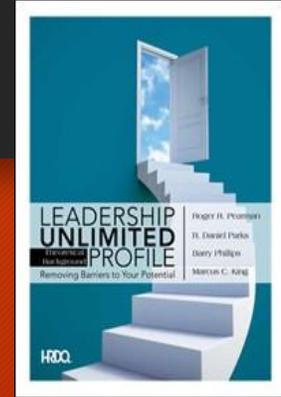
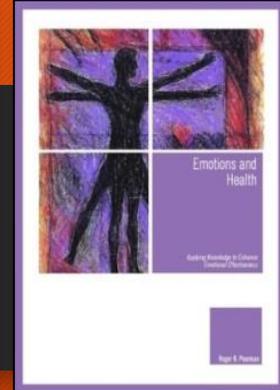
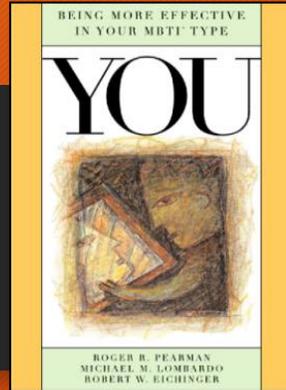
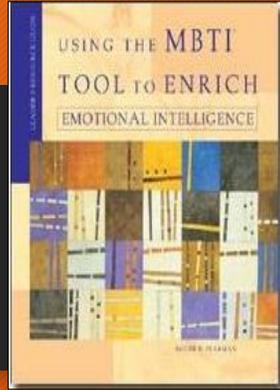
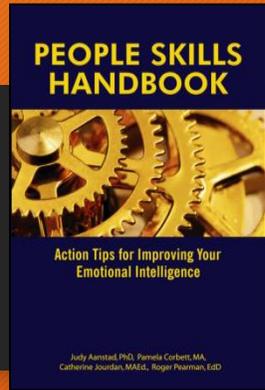
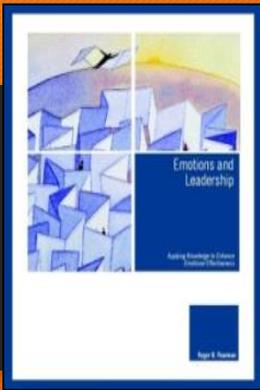


Personality and Emotional Intelligence

Connections and Discontinuities

Roger R. Pearman



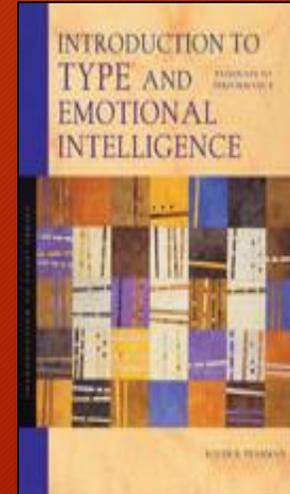
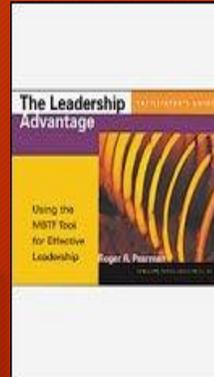
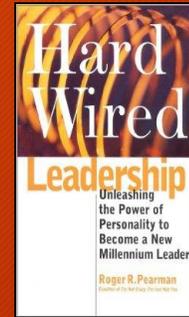
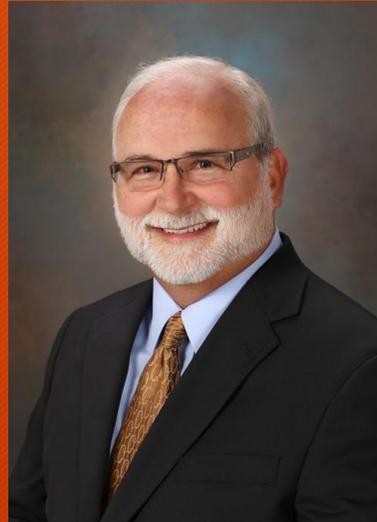
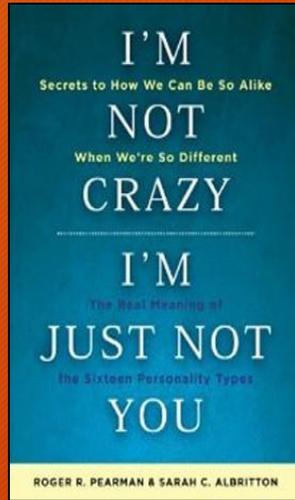


PEARMAN[™]
PERSONALITY INTEGRATOR

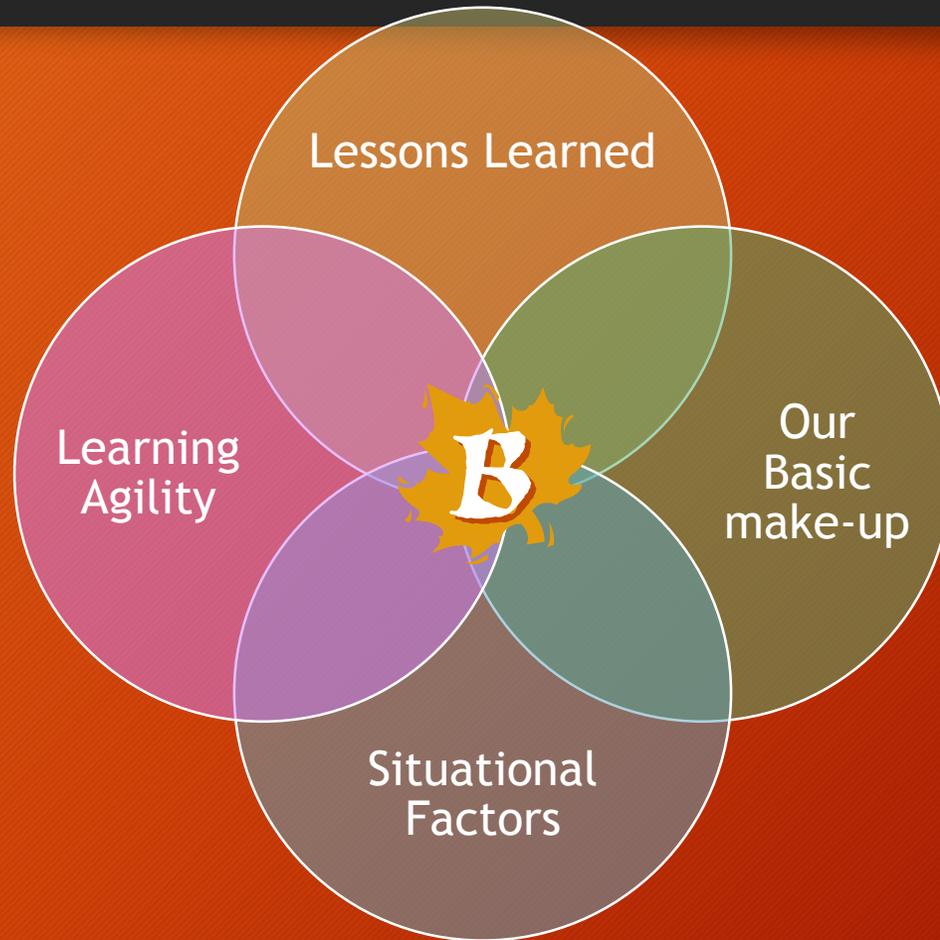
Leadership Lens

for John Smith
April 29, 2015

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BEHAVIOR--INFLUENCES



**Emotional
Intelligence (in
some form) is
being explored
around the globe**

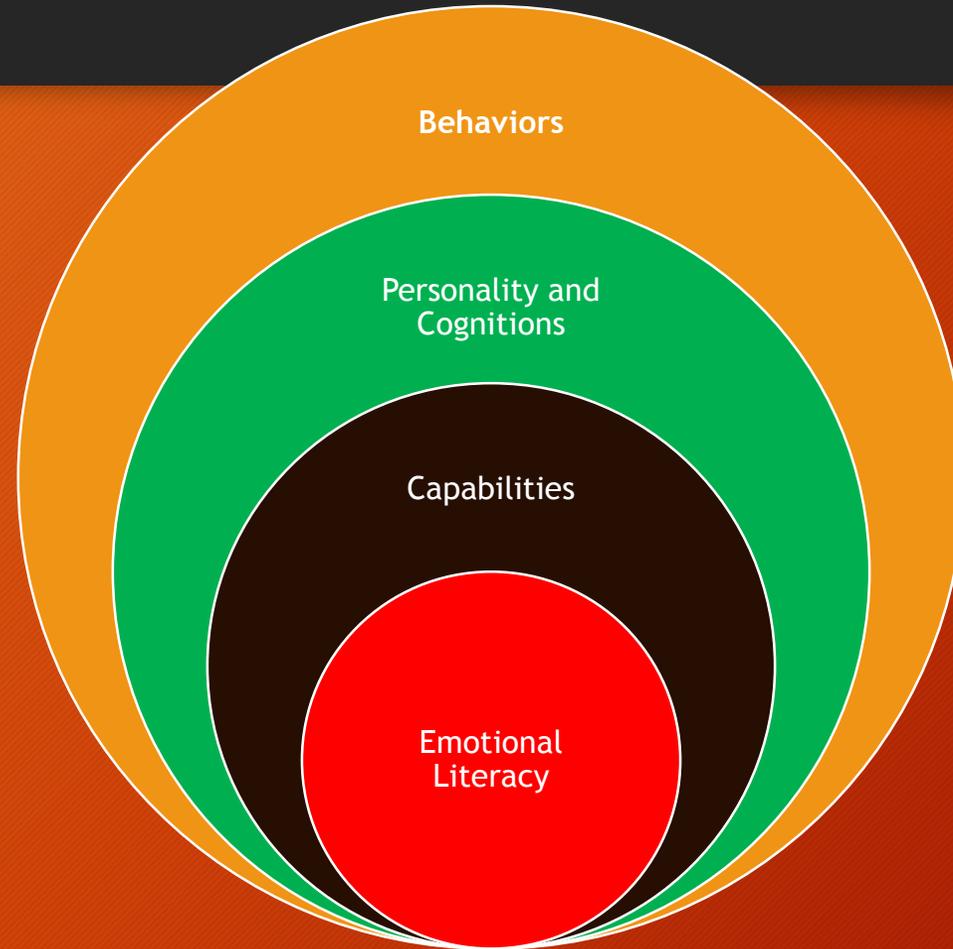


In the Chat Box

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

EQ Scope

6



Emotions

7

Category	Labels
Pleasant	Caring, Joy, Love
Neutral	Anticipation, Interest, Surprise
Unpleasant	Anger, Disgust, Embarrassment, Fear, and Sadness

“Rules” of Emotions

8

- 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

9

- 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

Very Small
Discretionary
Effort;
\$ even

8-15%
Discretionary
Effort;
\$ up 4-11%

No Discretionary
Effort;
\$ even to loss

No Discretionary
Effort;
\$ loss

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, “characterological 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 (eg. 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
-

Discontinuities---Breaks in Systems

- 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

16

Type Term	Everyday Example
Introverted Sensing (S _I)	Mental rehearsal or review of a fact
Introverted Intuition (N _I)	Understanding of future outcomes
Extraverted Sensing (S _E)	External focus on the moment
Extraverted Intuition (N _E)	Sharing of ideas, possibilities, and associations

Judging

Ways of Making Decisions

17

Type Term	Everyday Examples
Introverted Thinking (T _I)	Analyzing pros and cons; comparing options
Introverted Feeling (F _I)	Evaluating ideals; having a personal mission
Extraverted Thinking (T _E)	Critiquing to find a better solution; identifying long-term outcomes
Extraverted Feeling (F _E)	Demonstrating empathy toward others

Perceiving

Ways of Taking in Information

18

Type Term	Derails by.....
Introverted Sensing (S _I)	Equating a “fact” with emotions
Introverted Intuition (N _I)	Misaligning meaning to events
Extraverted Sensing (S _E)	Failing to see trend, pattern in behavior
Extraverted Intuition (N _E)	Overhwhelming others with information

Judging

Ways of Making Decisions

19

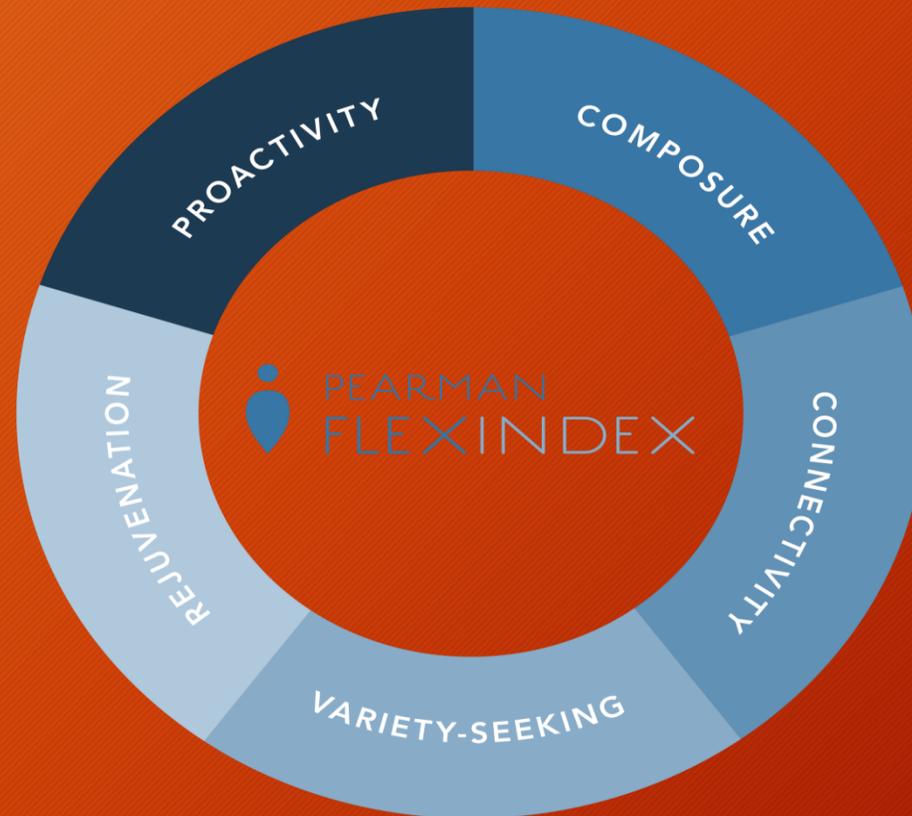
Type Term	Derails by....
Introverted Thinking (T_I)	Equates theory of what is happening with the meaning others are making
Introverted Feeling (F_I)	Misreads and misjudges others' experience
Extraverted Thinking (T_E)	Assuming a better analysis will enrich relationships
Extraverted Feeling (F_E)	Ignoring boundaries

7/7/2016

2.9

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

22

- 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.

Tactic 1—Reframing Coping Strategies

23

- 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

24

- 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

25

- 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

28

- Benson, J. and Stuart, E. (1992) *The Wellness Book*. New York: Simon & Schuster.
- Collingwood, J. (2005) *Get Fit: Stress management*. London: MQ Publications Limited.
- Stein, S. & Book. (2006). *EQ Edge*. Toronto, MHS.
- Seligman, M. (2002). *Authentic Happiness*. NY: Free Press.
- Seligman, M. (1990). *Learned Optimism*. NY: The Free Press.

Questions

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