



TriMetrix®HD Emotional Control

Emotional Control

The ability to maintain a rational and objective demeanor when faced with stressful or emotional situations; a measure of self-composure in a difficult situation, and the ability to act objectively, rather than impulsively or emotionally.

Why is this skill important?

A person who has good skills in the Emotional Control capacity is comfortable handling emotional employees or co-workers. They are able to distance themselves from the emotions involved and logically deal with the situation at hand calmly, sensibly, and compassionately.

Good Emotional Control involves several key factors:

1. Understanding and managing your own emotions, as well as those of other people.
2. Listening carefully to understand the wants and needs of others.
3. Analyzing situations objectively, rather than impulsively or emotionally.
4. Resolving difficult or emotional situations with specific, manageable action steps.

There are two types of emotional control—internal and external. Internal is what is going on inside of you, but may not be seen by anyone else. External emotional control is what others see in your actions. To be able to maintain Emotional Control, you have to be able to control both.

A person with a low score in this area may have difficulty separating their emotions from their actions. He may instead allow his emotions to lead his actions, and as a result, he may lose composure at critical times.

Why Do We Lose Emotional Control?

1. We spent a lot of time, effort, and emotional energy on a project, and it was rejected or unsuccessful for some reason.
2. Other people don't seem to value our solutions, ideas, or proposals.
3. Fatigue, stress, or anxiety.
4. Improper focus, focusing on our own survival instead of our customers' satisfaction.
5. Personal problems carried over to the workplace.
6. Poor management, which may make us outwardly angry or aggressive.

The end result of losing Emotional Control is almost always bad—from negatively affecting others' opinions of you to losing a job to losing profits, revenues, and repeat business.

Remember, your goal should be to RESPOND with carefully thought-out solutions, rather than REACTING with strong emotion.

What are skills associated with Emotional Control?

Someone who has mastered skills associated with Emotional Control:

- Keeps their eye on the prize.
- Realizes that nothing is ever over until it's over.
- Thinks clearly and strives to be at their absolute best.
- Has mastered negotiation skills.
- Has good problem-solving skills.
- Listens well.
- Understands and manages their own emotions.
- Is as prepared as possible for problems or crisis situations.

How do you develop your own skills in Emotional Control?

- Do not allow anyone or anything to control you. You can control your own reactions to events around you.
- Choose to respond, not just react. Don't just have a knee-jerk reaction; rather, develop a pre-planned, carefully thought-through response.
- Try to remain as unemotional as you can and try to find meaningful, positive solutions to any problem before you allow your emotions to enter the scene.
- Develop your skill set, systems, and solutions—they will defeat emotionalism every time.
- Never, EVER say anything, anywhere, anytime about anything or anybody that you will regret later.
- Once you have resolved an emotional issue, put it behind you.
- Keep careful notes in meetings related to potential problem areas that will affect you or your department. Try to make initial plans for handling those problems you deem likely to occur.
- Think ahead about decisions you know you will have to make in the coming weeks or months. Start early in gathering the information you need to address these decisions.
- Define the potential impact of current events or decisions at your workplace. Will these events or decisions cause problems or concern?

- Think carefully about each problem you perceive, and try to discover what the main cause of each problem is.
- Ask managers or peers for their perceptions of current organizational events. This may enlighten you about problems you didn't know existed or help you to define a current problem better.
- Understand that both parties in any disagreement must get something they want before an agreement is feasible. Research the topic of disagreement thoroughly and think carefully about what you perceive the differing opinions to be.
- Use open-ended questions (such as, "How would you feel about a 4% pay raise instead of a 10% raise?" "What do you think about his suggestion?" etc.) to encourage parties to express their thoughts and concerns. Not only will this help you understand others better, but it can also buy you time to master your own emotions.
- Listen carefully to all points of view to identify and understand what each party wants. It is helpful to write down on a whiteboard or easel what both parties' goals and objections are.
- Determine what each party is willing to accept in an agreement. What are the core ideas that each person or group cannot agree on?
- Work to understand the needs behind each request that is made. By identifying specific needs behind the issues, you can better develop alternatives that both parties can benefit from.
- Don't get into "win/lose" discussions—the ideal is to find "win/win" solutions. Seek common ground among differing perspectives.
- Once an issue has been resolved, state the terms of the agreement deliberately and establish positive expectations of both parties
- Don't jump too quickly to a conclusion about the best solution to each problem. List all possible solutions to the problem before you choose the best alternative.
- Gather information about the problem from any resources you have at your disposal. Re-read relevant memos, ask your managers and co-workers for their perceptions of the problem, and/or get expert information from people outside your organization.
- Look at each problem from different perspectives. If you ask others for input and/or try to see the problem from another angle, you may find that the problem isn't as bad as you feared or requires a different solution than you initially thought.
- When you discover a problem, recognize that you must solve the problem within an organizational system. Effects of solving the problem may be felt across your department or across the entire organization.
- When you feel you have gathered all relevant information, make sure the conclusion you draw really follows from the facts. Are there any other conclusions that would fit just as well? How would alternate conclusions affect the solution you choose?
- Prioritize action steps toward solving the problem. Break the solution into manageable tasks and delegate them to relevant individuals or complete them yourself.

Emotional Control

Activities

Activity 1: Mastering Your Emotions

Fill in the table below by answering the following questions:

1. List three recent occasions during which you did not manage YOUR OWN emotions effectively.
2. What was your reaction?
3. List two things that you could have done better to manage YOUR OWN emotions during this occasion.

Occasion	Reaction	Potential Better Responses

Activity 2: How Other People React

Next, fill in the table below by answering the following questions:

1. List three recent occasions during which SOMEONE ELSE did not manage his or her emotions effectively.
2. What was your reaction to him or her? How did it affect your perception of him or her?
3. List two things that you think the individual could have done better to manage his or her emotions during this occasion.

Occasion	Reaction	Potential Better Responses

Activity 3: Negotiating

John and Nancy are co-workers in the Finance department. They are both supervisory-level employees. A problem has become apparent in that Nancy has publicly complained about John's managerial tactics, saying she believes he isn't asking enough of his employees. In response, at a recent staff meeting, John pointed out that his group has had top productivity in the Finance department and that he hasn't lost an employee to another company in three years. Their conflict has escalated, involving members of their respective departments.

You have been asked by the VP of Finance to arrange a negotiation setting to help resolve the issue between John and Nancy. Using the example of John and Nancy in the Finance department described above, try to brainstorm about potential discussion topics for the negotiation session. Use the following questions to guide your thoughts:

1. Why is each person there at the negotiation table?
2. What process will you follow during the discussion to keep on track?
3. What facts, figures, or other information will you need to discuss at the session?
4. Where could both parties agree? What are the basic issues common to both?
5. What are some potential solution steps for John and Nancy to take?
6. What kind of binding agreement should they make? (Written contract, etc.)
7. When should you all follow up on the solution steps you agree to?
8. How will you know if a compromise has truly been reached?
9. What happens if the solution steps you chose do not work?

Activity 4: Problem Solving

Think carefully about the following questions:

1. Do you think you have good problem solving skills? Why?
2. Why do you think good problem solving skills will help you maintain Emotional Control?
3. What kinds of behaviors make someone a good problem solver?
4. Who are three people you think of as good problem solvers? What do they do that sets them apart from everyone else?
5. How could you improve your own problem solving skills?

Priceless Professional Development LLC

www.motivatorsppd.com