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Time for Points to Ponder

Unless you are changing behaviors at the caveman brain level first, then at the conscious level, you will not have long-lasting change.

~ S. Frisinger

In other words, 'training' must be more than simply mimicking tips and techniques and rehearsing 'surface' cause and effect scenarios. The traditional "when someone is irate, you should let them vent" is true, but only to a point. If it is your primary defense, you are only applying a band-aid. Do you investigate *exactly why* they are having an emotional outburst? Until you do, you may not be resolving the issue at their core level, even though they may appear to accept your apologies, your refund, or any other persuasive technique you are offering to remedy the disaster.

They are having a prehistoric reaction while you are attempting to resolve the situation with a 21st century mindset. A recipe doomed for failure.

Regarding your team, how thoroughly do you investigate the root cause of conflict or of team dysfunction? What to you is a seemingly innocent question can trigger another to fight for their credibility or their reputation. That may not be easy for them to admit, yet until that core issue is satisfactorily resolved, the conflict will remain.

Remember: Their perception is their reality. If they believe you are questioning their competence, you are. To keep yourself in check, you need to:

- Recognize the way you ask questions. "Did you make hotel reservations at The Westin?" can be interpreted as "I want to be verify that you did what I asked you to do -- I don't trust you." They don't know that you are mentally reviewing your own checklist to be sure you didn't forget something.
- Assess exactly what thoughts are running through your mind. Naming your emotions, or helping someone identify theirs, can provide a relief and a necessary starting point.
- Realize that every emotional outburst is a fight/flight/freeze reaction to a perception of danger. Listening to the words they use will give you clues on the reason for their emotional reactivity.

Leaders consciously heighten their awareness and overcome resistance to react, choosing instead to proactively collaborate with their team to insure honest, open and safe communications.

Conclusion As a leader, you have the ability to help others realize their exceptional potential. How you interact with them - the words you use, the signals you send - all affect their performance. Emotional Intelligence has been proven to increase productivity, strengthen retention, improve safety and maximize your team's abilities. [Contact Shari](#) to bring this and other edgy and results-oriented programs to your department.

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