Personality and Emotional Intelligence

Connections and Discontinuities

Roger R. Pearman
Lessons Learned

Learning Agility

Situational Factors

Our Basic make-up
Emotional Intelligence (in some form) is being explored around the globe
In the Chat Box

• If you use a particular framework on emotional intelligence, what/whose is it? (EQ-I, Goleman, Cooper, etc.)
## Emotions

<table>
<thead>
<tr>
<th>Category</th>
<th>Labels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pleasant</td>
<td>Caring, Joy, Love</td>
</tr>
<tr>
<td>Neutral</td>
<td>Anticipation, Interest, Surprise</td>
</tr>
<tr>
<td>Unpleasant</td>
<td>Anger, Disgust, Embarrassment, Fear, and Sadness</td>
</tr>
</tbody>
</table>
“Rules” of Emotions

• You generate your emotions. No one “causes” you to have a particular emotional response.

• Your emotions are greatly affected by your “mind maps” about your experience.

• You are wired for emotional responses, and this motivates behavior.
Emotional Intelligence

• is an array of noncognitive capabilities, competencies, and skills
• influences the ability to succeed in coping with environmental demands and pressures
• is a factor in determining one’s ability to succeed in life
• relates to potential for performance
• is made up of components that can change and be altered
Warmth and Competence

Warm and Incompetent: Sympathy, Dismissal
Warm and Competent: Admiration, Loyalty
Cold and Competent: Envy, Neglect
Cold and Incompetent: Irritation, Disregard

Many sources report these findings. HBR recently explored this phenomena.
Warmth and Competence

<table>
<thead>
<tr>
<th>Effort Level</th>
<th>Reward Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Small Discretionary Effort; $ even</td>
<td>8-15% Discretionary Effort; $ up 4-11%</td>
</tr>
<tr>
<td>No Discretionary Effort; $ even to loss</td>
<td>No Discretionary Effort; $ loss</td>
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Many sources report these findings. HBR recently explored this phenomena.
In the Chat Box

• If you use a particular framework related to personality, what/whose is it? (Psychological type, HOGAN, Big Five, etc.)
Personality Research Trends

- Consistency and Persistence, “characterlogical consistency”
- Individual Differences
- Contextual, Processes, Inherited Elements
- Complex Systems (Cervone, Shoda, etc)
- Variations in behavior, impact on performance
Personality and Emotions

- Personality provides the “lens” through which events are experienced and expressed.

- Emotional needs are addressed through different behaviors that are extensions of personality (e.g. Extraverts use one strategy for inclusion while Introverts use a different strategy).

- Interdependent reinforcement in the pleasure-pain-path triad (e.g. “order” is pleasure for some, pain for others).

- Meaning making is personality based which creates a platform for emotional experiences.
Emotions appear to be a neurological and biological aspect of individual make up; emotions have their own “program” that operates outside of conscious awareness and control. Personality and personality development is a multi-layered system producing characterological consistency about which greater conscious awareness and control are possible.

Emotions serve as an internal system feedback about relative safety of the organism.

Personality serves as a social mechanism for interacting and managing self and being with others.

You can accurately predict emotional reactions given personality attributes, you cannot accurately predict personality attributes from emotional reactions. (Angry because of others’ incompetence or personal rudeness?)
## Perceiving
Ways of Taking in Information

<table>
<thead>
<tr>
<th>Type Term</th>
<th>Everyday Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introverted Sensing (S_I)</td>
<td>Mental rehearsal or review of a fact</td>
</tr>
<tr>
<td>Introverted Intuition (N_I)</td>
<td>Understanding of future outcomes</td>
</tr>
<tr>
<td>Extraverted Sensing (S_E)</td>
<td>External focus on the moment</td>
</tr>
<tr>
<td>Extraverted Intuition (N_E)</td>
<td>Sharing of ideas, possibilities, and associations</td>
</tr>
</tbody>
</table>

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## Judging
### Ways of Making Decisions

<table>
<thead>
<tr>
<th>Type Term</th>
<th>Everyday Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introverted Thinking (Ti)</td>
<td>Analyzing pros and cons; comparing options</td>
</tr>
<tr>
<td>Introverted Feeling (Fi)</td>
<td>Evaluating ideals; having a personal mission</td>
</tr>
<tr>
<td>Extraverted Thinking (Te)</td>
<td>Critiquing to find a better solution; identifying long-term outcomes</td>
</tr>
<tr>
<td>Extraverted Feeling (Fe)</td>
<td>Demonstrating empathy toward others</td>
</tr>
</tbody>
</table>
## Perceiving
Ways of Taking in Information

<table>
<thead>
<tr>
<th>Type Term</th>
<th>Derails by .....</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introverted Sensing (S_I)</td>
<td>Equating a “fact” with emotions</td>
</tr>
<tr>
<td>Introverted Intuition (N_I)</td>
<td>Misaligning meaning to events</td>
</tr>
<tr>
<td>Extraverted Sensing (S_E)</td>
<td>Failing to see trend, pattern in behavior</td>
</tr>
<tr>
<td>Extraverted Intuition (N_E)</td>
<td>Overwhelming others with information</td>
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</table>
## Judging

**Ways of Making Decisions**

<table>
<thead>
<tr>
<th>Type Term</th>
<th>Derails by….</th>
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<tbody>
<tr>
<td>Introverted Thinking ($T_I$)</td>
<td>Equates theory of what is happening with the meaning others are making</td>
</tr>
<tr>
<td>Introverted Feeling ($F_I$)</td>
<td>Misreads and misjudges others’ experience</td>
</tr>
<tr>
<td>Extraverted Thinking ($T_E$)</td>
<td>Assuming a better analysis will enrich relationships</td>
</tr>
<tr>
<td>Extraverted Feeling ($F_E$)</td>
<td>Ignoring boundaries</td>
</tr>
</tbody>
</table>
Flexibility
Dimensions of Effectiveness
The Know-Do Gap

- Awareness
- “Owning impact”
- Identifying behavior to shift
- Creating a prompt for blending into everyday activity
- Contracting with accountability partner for monitoring shift
- Seeking feedback on impact of shift, readjust
- Tools: *FYI: For Your Improvement* or *People Skills Handbook*.
Constructive Action

• To facilitate the use of the information in emotions, do the following:
  • Know how to identify the emotions in a situation and decode (using this booklet). Assume positive intent.
  • Review the assumptions about the situation and probable desired outcomes on the part of those involved.
  • Prepare a response that is designed to direct the interaction toward appropriate options.
  • Employ a discovery strategy (in this booklet) for the relevant emotions that transforms the situation.

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Tactic 1—Reframing Coping Strategies

• Identify the main stressors in your life and their link to emotions.
• Outline the key assumptions you have about each stressor and identify the associated behavior.
• Describe your current strategy and a potential coping strategy associated with these emotions.
Tactic 2—Sources of Renewal

• List the twelve activities that renew you.

• Evaluate potential resisters to doing these more.

• Consider how integrated these activities are in your life.

• Identify three things for future renewal.
Tactic 3—Emotional Hijacking and Comfort

• Identifying the sources of emotional hijacking and comfort is a step toward intentional constructive behavior.

• Be as specific and realistic as possible about your triggers.

• Use the information to reduce hijacking triggers and increase comfort triggers.
Tactic 4—Your Happiness & Health Thermostat

• Clarify what is really important to you in the “big picture” of your life.
• Identify how you live your coping strategies that enrich your health.
• Find the sources of energy that are congruent with your “big picture.”
• Discuss this information with others.
Tactic 5—Lessons of the Past

• Using experiences from childhood, young adult years, and recent adult periods of your life, identify pleasant experiences that have been fulfilling and enriching.

• Explore how to use those lessons in your life right now.
Suggested Resources


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• What is on your mind as it relates to personality and emotional intelligence?