



# 2019 SMP/SHIP NATIONAL CONFERENCE

## Emotional Intelligence

Staying Engaged and  
Communicating with Influence

July 22–25, 2019 • San Diego, CA

# Presenters

## Mindfulness

- M. Todd Dixon, SHIBA Program Manager, Washington State SHIP

## Soft skills that impact interactions between counselor and a beneficiary

- Dennis Smithe, Program Development Manager, SHIP TA Center

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# *Mindfulness*

M. Todd Dixon, SHIBA Program Manager  
Washington State

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# Emotional intelligence

- Empathy
- Resilience
- Happiness
- Influence
- Authentic leadership
- **Mindfulness**

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# Emotional intelligence

## Empathy –

1. Cognitive – ability to understand another person's perspective
2. Emotional – the ability to feel what someone else feels
3. Empathetic concern – the ability to sense what another person needs from you.

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# Empathy as a leader – train your brain

Obstacle: Inattention

Pathway: Learn how to read others

Obstacle: Communication style

Pathway: Study nonverbal and get feedback

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# Emotional intelligence

- **Resilience** – How to bounce back from daily setbacks, professional crisis or even personal trauma
- **Happiness** – Engaging, purpose
- **Influence** – Change the heart – change the mind
- **Authentic leadership** – Be yourself at work

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# Dalai Lama on happiness

“Our job as leaders is to make the world a better place—a better world where people are happier.”

Why?

Because all human beings want to be happy and no one wants to suffer. We all have this in common.

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# How bosses make employees happy

1. Every boss must listen to their employees
2. Bosses must understand the importance of work-life integration
3. Give your employees feedback
4. Connect your employees roles to the bigger picture

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# Mindfulness – showing emotional intelligence

## What is mindfulness?

- Actively noticing new things
- Paying attention to what's going on
- Taking yourself off auto-pilot
- Finding purpose in interactions and moments
- Not overreacting or being overwhelmed with what is going on
- Not getting bogged down in self-criticism and judgment

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# **Mindfulness** – showing emotional intelligence

Being mindful:

- Creates better performance
- Heightens creativity
- Creates deeper self awareness
- Increases your charisma
- You will be kinder, calmer, more approachable

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# Practice mindfulness

Life is about individual moments

- Make each moment matter, then all of life matters!

Suspend judgment; unleash your curiosity

- Imagine your thoughts about a person are transparent

Realize that there are no positive or negative outcomes

- Simply outcomes, such as A, B, C and D
- These come with challenges and opportunities

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# Practice mindfulness

## Master 3 things

### 1. Internal self awareness

- How do your beliefs and values impact how you reach to others?

### 2. External self awareness

- What is your impact to your team members?
- Observe their reactions to you?

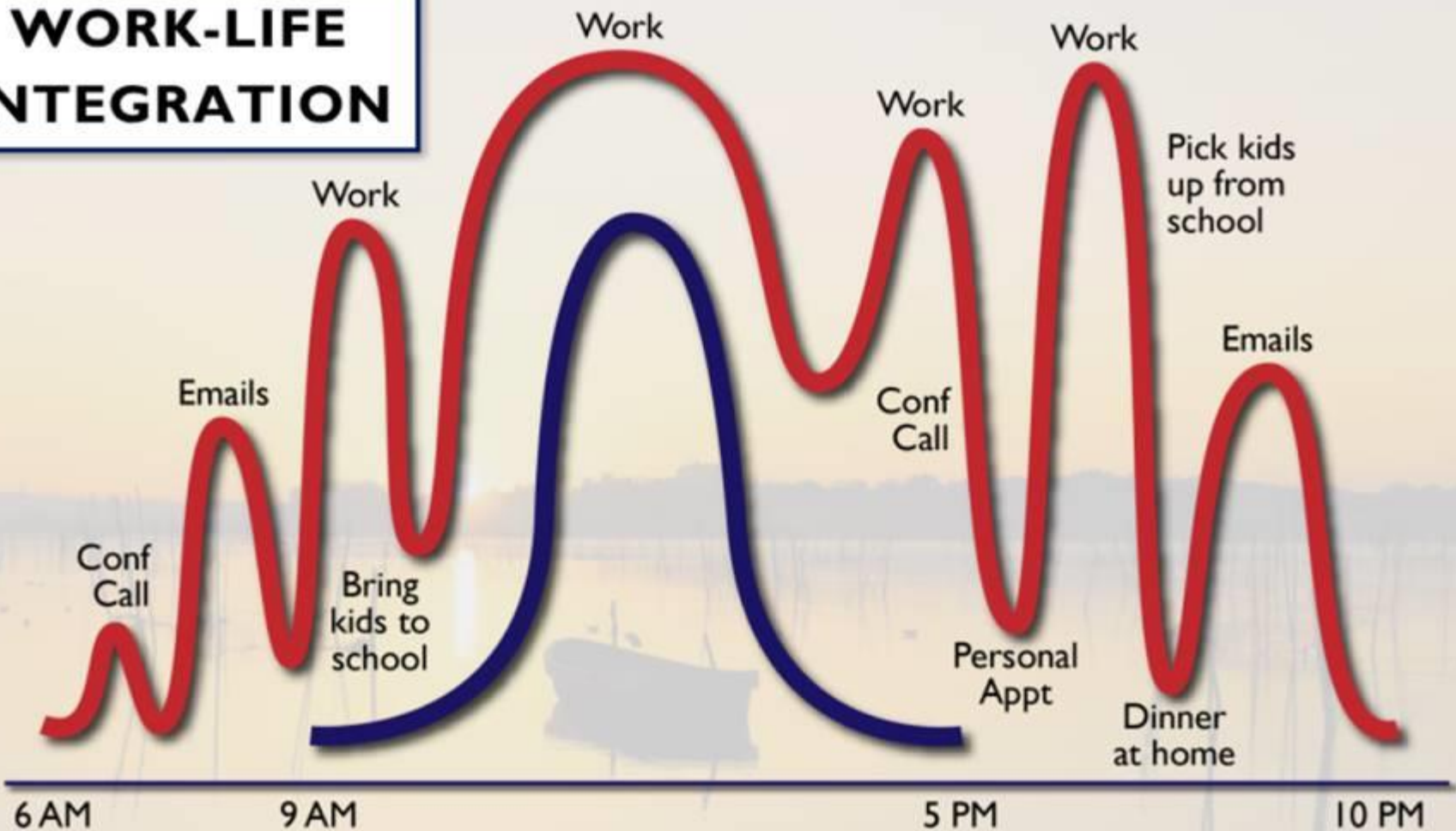
### 3. Personal accountability

- How are you contributing to the problem?

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# WORK-LIFE INTEGRATION



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# Work-life integration

- Work-Life “integration” (not balance)
  - Balance implies two opposites, with nothing in common
- Your work and life values should show
  - (In fact, it’s ok to show them!)
- Work and life are mostly about people!
  - I disagree that we “don’t have to like who we work with”
  - Use your life values to be successful at work
  - Use your work values to be successful at home

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# Avoid emotional responses

Get yourself unhooked!

Identify any crucial conversations

- Difference of opinion
- High stakes
- High emotion



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# Avoid emotional responses

Practice empathy:

Ask good questions, listen with gusto, don't judge

Take pause:

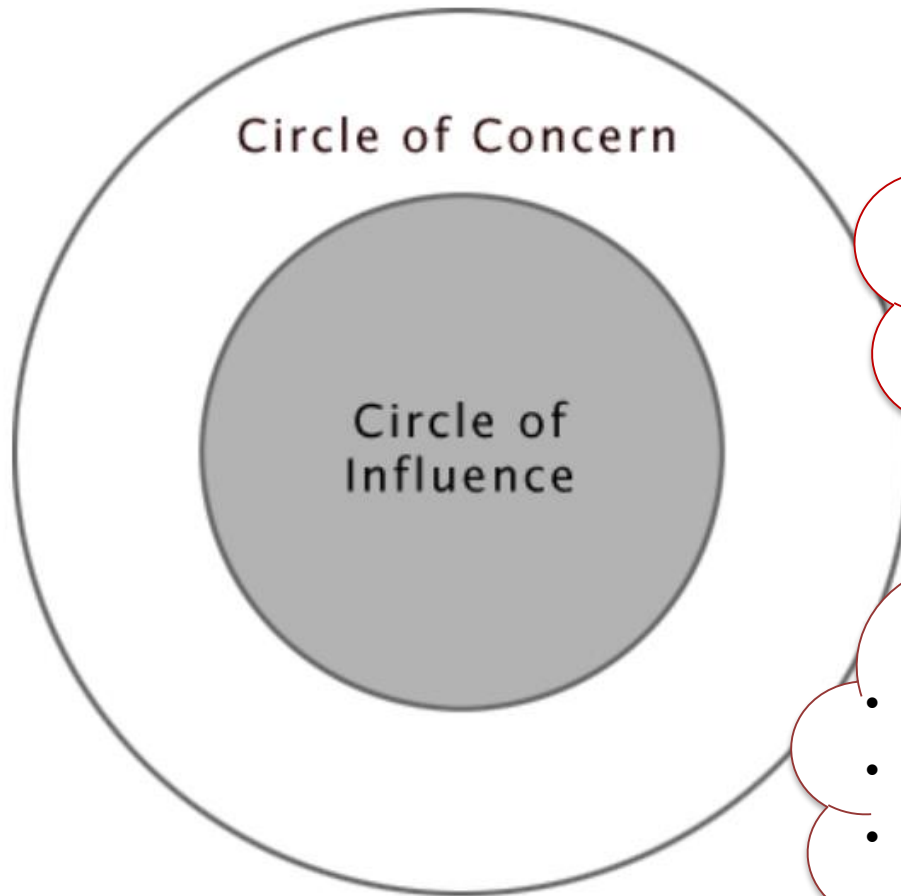
Don't make decisions based on a temporary emotion.



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# Move quickly out of concern to influence



## Reactive

- If I only had a boss who wasn't...
- If I had respect from...
- If the environment was more conducive...
- It's their issue, not mine...

## Proactive

- I can be a better role model...
- I can be more organized...
- I can seek out others to help me understand...

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# Putting it to work for an organization

## Personal responsibility

- Everyone takes personal responsibility for the success of the entire organization
- **Take personal responsibility for the success of each interaction, each meeting. Know your influence**

## Shared accountability

- No one is waiting for “the boss” to hold people accountable.
- **We all hold each other accountable, all the time**

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# How to give feedback – a tip

1. Ask if they want feedback.
  - “Are you open for some feedback”?
  - It works better if they are ready. And if its wanted
2. Describe the “data”
  - Describe exactly what you saw and heard
3. Describe the impact
  - Describe what you thought and felt in response
4. Inquire about their intent

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# Make it safe

- Show you respect them as a human being
- Show them you care about their goals
- Tone of voice, facial expressions should show mutual respect
- Give them the benefit of the doubt
- Think of the person as rational, reasonable, decent; your attitude eventually affects your demeanor, choice of words and delivery
- Establish mutual purpose
  - “I’d like to give you some feedback that I think would help you be more productive with your meetings (add contrasting statement) I don’t think this is a huge problem, but I do think that if you make a couple small changes.....”

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# Preparing for the conversation

## Unhelpful motives

- Be right
- Look good/save face
- Win
- Punish/blame
- Avoid conflict

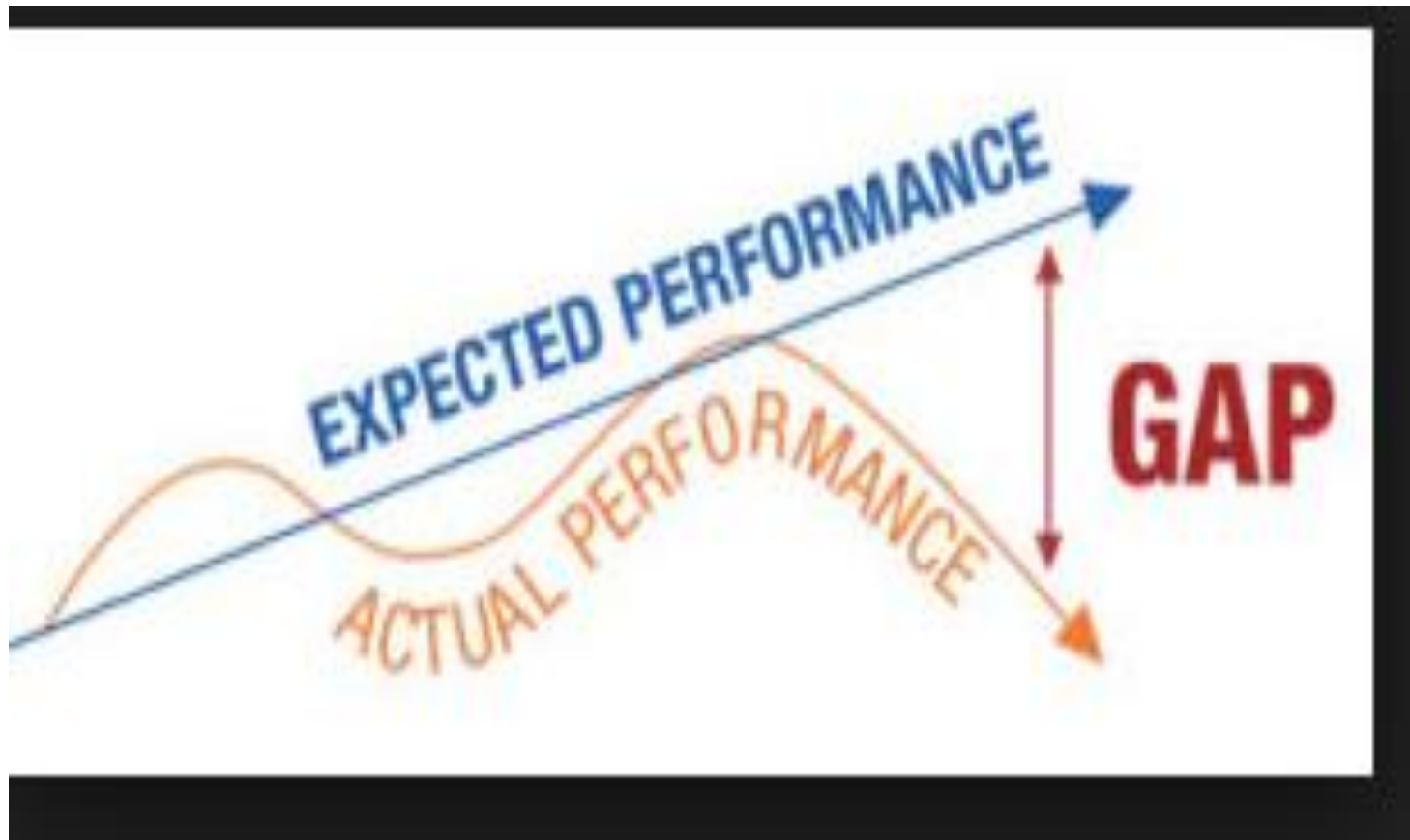
## Helpful motives

- Learn
- Find the truth
- Produce results
- Strengthen relationships
- Close gaps

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# When we fail to hold each other accountable



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# Put it to practice – Being mindful

- Observe the present moment as it is
- Let your judgments roll by
- Return to the present when your mind drifts
- Keep an open mind
  - Have clear lenses; no filters
- Learn to respond, rather than react
  - Become aware of the impact your words will have
- Remember, thoughts are not facts
  - Check your lenses

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# Emotional intelligence – SHIP Network

## A call to action

- **Mindfulness**
- Empathy
- Resilience
- Happiness
- Influence
- Authentic leadership

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*Soft skills that impact the  
interactions between a  
counselor and a beneficiary*

Dennis Smithe, Program Development  
Manager, SHIP TA Center

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# Six key soft skills

1. Genuine interest in others
2. Self-reflection
3. Ability to listen on multiple levels
4. Accessibility & authenticity
5. Flexibility
6. Sense of humor

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# Resources

- Harvard Business Review: How to be Human at Work (2017). Boston, MA: Harvard Business School Publishing
- Langer, Ellen. Langer Mindfulness Institute
- Beard, Alison. Harvard Business Review (2014)
- Covey, Stephen R. (1990). Principle-Centered Leadership. New York, New York: Simon & Schuster Inc.
- Covey, Stephen R. (1989). The Seven Habits of Highly Effective People: Restoring the Character Ethic. New York, New York: Simon & Schuster Inc.
- Crosby, Robert (1992). Walking the Empowerment Tightrope: Balancing Management Authority & Employee Influence. King of Prussia, Pennsylvania: Organization, Design and Development, Inc.
- Henderson, Stewart. (2012) Washington State Employment Security Department: Leadership Skills for Managing Change.

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# Resources

- Foundation for a Mindful Society (2019)
- Steve Bushnell, Charles Rivers Careers. 2019
- Joan Cheverie and Susan Golnick, The Professional Development Commons, March 26, 2018
- “The Dalai Lama on Why Leaders should be Mindful, Selfless and Compassionate”, by The Dalai Lama with Rasmus Hougaard.
- Al Switzler and Ron McMillan, Crucial Accountability, Vital Smarts, 2013.
- Crucial Accountability, Vital Smarts LLC, 2013 Participant Workbook
- Stephen R. Covey, Adaption from The 7 Habits of Highly Effective People

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