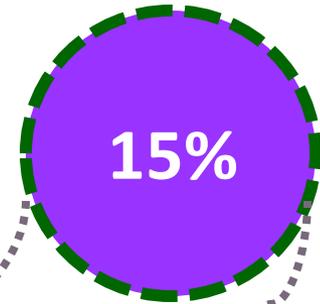
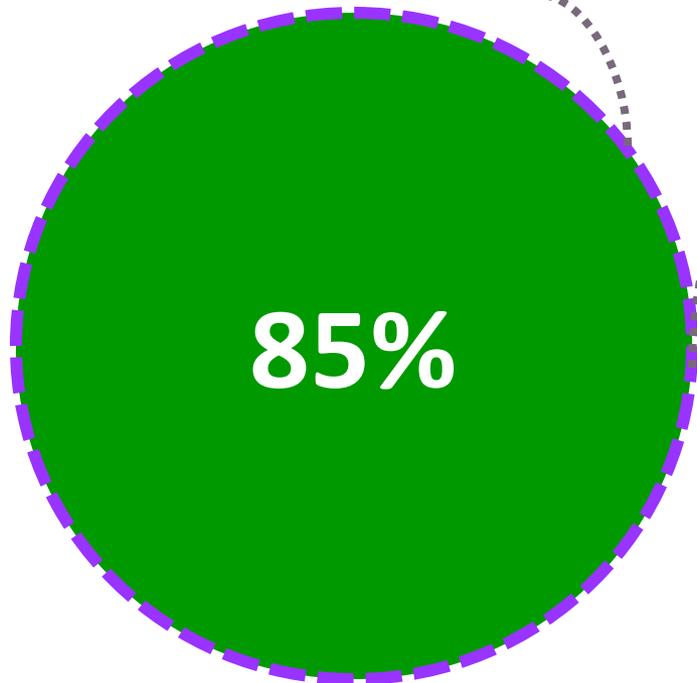


# Communication Strategies For Managers

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## Emotional Quotient (EQ)

is a way to measure how a person recognizes in themselves and others and manages these emotional states to work better as group or team.



## Intelligence Quotient (IQ)

is a value that indicates a person's ability to learn, understand, and apply information and skills in a meaningful way.

**Technical vs Interpersonal Skills**

## Confident Communicators . . . Here Are The Signs

- Credible – Easy to persuade when you are trusted.
  - Intelligent -- People relate to intelligent speakers more quickly.
  - Strategic Thinker - Understands audience and can adapt quickly.
  - Passion -- Is an asset to persuasion.
  - Information – Sensitive to issues, challenges.
  - Facts – Has prepared, information well documented.
  - Control -- Calmness is inviting.
  - Connection -- Can find common ground with audience.
  - Understanding – Knows what turns an audience on and off.
-

## Interacting With Superiors

- Be prepared. Summarize the data.
  - Keep your appeals brief.
  - Offer help without being asked for it.
  - Stick to the facts -- no weasel language.
  - Don't tell tales about your boss out of school.
  - Listen to what the boss talks about.
  - Don't take everything personally.
  - Don't pass the buck - when in doubt, assume personal responsibility.
  - In tough times, take the blame and move on.
  - Don't make the boss nervous.
  - Summarize, take notes, and send the boss a copy.
  - When the conversation ends, make sure the boss feels s/he is still in charge.
-

## Interacting With Peers

- Ask peers for their opinion “What do you think?”
- Rephrase and restate what they said.
- Recognize the good in them and their work.
- Be sensitive to their workload.
- Seek first to understand before attempting to be understood.
- Don’t tell tales out of school, and don’t spread rumors about them.
- Don’t order people around.
- Don’t cut them off.
- When referring to their work, stay away from “holding back” words.
- Tactfully sidestep conflict by looking for the positive objectives that motivate your colleague.
- Deal with a brewing feud quickly - nip it in the bud.
- Before giving them “a piece of your mind,” take a break.



## Interacting With Employees

- Use the person's first name repeatedly during an exchange.
  - Let the employee deliver the message that is on their mind.
  - Let them blow off steam - let them get it out.
  - Offer sympathy for their situation.
  - Ignore aggressively challenging questions - stick to the task.
  - Don't forget to praise.
  - Give validation when appropriate.
  - Recognize when an employee is fishing for a compliment.
  - When possible, bring the employee in on decisions affecting them.
  - Look for the valid point before responding to obstacles the employee brings to you.
  - Ask for their advice.
  - Treat employees as if they are superstars - be impressed.
-

# **Emotional Intelligence For Workplace Success**

*“Emotional intelligence is  
not about being nice; it is about  
managing emotions to achieve  
the best possible outcomes.”*

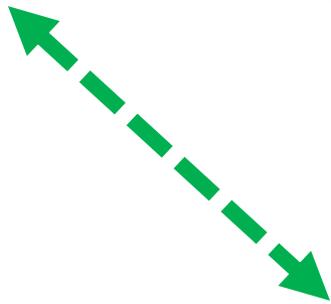
*~ Travis Bradberry, Author*

## Emotional Intelligence

... is the ability to recognize and manage one's own emotions to motivate oneself and restrain impulses.

## Emotional Maturity

... is the ability to use your emotions in a positive and constructive way in relationships with others.



# Characteristics Of People With High Emotional Intelligence



**Self-Motivated**



**Controls Impulses**



**Delays Gratification**



**Regulates Own Mood**



**Handles Stress well**



**Shows Empathy**



**Handles Anger Well**



**Listens Carefully**

## Behaviors Of People Who Have **LOW** Emotional Intelligence

- ✓ **One-way communication – with no feedback**
- ✓ **Labeling the person – playing psychologist -- name calling**
- ✓ **Both passive and aggressiveness**
- ✓ **Sarcastic - biting humor**
- ✓ **Speaks but says nothing**
- ✓ **Superior attitude – speaks down to people**
- ✓ **Mad demeanor or attitude – focus on the negative**
- ✓ **Not being aware of other's non-verbals**
- ✓ **Self-centered – It is all about me**
- ✓ **Impatient -- have you finished yet**
- ✓ **No need to finish – I know what you are going to say**

## Behaviors of People Who Have LOW Emotional Intelligence

- ✓ **Minimizing – making the problem seem trivial**
- ✓ **Gives unsolicited advice – knows it all**
- ✓ **Has a holier than thou attitude -- I could handle it better**
- ✓ **Disregarding or Invalidating feelings**
- ✓ **Not treating other's feelings with respect**
- ✓ **Raining on other people's parade**
- ✓ **Not stopping to breathe – dominates the conversation**
- ✓ **Lack of credibility – lack of respect from their audience**
- ✓ **Holding out – even when they see the light**
- ✓ **Denying everything**
- ✓ **They have the “gift of sanity” – claim to be “sane” & “reasonable”**

## Behaviors of People Who Have **LOW** Emotional Intelligence

- ✓ Thin skin – offended by everything
- ✓ Being fake with no real honesty
- ✓ Ignoring the communication markers
- ✓ Making assumptions that others understand
- ✓ Domineering personality in meetings & social settings
- ✓ Wanting to always be right & superior
- ✓ Makes arguing “an ego trip”
- ✓ Cover ups, lying by omissions, stonewalling questions
- ✓ Closed-minded – has a monopoly on truth
- ✓ A limited sphere of thinking -- shows lack of education & willingness to learn

**The  
Rewards  
Of  
Emotional  
Intelligence**

**Reduced  
Staff  
Turnover**

**Less  
Stress**

**Better  
Leadership**

**Improved  
Teamwork**

**Quality  
Relation-  
ships**

**Improved  
Decision  
Making**

## Behaviors of People Who Have High Emotional Intelligence

- ✓ Labels their feelings rather than labeling people or situations
- ✓ Distinguishes between thoughts & feelings
- ✓ Takes responsibility for their feelings
- ✓ Uses their feeling to help them make decisions
- ✓ Shows respect for other people's feelings
- ✓ Feels energized, not angry
- ✓ Validates other people's feelings
- ✓ Practices getting a positive value from their negative emotions
- ✓ Don't advise, command, control, criticize, judge or lecture to others
- ✓ Avoids people who invalidate them or don't respect their feelings



**Emotional  
Intelligence**



**Motivation**

\*\*\*\*\*

**A Focus On  
Purpose**

**Self  
Awareness**

**Self  
Management**

**Social  
Understanding  
(Empathy)**

**Social Skills  
(Relationship Mgt.)**

## Emotional High Jacking

. . . is a state when an individual's cognitions (awareness, perception, and reasoning) are overpowered by his/her emotions. It is usually referred to in the context of aggression or fearfulness. With respect to aggression, it can be said to be a sudden unleashing of rage towards another person.

Another Definition . . . Is when a person is so overwhelmed by their feelings that they act without concern for their own or others' safety.

# Emotional High Jacking

## What Causes You To Lose Emotional Control?

When you feel . . .

- someone has violated your values.
- that you have no choices or options.

When you are . . .

- in physical or emotional danger.
- treated unfairly.
- disappointed with yourself.

When something or someone gets in the way of what you want to do.

# Emotional Intelligence Skills

Optimism --

(Motivation)

Having a positive / optimistic outlook on life

Self-Awareness --

(Self-Understanding)

Understanding how you feel & how that affects others

Emotional Control –

(Self-Management / Regulation)

Dealing with change / conflict calmly

Social Skills –

(Understanding Others Empathy)

Listening intently & adapting your communications

Relationship Management -- (Flexibility Skills)

Working with others -- Using problem solving to develop options

# Developing Your Emotional Intelligence

- **Work with a mentor or personal coach to improve your emotional intelligence.**
  - **Use assessment tools to understand your strengths and vulnerabilities.**
  - **Understand your emotional style. What do you do to avoid discomfort?**
  - **Identify the causes of feelings, thoughts, distortions, and split-second responses.**
  - **Differentiate between emotion and the need to take action.**
  - **Acquire the skills of “learned optimism,” and use your optimism when appropriate.**
  - **Find better ways to explain events.**
  - **Learn to reframe negatives.**
  - **Increase your listening skills for reading the non-verbals.**
  - **Turn emotional mistakes into energy . . . make plans for a better next time.**
  - **Increase your feedback to yourself and to others.**
  - **Increase your appreciation of yourself and others.**
-

When employees are asked to list characteristics of great bosses and to classify each into one of three groups, the majority fall into the EI bucket.

Intellectual  
Intelligence

IQ

Emotional  
Intelligence

EQ

Technical  
Skills

Inspires & motivate  
Creates synergy  
Understands & explains  
Is honest - builds trust  
Celebrates employee successes  
Shows each member is valued  
Employees concerns are important

Focuses on collaboration  
Makes better experiences for staff  
Consistently acts with integrity  
Develops & supports others  
Encourages them to learn  
Builds relationships  
Addresses concerns

*“Intellectual Intelligence (IQ) has a strong predictor of success in college. But once you are in the workplace, emotional intelligence (EQ) emerges as a much stronger predictor of who will be most successful, because it is how we handle ourselves in our relationships that determines how well we do once we are in a given job.”*

*~ Daniel Goleman*

**Emotional Intelligence . . .**

**Is the ability to know another’s feelings and to act in a way that further shapes those feelings in a positive way.**

**\*\*\*\*\***

**Emotional maturity is the ability to handle relationships.**



**Communication Strategies  
For  
Difficult Situations**

## Dialogues That Make a Difference

- Do your homework.
- Get the timing and setting correct.
- Be authentic.
- Express your thoughts clearly.
- Be willing to express your feelings (tempered with reason).
- Don't fake listening -- take notes, lean in, paraphrase, ask questions.
- See the world through the employee's eyes.
- When presented with an opposing view, avoid becoming defensive or hostile (example: no yes but or, however).
- Postpone evaluation until you fully understand what the employee is saying.
- Be willing to change your mind & position when new truths are uncovered.
- Make the connection between organization as well as employee's goals.



# Effective Organizational Communication

- **Let employees know where the organization is headed.**
    - The destination**
    - The road map for getting to the destination**
    - Their role in following the road map to the destination**
  - **Let employees know clearly what is expected of them.**
  - **Clearly spell out what you are willing to do to help.**
  - **Give employees accurate and timely feedback on their performance.**
  - **Inform employees about the progress of the organization.**
  - **Provide accurate and complete information.**
  - **Let employees know about major issues influencing the organization.**
  - **Actively seek Ideas, opinions, and suggestions from employees.**
  - **Interact with employees one-on-one to discuss their concerns & goals.**
  - **Find ways to bump shoulders with them.**
  - **Talk the talk and walk the talk.**
-

## Calming the Angry / Upset Employee (Slide 1 of 2)

- Speak softly, but assertively.
  - Isolate them where possible.
  - Sit down when possible -- motion for them to sit.
  - Offer them something to drink, sit, copy, etc.
  - Let them get it out.
  - Use their name.
  - Restate what you hear and ask questions.
  - Say to person "thanks for . . ."
  - Offer alternatives -- talking about what you can do.
-

## Calming the Angry / Upset Employee (Slide 2 of 2)

- Say, "I'm sorry . . . ," and, "I do want to help you."
- Use "powerful" words -- avoid words that create problems.
- When talks break down, go back to points of agreement.
- Say, "Please call me back if you haven't heard from me by . . ."
- Do something right now.
- Get others with knowledge involved.
- Under promise and over deliver.
- Give written guidelines.
- Whenever possible, be their advocate -- not their adversary.

---

***"Don't fight, make it right. Fix the problem & the bad behavior will go away."***  
***~ Hardee's Restaurant's Complaint Handling Policy***

## Improving Employee Relationships (Page 1 of 2)

- Start by looking at your own behavior. Are you consciously or unconsciously doing things to trigger hostility.
- Do you have a strong positive or negative reaction to him / her? Change your attitude.
- Give them the benefit of the doubt.
- Reduce the frequency of your contact or take some cooling-off time.
- Listen carefully to each other's side.
- Ask a third party to mediate.

***“Small - minded people fight with their fists and clubs. Petty minded people, who are just a notch above them, fight with their mouths, and truly big minded people don’t fight at all.”***

***~ David Schwartz, Author, The Magic of Thinking Big***

## Improving Employee Relationships (Page 2 of 2)

- Consider going to personnel for help.
  - Ask for a change in your work situation.
  - Let the coworker know that you care and the relationship matters to you.
  - Use "I" statements.
  - Keep it simple. Focus on one issue instead of everything under the sun.
  - Avoid getting into one-up situations.
  - Emphasize your similarities and share goals.
  - Share credit so that you get labeled as "we."
-

## Repairing Damaged Employee Relationships

- Listen For Understanding.
- Express Respect And Regret.
- Uncover Expectations.
- Offer Alternatives (Solutions).
- Ask What Are Your Suggestions.
- Get Agreement.
- Take Action And Follow Through.
- Follow Up To Check For Satisfaction.

***"Look for the gifts -- the things that every unpleasant encounter can teach you about dealing with ugly human behavior."  
~ Rebecca Morgan, Consultant***

## Analyzing Lessons Learned For The Next Time

1. What worked?
2. What mistakes did I make?
3. What opportunities did I miss?
4. What is the learning?
5. What skill can I take into the next challenge?

*"I am going to be meeting people today who talk too much - people who are selfish, egotistical, ungrateful, but I won't be surprised or disturbed, for I can't imagine a world without such people."*

*~ Marcus Aurelius*

**The End . . .  
Thank You!**

\* \* \* \* \*

**See You At the Top!**



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