HOW TO OPTIMIZE EQ
And Become a Successful IA Change Catalyst

JANNIES S. BURLINGAME, CPA, CRMA
SOFT SKILLS

“If your emotional abilities aren’t in hand, if you don’t have self-awareness, if you are not able to manage your distressing emotions, if you can’t have empathy and have effective relationships, then no matter how smart you are, you are not going to get very far.”

“As much as 80% of adult ‘success’ comes from EQ.”

~Daniel Goleman
“EQ, more than any other factor, more than IQ, or expertise, accounts for 85% - 90% success at work...IQ is a threshold competence. You need it, but it doesn’t make you a star. Emotional intelligence can.”

~Dr. Warren Bennis
Traditionally, internal auditors have not been widely recognized as possessing these ‘soft skills,’ but they are essential to effectively navigating the often rough waters internal auditors must confront. After all, the news they must deliver is not always good, and they need to be well prepared.”

~Richard Chambers

“The Relationship Advantage: Maximizing CAE Success”

- Positive Intent
- Diplomacy
- Prescience
- Trustworthiness
- Leadership
- Empathy
TODAY’S TOPICS

Part I: Overview of Soft Skills
Part II: Deconstruct EQ
Part III: Value to Auditors
Part IV: Charisma
Part V: Takeaways

https://www.polleverywhere.com/multiple_choice_polls/jhJ2CHA51CoVZ3H
WHAT IS EQ?

A set of emotional and social skills that collectively establish how well we:

- Perceive and express ourselves
- Develop and maintain social relationships
- Cope with challenges

 Predictor of success in life and work
ROI

- Stress Management
- Stronger relationships
- More efficient decision making
- Increased motivation and job satisfaction
- Greater opportunities for advancement
- Learn blind spots & triggers

Part I: Overview of Soft Skills
Source: Narang and Fields
EQ COMPONENTS

- Relationship Management
- Social Awareness
- Self Management
- Self Awareness

Part II: Deconstruct EQ
## THE EQ MATRIX

<table>
<thead>
<tr>
<th>Self</th>
<th>Social</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Self Awareness (SA)</strong></td>
<td><strong>Social Awareness</strong></td>
</tr>
<tr>
<td>• Self Confidence</td>
<td>• Empathy</td>
</tr>
<tr>
<td>• Emotional SA</td>
<td>• Organizational Awareness</td>
</tr>
<tr>
<td>• Self Assessment</td>
<td>• Understanding Environment</td>
</tr>
<tr>
<td><strong>Self Management</strong></td>
<td><strong>Relationship Management</strong></td>
</tr>
<tr>
<td>• Trustworthiness</td>
<td>• Inspirational Leadership</td>
</tr>
<tr>
<td>• Adaptability</td>
<td>• Influence</td>
</tr>
<tr>
<td>• Drive</td>
<td>• Developing Others</td>
</tr>
<tr>
<td>• Motivation</td>
<td>• Building Bonds</td>
</tr>
<tr>
<td>• Initiative</td>
<td>• Team Work</td>
</tr>
</tbody>
</table>

**Part II: Deconstruct EQ**
THE BIOLOGY OF EQ

EQ is driven by two parts of the Brain:

- Amygdala
- Pre-frontal cortex

Amygdala
- Fight or flight response

Pre-frontal cortex
- Conscious, logical reasoning part of the brain

Part II: Deconstruct EQ
Source: Narang and Fields
SYSTEM HIJACK

- When the amygdala overrides the pre-frontal cortex

Primitive response takes control:

- Physiological response
- You have a strong emotional response
- The negative emotions are sudden and intense
- You quickly react to something

Part II: Deconstruct EQ
Source: Narang and Fields
TRIGGERS

- What are your triggers?
- What elicits a negative response?

**HALT**
- Hungry
- Angry
- Lonely
- Tired

Part II: Deconstruct EQ
In conjunction with Narang and Fields
THE EQ-I2.0 MODEL

Part II: Deconstruct EQ

Copyright © 2011 Multi-Health Systems Inc. All rights reserved.
Based on the original BarOn EQ-i authored by Reuven Bar-On, copyright 1997.
WHAT IS THE EQ-I2.0?

- Accurately assess current state
- Measures levels of emotional and social capability
- Tool for improving performance
  - customized action plan
  - focus on the development needs

Part II: Deconstruct EQ
Source: Narang and Fields
WHAT DOES IT MEASURE?

The EQ-i2.0 measures five distinct aspects of emotional and social functioning:

1. **Self-Perception** – understanding your emotions
2. **Self-Expression** – expressing your emotions
3. **Interpersonal** – develop and maintain relationships
4. **Decision Making** – use emotions to make better decisions
5. **Stress Management** – cope with challenges

Part II: Deconstruct EQ
Source: Narang and Fields
1. SELF PERCEPTION

A. Self Regard – How you feel about yourself

B. Self Actualization – How people feel towards life’s path

C. Emotional Self Awareness – Recognize feelings and the impact on others

“To realize that you do not understand is a virtue; not to realize that you do not understand is a defect.”

~Lao Tzu

Part II: Deconstruct EQ
Self Awareness
EQ CHALLENGE
Self Awareness

Meditate
- Beginner: “check-in”
- Intermediate: “10-Day Meditation Challenge”
- Over-Achiever: Vapassana/Meditation Retreat
2. SELF EXPRESSION

A. Emotional Expression – Saying how you feel

B. Assertiveness – Standing up for yourself

C. Independence – Standing on your own two feet

“Never be bullied into silence. Never allow yourself to be made a victim. Accept no one’s definition of your life; define yourself.”

~Robert Frost

https://www.youtube.com/watch?v=pbHC7708XbY&feature=em-upload_owner
2A. EMOTIONAL EXPRESSION

- Use “I” instead of “you”
- Label the feeling
  - Use your words: Disappointed, upset, stunned
- Don’t point
- Stick to the behaviors vs. personality traits
- Steer away from generalizations
  - “You always”
  - “You never”
- Know your triggers

Part II: Deconstruct EQ
Source: Narang and Fields
2B. ASSERTIVE
(Group Discussion)

What’s the difference between being assertive, aggressive, and passive aggressive?

- **Assertive** = Express yourself + respect
- **Aggressive** = Express yourself + respect (crossed out)
- **Passive Aggressive** = Express yourself + respect (crossed out)

Part II: Deconstruct EQ
Self Management
THE DIFFERENCE BETWEEN EMPATHY AND SYMPATHY

EMPATHY
Sympathy vs. Empathy Short Video

BLAME
Blame Illustration

Practical Use: Audit Reports
3. INTERPERSONAL

A. Interpersonal relationships – establish and maintain mutually satisfying relationships

B. Empathy – ability to be aware of, understand and appreciate the feeling of others.

C. Social Responsibility – working in groups

Part II: Deconstruct EQ
Social Management
Source: Narang and Fields
3B. EMPATHY: THE POWER OF ACTIVE LISTENING

“When you talk, you are only repeating what you know. But when you listen, you may learn something new.” DL

Part II: Deconstruct EQ
Source: Narang and Fields
Social Awareness
3B. EMPATHY

Not just humans...

Part II: Deconstruct EQ
Social Awareness
4. DECISION MAKING

A. Problem Solving

B. Reality testing – Being Grounded.

C. Impulse control – Rash decision making

Part II: Deconstruct EQ
Source: Narang and Fields
4C. IMPULSE CONTROL: THE MARSHMALLOWS TEST

- Conducted at Stanford University
- Four year old children and 1 marshmallow
- “You can eat it now or wait until I come back and eat two”
4C: IMPULSE CONTROL RESULTS

Longitudinal study:

- Those who grabbed the marshmallow were more likely to fall apart under stress, picked fights more often, and were less able to resist temptation in pursuit of their goals.
- Those who waited scored 210 points higher on SAT’s.

Part II: Deconstruct EQ
Source: Narang and Fields
5. STRESS MANAGEMENT

A. Flexibility – adjust emotions, thoughts and behavior to changing situations and conditions

B. Stress Tolerance – manage your response, values and assumption

C. Optimism – ability to look at the brighter side of life

https://www.youtube.com/watch?v=3aDXM5H-Fuw
HOW DO YOU MANAGE STRESS?

Group Discussion
STOP
- Stop
- Take a breath
- Observe
- Proceed

Excusing Yourself
- Take a walk (Nature)
- Count to 10
- Meditation
- Exercising
EQ CHALLENGE
STRESS MANAGEMENT
How to Handle an Emotional Hijack

- **Awareness:** Stop! Realize you are being hijacked
- **Breathe:** Take 4-5 cleansing breathes
- **Credit:** Gratitude = Mood-shifter
- **De-brief:** calm, re-evaluate, pin-point the triggers
SOCIAL AWARENESS

- **Empathy**: Sensing others' feelings and perspectives, and taking an active interest in their concerns
- **Organizational Awareness**: Reading a group's emotional currents and power relationships
- **Service Orientation**: Anticipating, recognizing, and meeting customers' needs, mentorship

Example:
- PBC’s
- playground

Part II: Deconstruct EQ
SOCIAL MANAGEMENT (1-2)

- Developing Others: Sensing others' development needs and bolstering their abilities
- Inspirational Leadership: Inspiring and guiding individuals and groups
- Change Catalyst: Initiating or managing change

Part II: Deconstruct EQ
SOCIAL MANAGEMENT (2-2)

- **Influence:** Wielding effective tactics for persuasion
- **Conflict Management:** Negotiating and resolving disagreements
- **Teamwork & Collaboration:** Working with others toward shared goals. Creating group synergy in pursuing collective goals

Real Life Example
It can save your life!!
Let’s practice influence

- **Beginner:** Smile + 1 positive comment
- **Intermediate:** Build Rapport
- **Over-Achiever:** Change Catalyst

- **Charm**

Challenge Yourself
Domain IV: Social Management
AWARENESS & MOTIVATION

“When awareness is brought to an emotion, power is brought to your life.”

~Tara Meyer Robson
Integrity
The integrity of internal auditors establishes trust and thus provides the basis for reliance on their judgment.

“Internal auditors have a “professional mandate” to exhibit integrity as well as trust, independence, objectivity and similar qualities in all of their work. “
~Gregory Grocholski, CAE Dow Chemicals
VALUE TO INTERNAL AUDITORS

7 Attributes of Highly Effective Internal Auditors
Succeeding as a 21st Century Internal Auditor

“Soft skills are the new hard skills, believe me.”
~Larry Harrington, Raytheon CAE

Part III: Value to Internal Auditors
VALUE TO INTERNAL AUDITORS

Top 5 IA Skills Sought by Global Recruiters

1. Analytical and critical thinking (72%)
2. Communication skills (57%)
3. IT general skills (49%)
4. Risk management (49%)
5. Business acumen (43%)

Results of the 2012 Global Pulse Survey Conducted by IIA’s Audit Executive Center

Part III: Value to Internal Auditors
VALUE TO INTERNAL AUDITORS
CAEs Also Target Personal Skills for Improvement

1. Presenting/Public Speaking
2. Developing board committee relations and outside contacts/networking
3. Persuasion
4. Negotiation/Confrontation
5. Using/Mastering Technology

Results of Protiviti’s IA Capabilities and Needs Survey Report
CHARISMA

Part IV: Charisma
1. PRESENCE

- Conversational Focus
- Milliseconds
- Wired for distraction

Part IV: Charisma
1. PRESENCE
Putting it into Practice

Sounds

Breath

Toes

Source: Cabane, “The Charisma Myth”
Part IV: Charisma
2. POWER

Part IV: Charisma

MIT Media Lab
2. Power: Putting it into Practice

Physical

Mental

Techniques
1. Destigmatize: Harvard Study
2. Detach: Graffiti
3. Re-write Reality
3. WARMTH
Friend or Foe?
Visualization/Method Acting

Source: Cabane, “The Charisma Myth”
Part IV: Charisma
Warmth: Putting it into Practice

- Smile: Real vs. Fake
- Fact vs. Fiction
- Brain Chemist
- Metta

“Charismatic behavior must originate in... your mind.”

Source: Cabane, “The Charisma Myth”
Part IV: Charisma
Warmth: Putting it into Practice

Essential Ingredients and Techniques:

- Goodwill + Empathy = Compassion

- Cognitive Re-framing

- Difficult Person – Use your Imagination

Source: Cabane, “The Charisma Myth”
Part IV: Charisma
Few More Charisma Tips:

Being a Charismatic Conversationalist

• Spotlight
  “You know __________ ....”

• Exit Strategy
  Let me introduce you to __________
  Offer something up of value

• It’s all about the feeling
  Gratitude on demand => happiness

https://www.youtube.com/watch?v=3Zl9puhwiyw
Gratefulness.org

Source: Brother David Steindl-Rast, monk and interfaith scholar
Part IV: Charisma
EQ Challenge
Stress Management

Presence

Pause  Identify  Diffuse
First Impressions

• Primacy Effect
• How long?
• Why?
• MIT Media Lab finding
• Microexpression

Source: Cabane, “The Charisma Myth”
Part IV: Charisma
First Impressions
Let’s Practice – A Visualization Exercise

I. Friend or Foe Test
  • Imagine….

II. What’s Next?
  • Angle
  • Strength
  • Length of time

Source: Cabane, “The Charisma Myth”
Part IV: Charisma
First Impressions

III. Conversation

• Don’t try to impress them

• “You can make more friends in two months by becoming interested in other people than you can in two years by trying to get other people interested in you”

~Dale Carnegie, 1926

• Be present

Source: Cabane, “The Charisma Myth”

Part IV: Charisma
IV. TOP 10 TAKEAWAYS (1-2)

1. Practice humility
2. Know your triggers
3. Heavily meditate : Theta Mode
4. Practice Empathy
5. Know thyself
6. Communicate emotions honestly
7. Be Present
8. Practice Gratefulness
9. Visualization/Method Acting
10. 1 in 60 Rule
In Closing...

"If A equals success, then the formula is:

\[ A = X + Y + Z \]

\[ X = \text{work}, \ Y = \text{play}, \ Z = \text{keep your mouth shut}. \]

\[ A = (X + Y + Z) \text{ EQ} \]

“If you are confused, you are using your brain”

~Einstein
APPENDIX A (1-4)
SIGNS OF HIGH VS. LOW EQ

High
✦ Balances feelings with reason, logic, and reality.
✦ Acts out of desire, not because of duty, guilt, force or obligation.
✦ Is intrinsically motivated, but not by power, wealth, status, fame, or approval.
✦ Is emotionally resilient.
✦ Tends to feel optimistic and also realistic
✦ Does not internalize failure
✦ Is interested in other people's feelings and comfortable talking about feelings.
APPENDIX A (2-4)
SIGN OF HIGH VS. LOW EQ

High

- Expresses his feelings clearly and directly with "I feel..."
- Is not afraid to express her feelings.
- Is not dominated by negative emotions such as Fear, Worry, Guilt, Shame, Embarrassment, Obligation, Disappointment, Hopelessness, Powerlessness, Dependency, Victimization, Discouragement
- Is able to read non-verbal communication.
- Lets his feelings lead him to healthy choices and happiness.
Low

- Doesn't take responsibilities for his feelings; but blames you or others for them.
- Can't put together three word sentences starting with "I feel..."
- Attacks, blames, commands, criticizes, interrupts, invalidates, lectures, advises and judges you and others.
APPENDIX A (4-4)
SIGNS OF HIGH VS. LOW EQ

Low

❖ Often begins sentences with "I think you..."
❖ "Sends "you messages" disguised as "I feel messages" For example, "I feel like you ....”
❖ Lays guilt trips on you.
❖ Is a poor listener. Interrupts. Invalidates. Misses the emotions being communicated. Focuses on "facts" rather than feelings.
Books

- “Emotional Intelligence,” Daniel Goleman
- “Emotional Intelligence 2.0,” Travis Bradberry
- “Go Suck a Lemon: Strategies for Improving your Emotional Intelligence,” Michael Cornwall
- “How to Win Friends and Influence People,” Dale Carnegie
- “Nonviolent Communications, A Language of Life” Marshall Rosenberg
Websites

- Brene Brown Empathy vs. Sympathy: https://www.youtube.com/watch?v=1Evwgu369Jw
- High vs. Low EQ: http://eqi.org/signs.htm
- Gratefulness.org
APPENDIX B (2-2)
EQ BOOKS & RESOURCES
Websites

- The Business Case for EI in the Workplace

- The EQ Institute: www.eqi.org

- 7 Habits of Highly Effective Auditors:
  https://global.theiia.org/news/Documents/7%20Attributes%20of%20Highly%20Effective%20Internal%20Auditors.pdf

- Mr. Rogers: Get Mad Song:
  http://pbskids.org/rogers/songLyricsWhatDoYouDo.html

- Rabbi Dr. Abraham Twerski (Lobster):
  https://www.youtube.com/watch?v=3aDXM5H-Fuw
APPENDIX C: EQ COMPONENTS

**Personal Competence**

**Self awareness**
- Ability to perceive your emotions and understand them
- Knowing your triggers

**Self management**
- Impulse control: Managing your tendencies
- Stay flexible and manage emotions

**Social Competence**

**Social awareness**
- Ability to pick on the emotions of others
- Understanding emotions in others while managing your own

**Relationship management**
- My emotions + your emotions = manage interactions successfully
“It is unwise to be too sure of one's own wisdom. It is healthy to be reminded that the strongest might weaken and the wisest might err.”
~Mahatma Gandhi

“Humility is the solid foundation of all virtues”
~Confucius
KINDNESS

“Smile at each other, smile at your wife, smile at your husband, smile at your children, smile at each other – it doesn’t matter who it is – and that will help you to grow up in greater love for each other.”

~Mother Teresa
ADAPTABILITY

“In the struggle for survival, the fittest win out at the expense of their rivals because they succeed in adapting themselves best to their environment.”

~Charles Darwin
APPENDIX D

EQ MODEL CITIZENS

Mr. Rogers Clip

IQ accounts for a max of 25% job success

Star performers’ EQ is 2x as importance as cognitive ability

How people feel about their company (climate) drives 20 – 30% of their performance

Estimated that 50 – 70% of climate is driven by the manager and how effective they are in managing their people, all of which is highly dependent on EI.
APPENDIX F

Source: Lori Marino, Neuroscience and Behavior Biology
Convergence in Intelligence and Self-Awareness