate milestones
- Get everyone to the top!



# I GOT A McJOB!



**Remarkable  
Lisa**

Gary's teenage daughter Lisa has been looking for a job for over a month. She wants to earn her own money to buy clothes, gas, and car insurance. After a half-dozen interviews she gets a minimum wage job working at the local McDonald's as a cashier.

Gary doesn't think much of Lisa's job. He feels she is capable of much more than a lowly McJob! What should Gary say to Lisa?



# INCREASE YOUR EQ



# S-T-L ROLE PLAY:

## NEW MANAGER MARTIN

**Martin** is a new manager recently hired to curb the waste and excess spending on employee incentives and increase employee productivity for the bank. Martin is eager to prove himself in his new job.

**Delmy** is a quiet, unengaged, fly-under-the-radar teller at a retail bank branch. She comes in late every day because she drops her two children off at school before coming to work. She works 35 hours a week, but is paid for 40, and is used to getting bonuses on top of that.

**Martin** approaches Delmy. She is not very outgoing or conversational. When Martin starts telling Delmy about production goals and the corresponding incentives, she tactfully nods, but does not respond with any enthusiasm. As Martin walks away, he clearly hears Delmy say to the teller next to her, “things were a lot easier when Randy was here.”

What is the next step for Martin?



# PROCESS SIMPLIFIED

1. Martin will **Stop** (Do no Harm) and not have an awkward conversation by... **(Stopping Tactics)**
2. Martin will **Think: Be Mindful and Aware** and Think through **all** the possible outcomes by...**(Being Mindful and Aware)**
3. Martin will **Lead: Make a Point Without Making an Enemy** by patiently executing the right tactics...**(Calming, Energizing, and Building Tactics)**