

Using Emotional Intelligence to Enable a Successful Tribunal Hearing

Leanne Warner

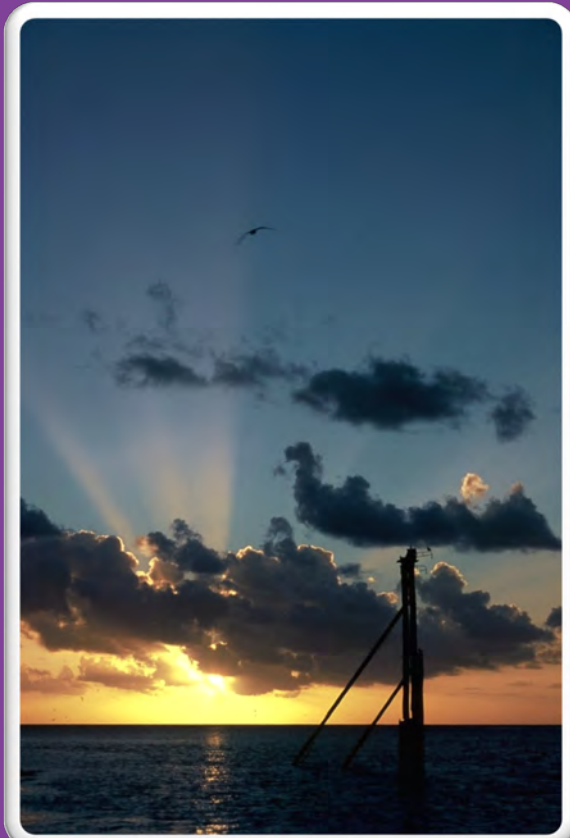
September 2018

Agenda

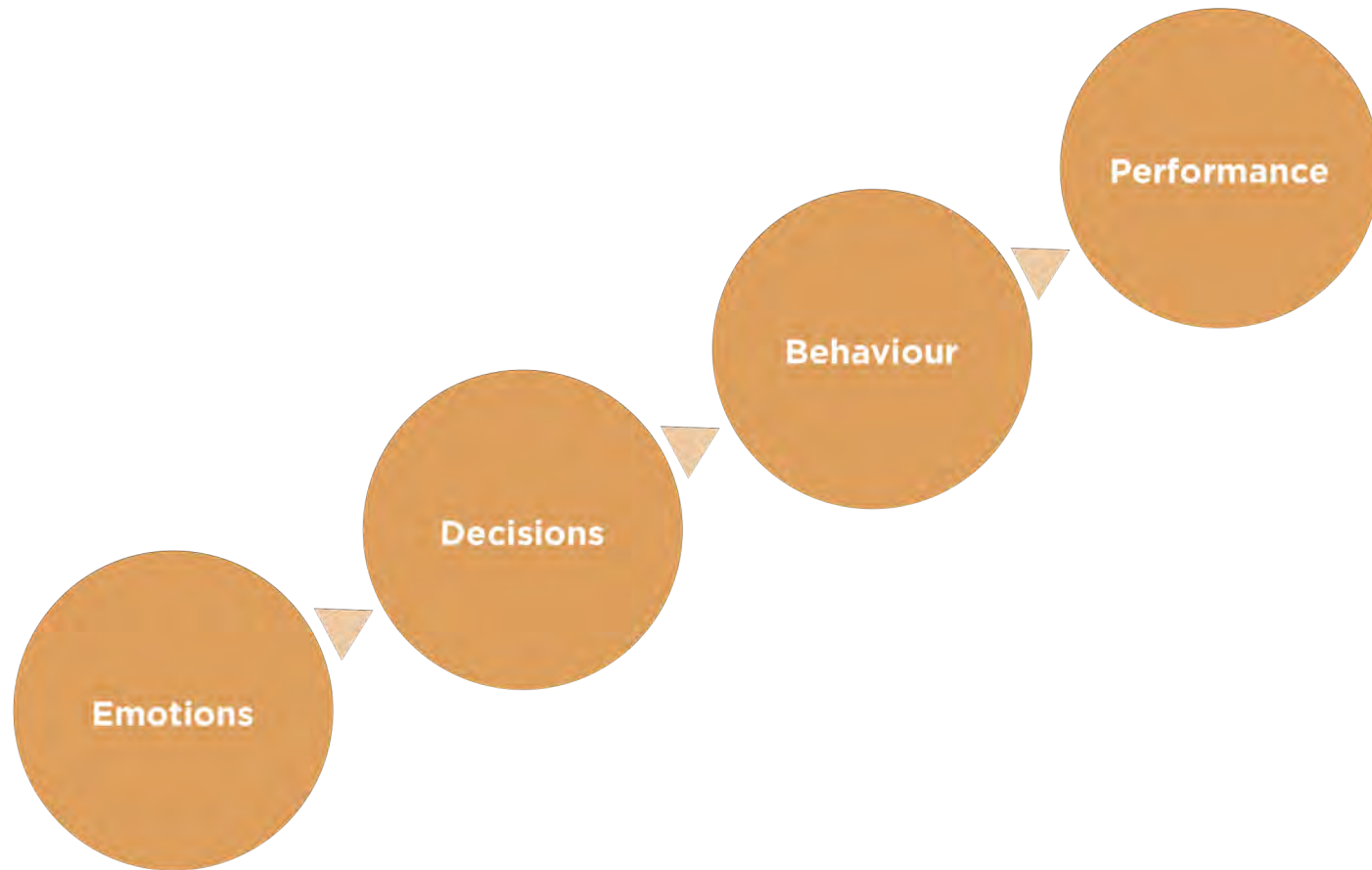
- The science of emotions – body and brain, MSCEIT model
- Perception of emotions in self, others and environment
- Using emotions in cognitive processes
- Understanding complexity of emotions and predicting emotional reactions
- Managing emotions in self and others



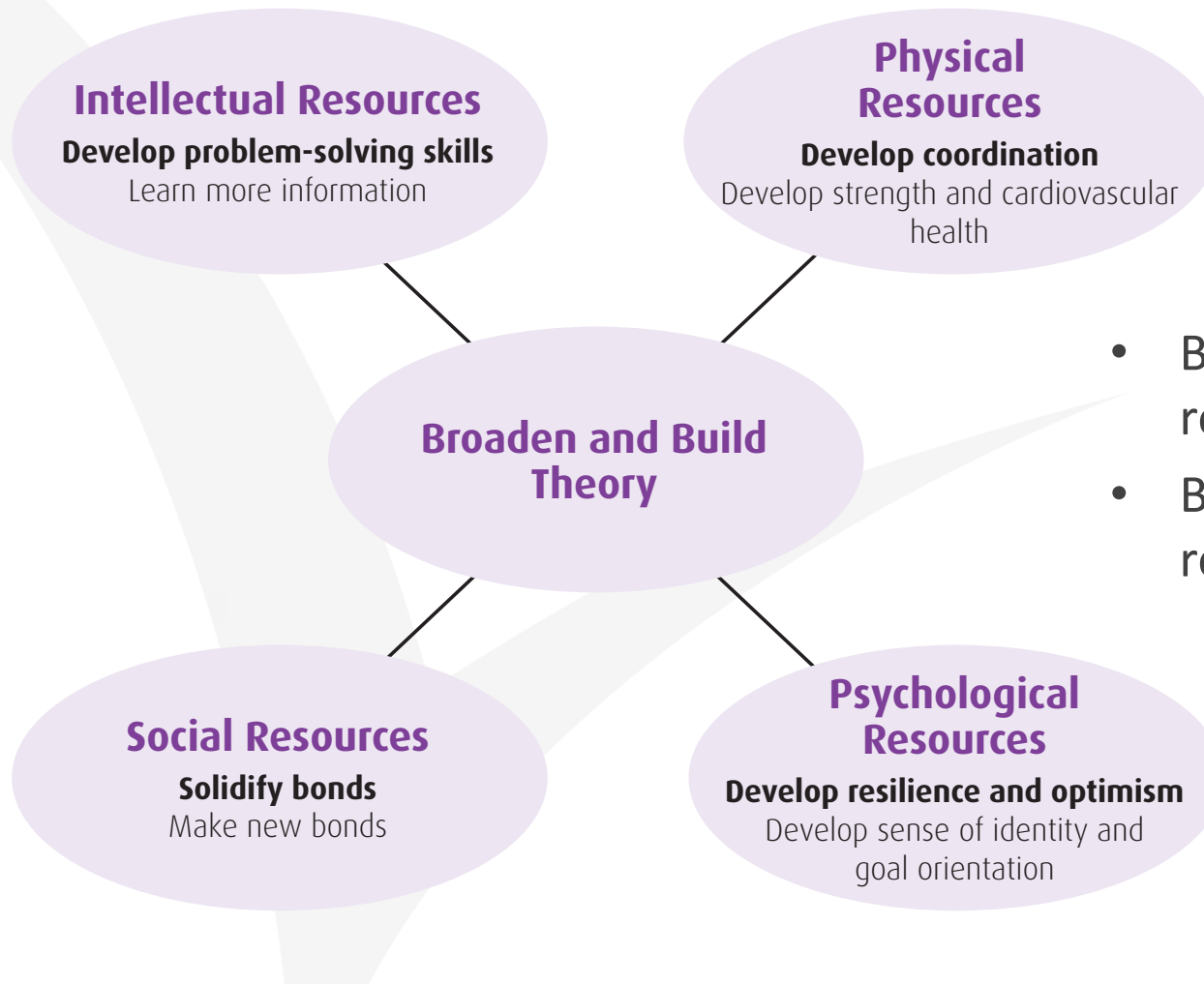
Introduction



You and your performance



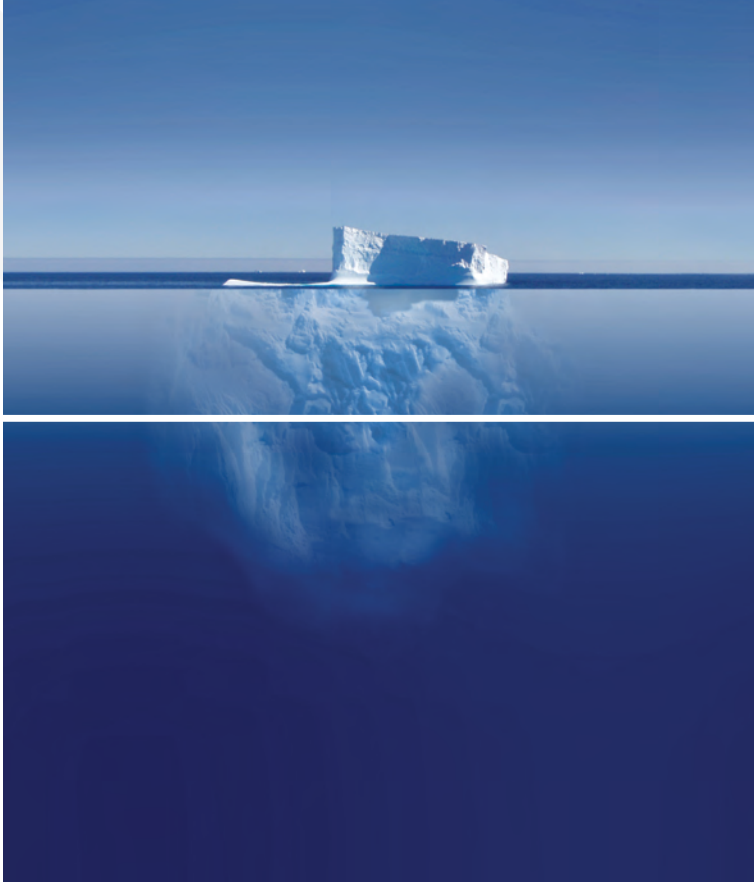
Broaden and Build



- Broaden thought-action repertoire
- Build personal resources

Barbara Fredrickson

Behavioural drivers

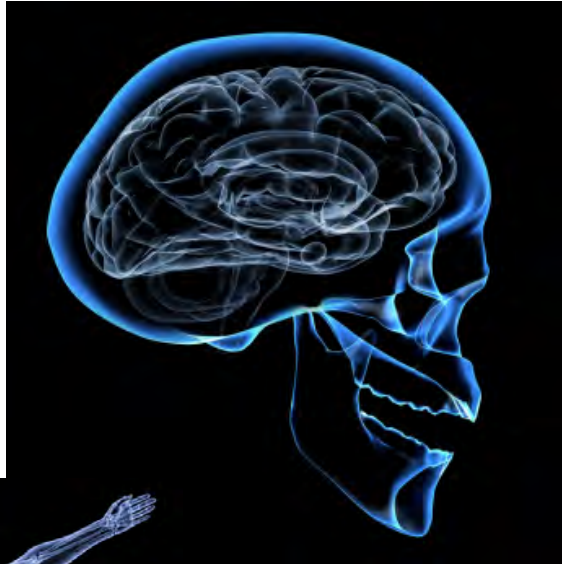


What is behaviour?

*The way we choose to act
or conduct ourselves.*

What drives it?

Body and brain



Definition of emotion.....

“Any strong feeling”

(E)***motion*** – the way we feel is linked to our body and our brain

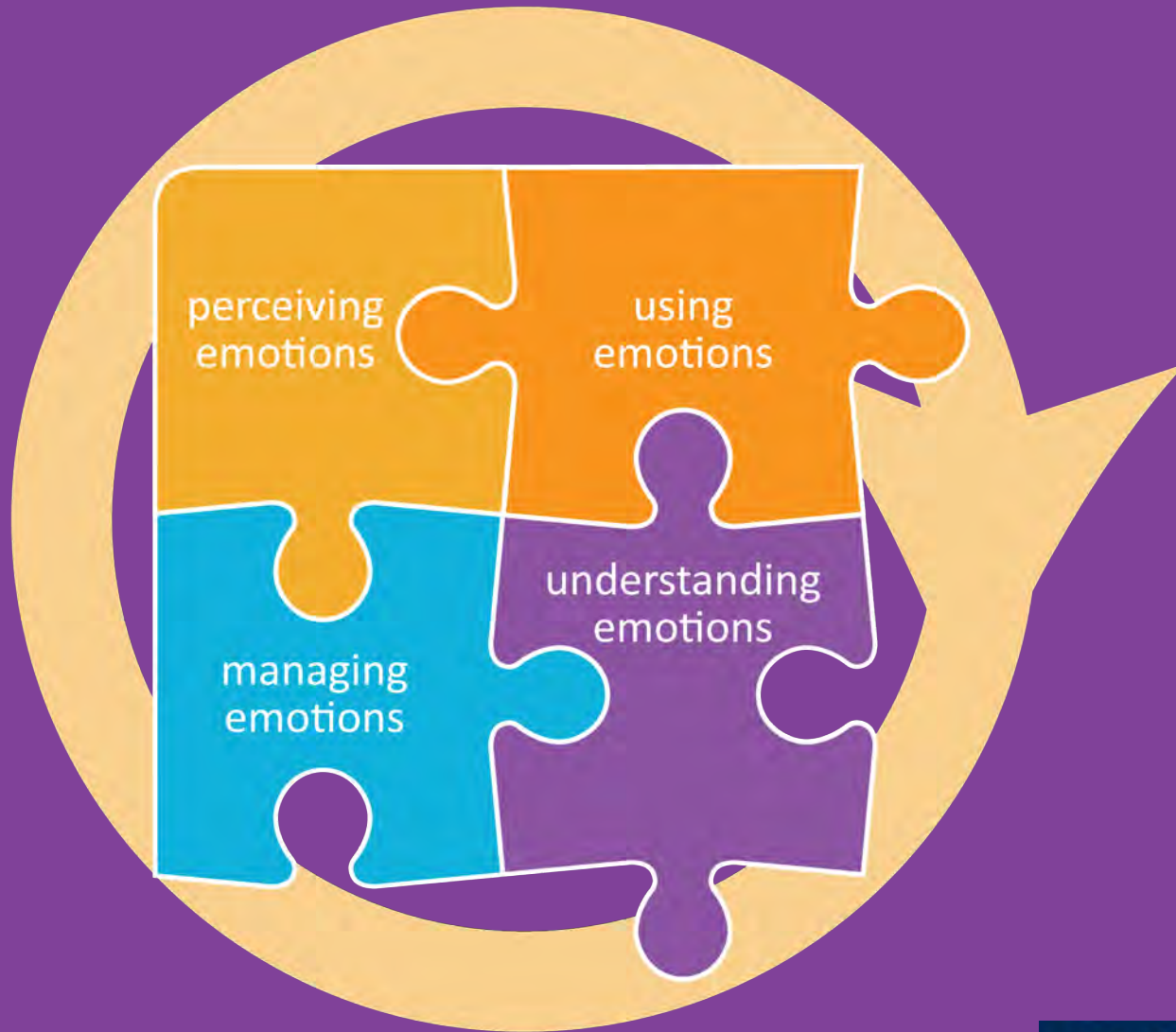
EI Defined

“Emotional intelligence is the ability to monitor ones own and others’ feelings and emotions, to discriminate among them, and to use this information to guide one’s thinking and action” - Salovey and Mayer, 1990

“It is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships”

- Daniel Goleman, 1998

Mayer-Salovey-Caruso model of EI



Perceiving emotions

The ability to correctly identify how yourself and others are feeling

Emotion contains information about ourselves, other people and the world around us.

Emotions are a form of data.

We need to pay attention to emotions and be accurate in identifying how we, and others, feel.



Emotion in others

Paul Ekman – over 50 years of research into human face and emotion.



Developing Perceiving

- Mood meter
- Language
- People watching
- Communication skills
- Physiology



Reflections – perceiving emotions

- Think of an example of a recent Tribunal Hearing. Did you apply your perception of emotion in yourself?
- Identify an example of where you could have or you did, use micro-expressions to make you aware of emotions, as part of your Hearing?
- Think about how the environment contributes to the emotional information present- what can you do to modify this?



Using emotions

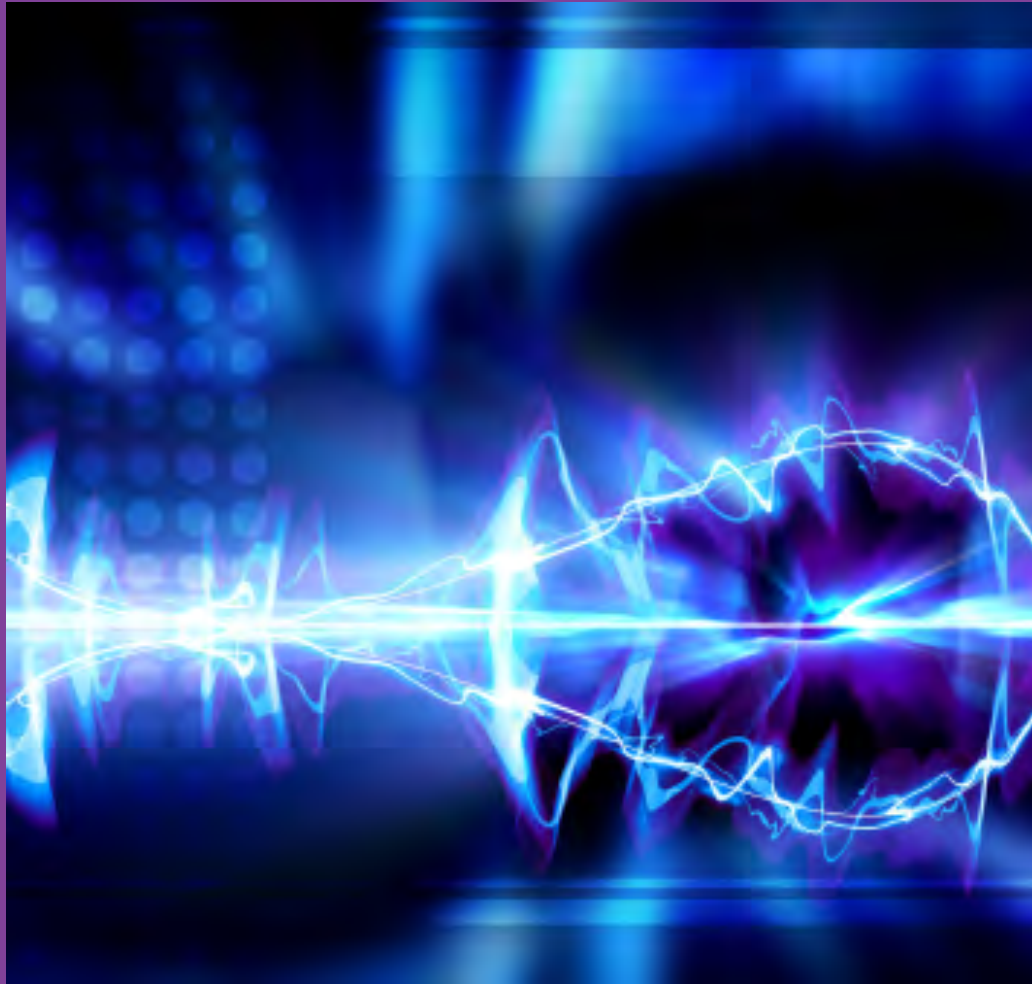


The ability to create emotions and integrate your feelings into the way you think

Our emotions influence both what we think about and how we think.

If you are in a positive mood you will see things differently than if you are in a negative mood.

Energy chart



Impact on cognition

Using emotions effectively can enhance decision making – different emotions help with different types of problem solving.

- + Positive moods help with creative tasks, where you are likely to be more original, generate a greater number of arguments / options. More receptive, more 'big picture', and positive.
- Neutral or slightly negative moods result in a more careful, systematic, bottoms-up approach; better quality arguments. More closed, detail oriented, focus on what won't work.

Developing using



- Mood generation - individual
- Guided imagery / visualisation
- Remembering happy events
- Body's link to emotion- sensation and facilitation and how they work together
- Self-talk
- Situation / context – mood generation

Reflections – Using emotions

Reflect on the tasks involved in your work, and the emotions that could enhance application to those tasks?

How can you change your mood when you need to do detailed, critical, accurate, problem finding tasks vs when you are hoping to achieve problem solving, creative solutions orientated work?

How can you lift the mood of those around you?



Understanding emotions



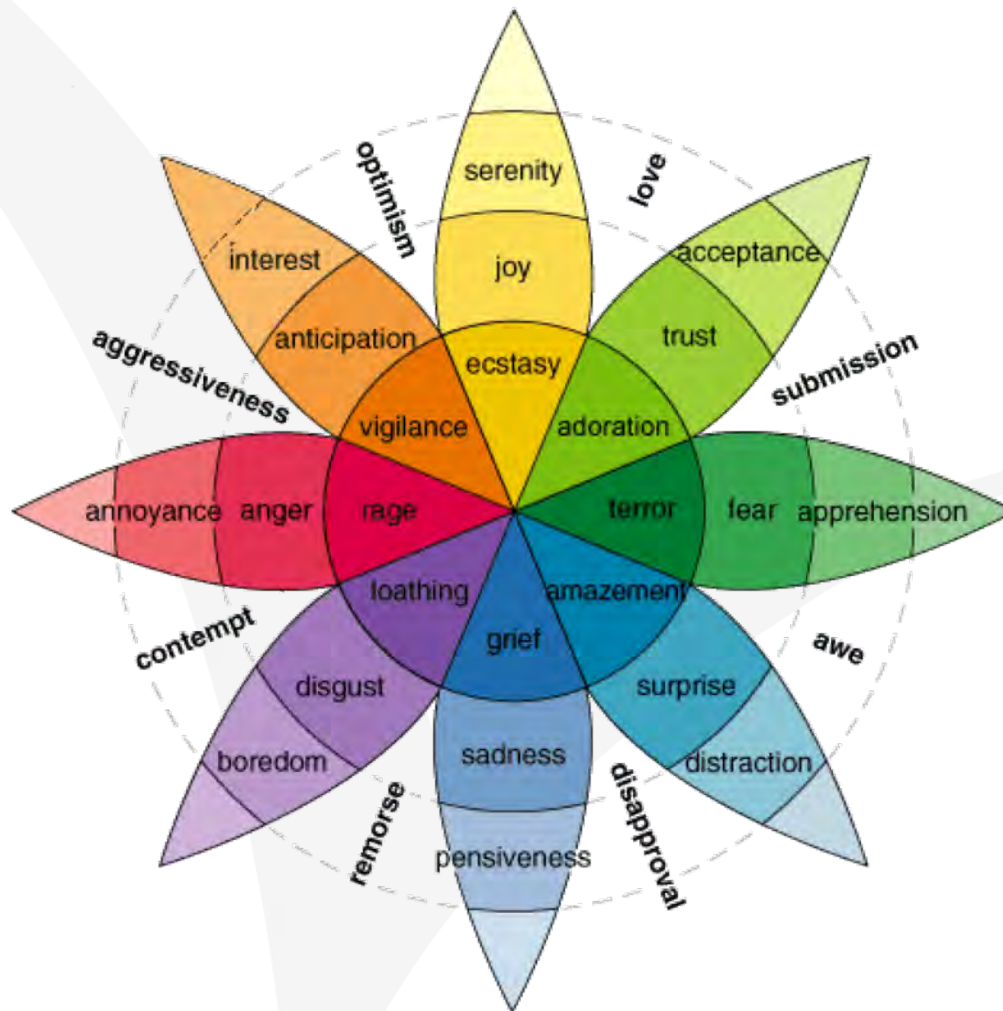
The ability to understand the causes and complexity of emotions

Figuring out why we feel a certain way and how these feelings change over time.

If you understand emotions, you can predict how an idea will be taken, how others might react to you etc.

It is then possible to run 'what if' scenerios.

Emotional complexity



Eight primary emotions –
Anger, Disgust, Sadness, Joy,
Surprise, Fear, Trust and
Anticipation

Secondary emotions are
produced by combinations
of primary emotions and
intensity levels

Robert Plutchik

Causes of emotions

Universal causes

- Sadness – something has been taken away
- Fear – being physically or psychologically threatened
- Happiness – things are working out
- Anger – something / someone is standing in my way
- Disgust – something / someone is being offensive



Individual causes



Developing understanding



- Increasing emotional vocabulary
- If...then scenario planning
- Understanding values, beliefs, goals, purpose (iceberg)
- Recognising emotional triggers
- Emotional intensity exercises

Reflections – understanding emotions

Think about your own emotional triggers and the values that sit beneath them.

How do these triggers impact on those around you and the everyday tasks you undertake as part of your role?

How well do you predict how your colleagues may react based on what is really driving them?

What could you do better to identify or understand others emotional triggers or at least scenario plan?



Managing emotions



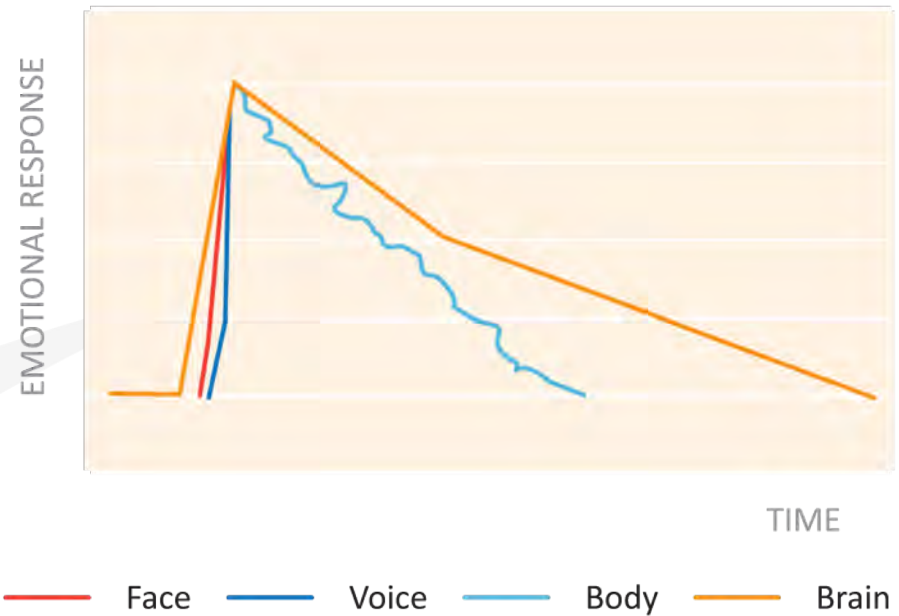
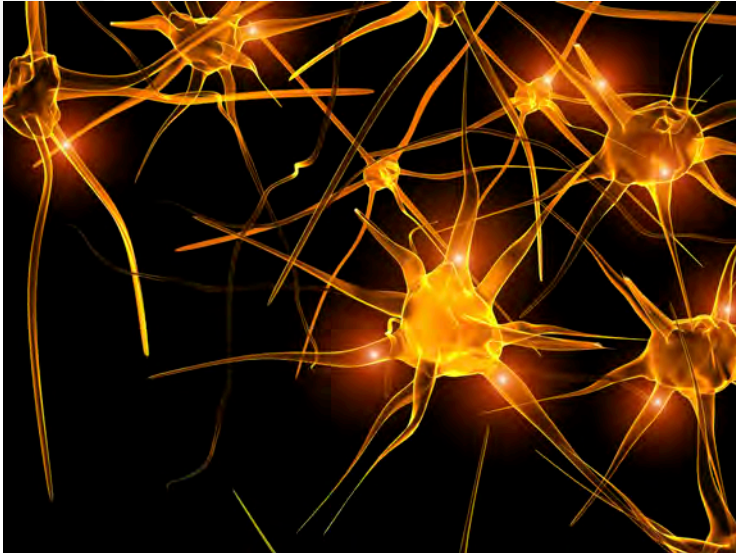
The ability to figure out strategies that use your emotions to help you achieve a goal at a moment in time

Emotions contain data and information, it is important to stay open to this information and use it to help make good decisions.

It may not always be good sense to go with a current feeling, better to return to it later.

If we permanently suppress a feeling we will ignore critical information.

Emotional refractory period



Emotional management strategies



Breathing



Mindfulness



Savouring





Gratitude

Research:

- Once a day
- Once a week
- Letter
- Visit

Practice:

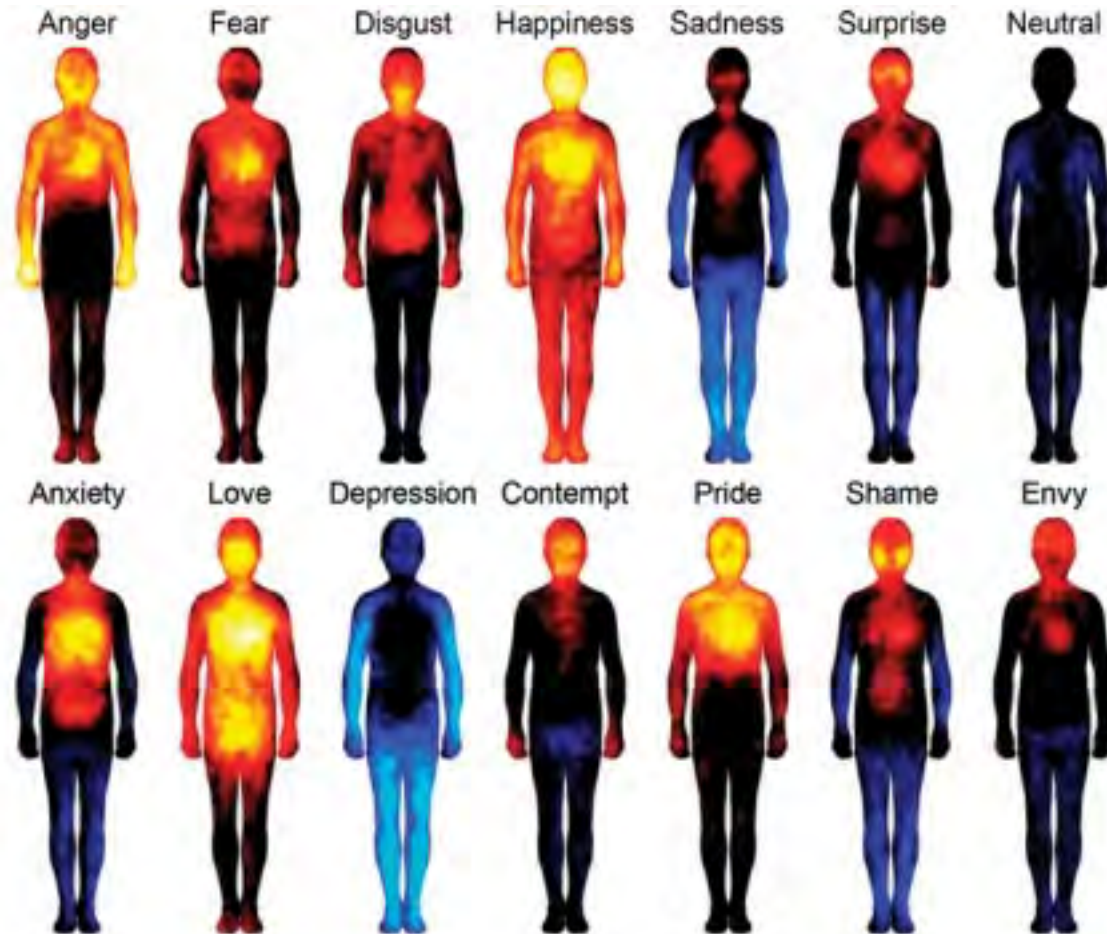
- Exercise

Celebration



- Celebrate successes
- Increase fun and laughter
- Give yourself a pat on the back
- Stop and enjoy!

Physiology



Emotional management strategies

- Sustainable and unsustainable
- Proactive and reactive
- Active and passive
- Productive and unproductive



Developing managing



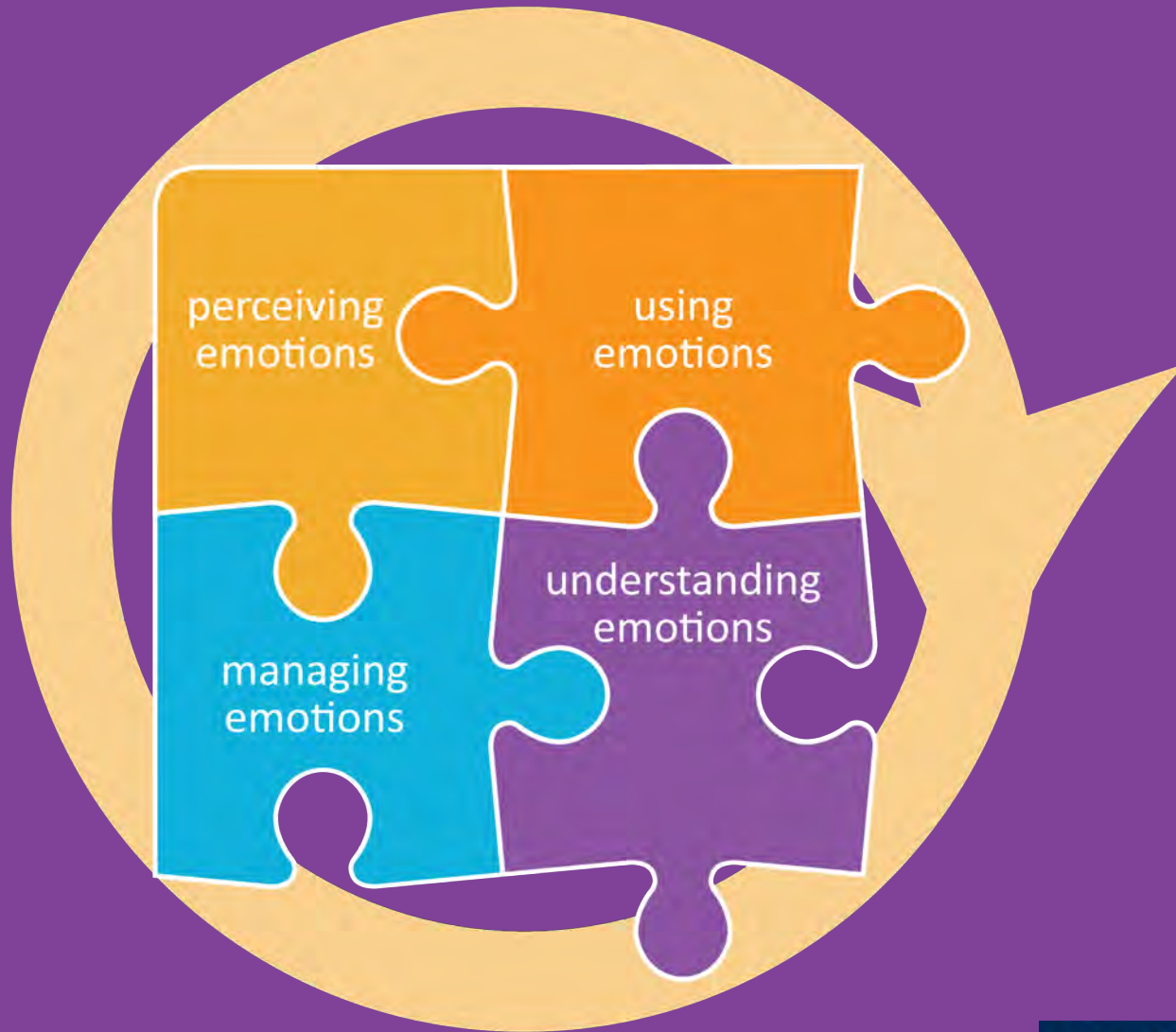
- Learn when to disengage and re-engage with emotion
- Physical management – relaxation, exercise, breathing
- Body awareness – where you are holding the emotion
- Emotion journal
- Link to beliefs, values, goals, purpose
- Manage situation
- Emotional refractory period and RAS
- Practice your strategies!

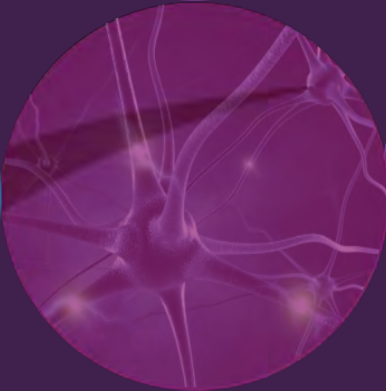
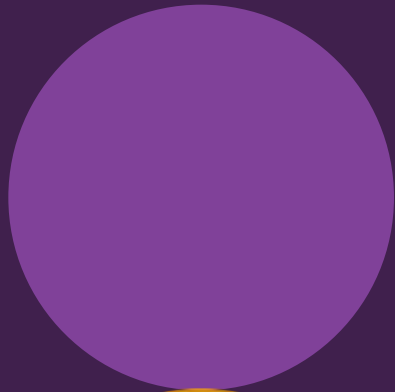
Reflections – Managing emotions

- Which emotions do you manage well in preparation for, during and after your Hearings?
- How is the process of a Hearing could you assist others in improving the management of their emotional responses.
- Which tools and techniques could you use to help you manage the emotional situations you find difficult at work?



MSC model review





Thank you

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