



**Go from Good to Great, from Great to Exceptional!  
It's all about the Soft Skills.**

**More specifically, Emotional Intelligence!**

John Spencer, Enterprise Records & Information Manager

**September 9, 2025**

**KEMPER**






# Session Objectives...

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- **Provide clarity and a foundational understanding of soft skills and emotional intelligence**
- **Offer practical guidance to empower you to navigate and explore the emotional intelligence landscape**
- **Highlight the key elements that are the foundation of emotional intelligence**
- **Provide some critical steps to achieving greater self-awareness**
- **Offer recommendations and tips to continue to support and guide you on your emotional intelligence learning journey**

# Emotional Intelligence (EQ) – True or False

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	TRUE	FALSE
<b>1. Emotions don't belong in the workplace</b>		
<b>2. Emotional Intelligence is about suppressing your emotions</b>		
<b>3. You have to sacrifice Emotional Intelligence to be mentally tough in business</b>		
<b>4. Other people cause our feelings. We have no control over how we feel</b>		
<b>5. Learning Emotional Intelligence is easy</b>		

# Why should you care? What's in it for you?

## Emotional Intelligence gives you Emotional Freedom

1. Gives you a competitive advantage – influence your success	11. Helps you stay calm in difficult situations
2. Improves relationships and have more productive conversations	12. Lowers levels of stress
3. Improves sales and customer service	13. Increases joy and laughter in life
4. Improves leadership effectiveness	14. Increases skill in handling difficult conversations
5. Better health and well being	15. Helps you set healthy boundaries in your relationships
6. Increases self-confidence	16. Better ways of dealing with upset teammates
7. Improves team collaboration	17. Better ways of dealing with upset customers
8. Better ways of dealing with egos of others	18. More realistic and practical view of emotions
9. Helps you get better at receiving feedback	19. Increases ability to deal with change and challenges
10. Improves levels of motivation and morale	20. Improves chances of getting interviewed and hired

# What is Emotional Intelligence (EQ)?

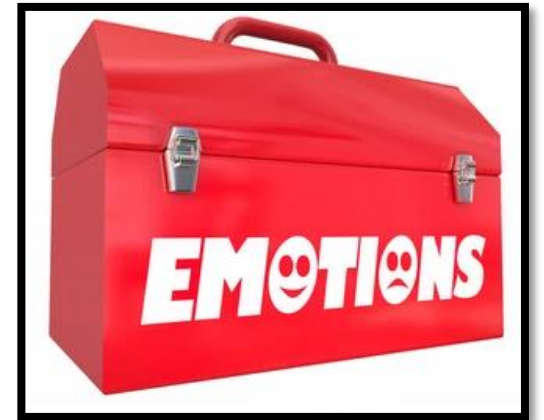
**Emotional intelligence is the ability to recognize, understand, and manage our emotions, thoughts, and behaviors – as well as to know how they impact others. It's about knowing when, how, with whom, and to what degree to apply our emotions to successfully manage our day-to-day interactions with ourselves and others.**

**This understanding is crucial as it influences our decisions and relationships, making EQ a key factor in our personal and professional lives.**

**In short, emotionally intelligent people use their thinking and behavior to guide their emotions, rather than letting their emotions dictate their thinking and behavior.**

– Society of Emotional Intelligence and Positive Psychology

## EMOTIONAL TOOLBOX



# When we Embrace EQ, we don't just feel better. We perform better

High EQ = Improved health and emotional well-being		
<b>75%</b>	<b>60%</b>	<b>40%</b>
Less likely to experience chronic stress	Better life satisfaction	Decrease in burnout risk

High EQ = Improved workplace productivity, team dynamics, and hiring					
<b>127%</b>	<b>4x</b>	<b>25%</b>	<b>71%</b>	<b>3x</b>	<b>50%</b>
Better performance by employees with high EQ than those with low EQ	Less likely for employees with high EQ to engage in workplace conflict	Increase in productivity with high EQ teams	Of hiring managers value EQ over technical skills	More likely that candidates with high EQ will be hired	Of employees with high EQ will be more in demand by 2030

Sources: Mayo Clinic, Gallup, Forbes, Psychology Today, SHRM, LinkedIn and the World Economic Forum

## Myth: Emotional Intelligence is just common sense



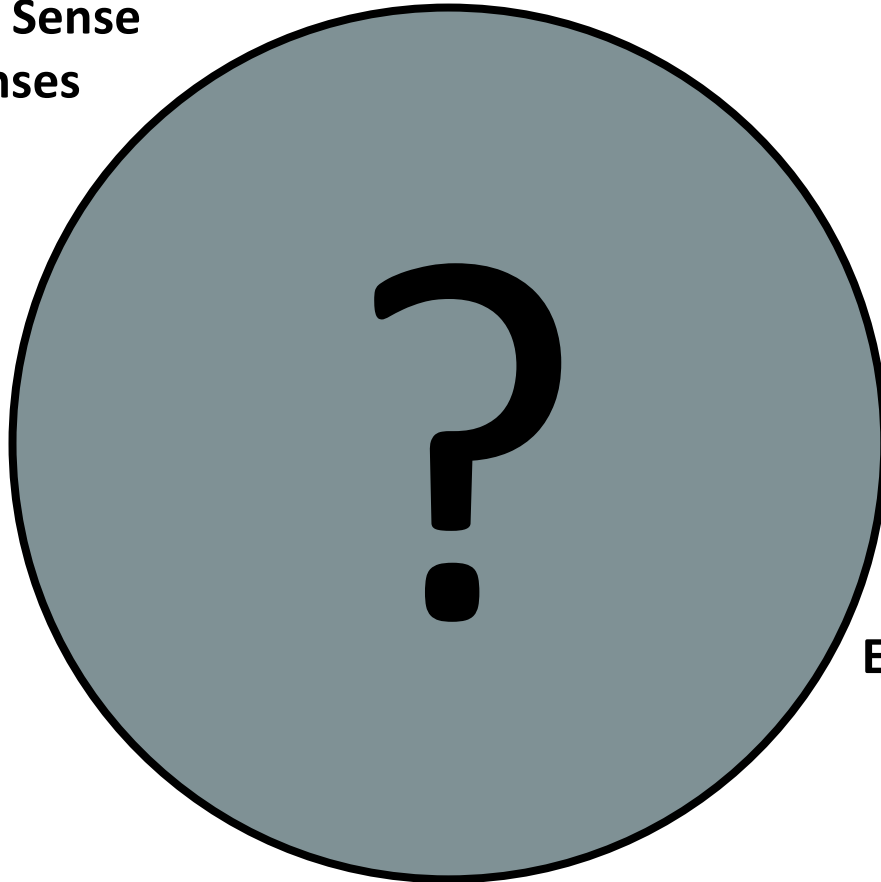
**Common sense is not always  
common practice**

**Requires discipline, mental  
and emotional willpower**

# Life achievements and successes

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**Common Sense  
responses**



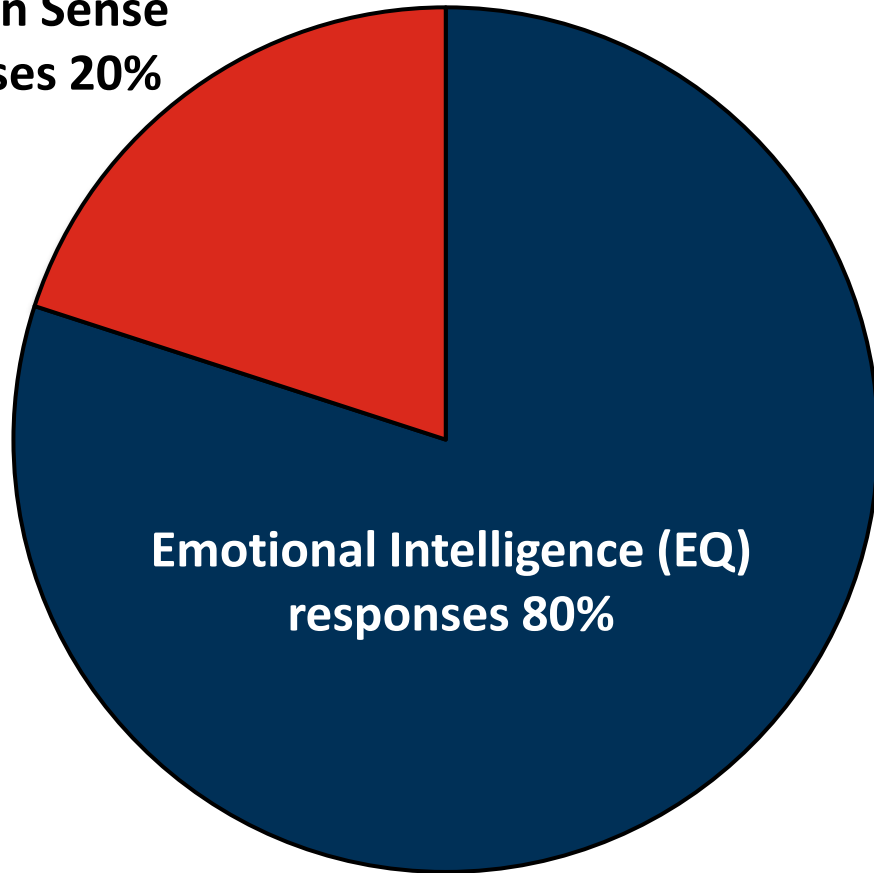
**Poll Question:  
What percentage of your success  
would you attribute to emotional  
intelligence responses versus  
common sense responses?**

**Emotional Intelligence  
responses**

Source: Emotional Intelligence: A Practical Guide to Making Friends with Your Emotions and Raising Your EQ

# Life achievements and successes

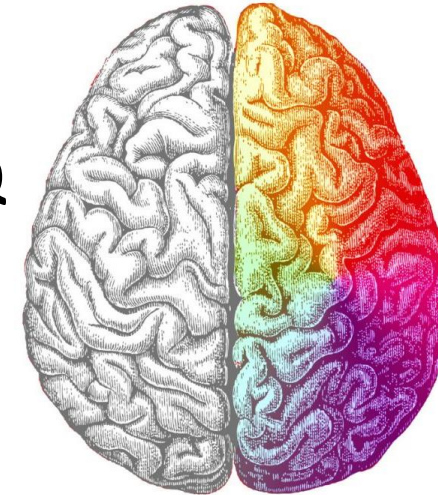
Common Sense  
responses 20%



Emotional Intelligence (EQ)  
responses 80%

**People feel first and think second**

2nd  
Think IQ



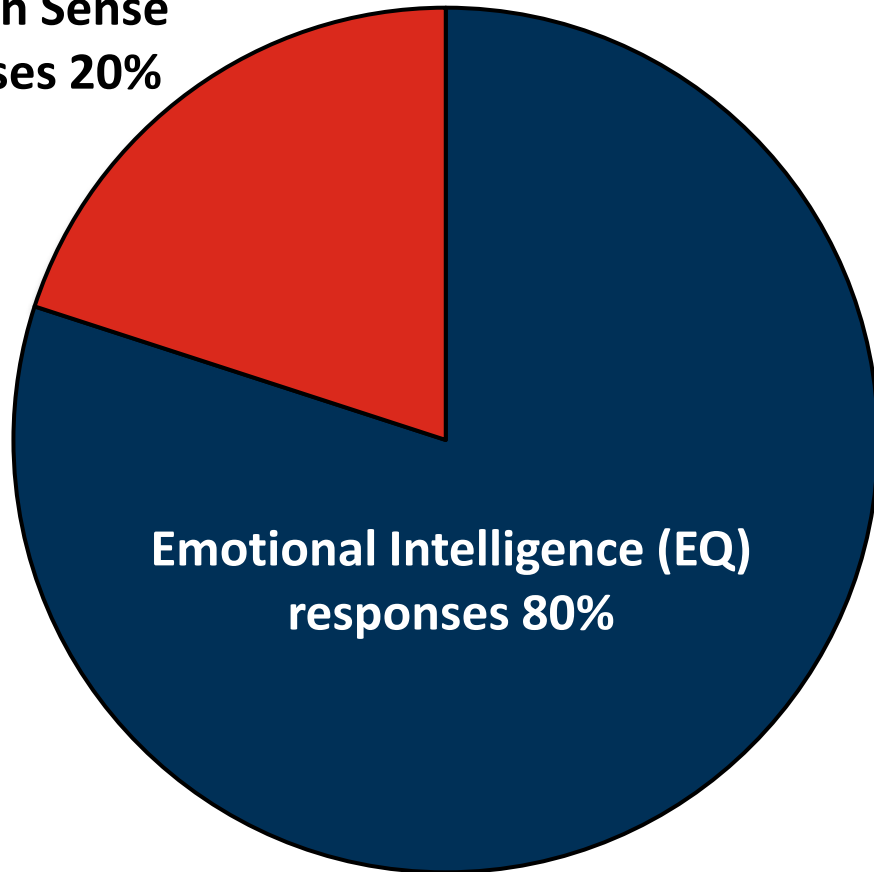
1st  
Feel EQ

The emotional brain responds to an event more quickly than the thinking brain  
- Daniel Goleman

Emotional responses are milliseconds faster than cognitive (thinking) responses

# Life achievements and successes

Common Sense  
responses 20%



Emotional Intelligence (EQ)  
responses 80%



**People feel first and think second**

Emotional responses are milliseconds  
faster than cognitive (thinking) responses

Source: Emotional Intelligence: A Practical Guide to Making Friends with Your Emotions and Raising Your EQ

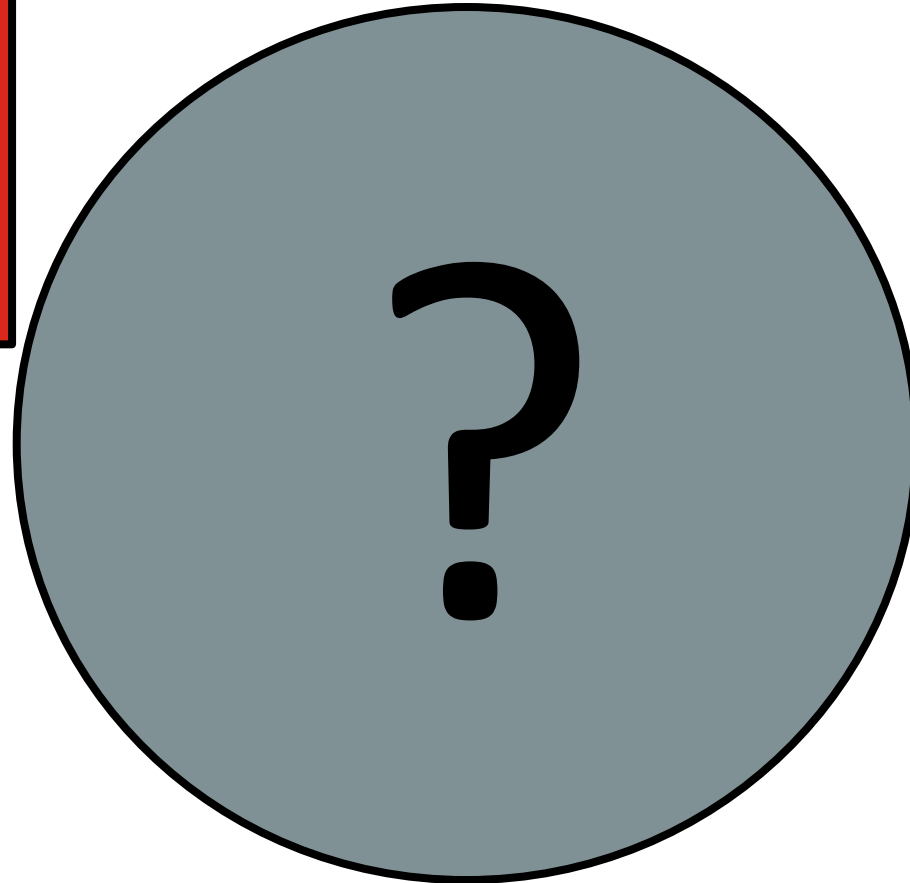
# Soft Skills: Workplace success

**Soft Skills will dominate all jobs by 2030**

Source: Information Age – Deloitte Access Economics

**Poll Question:**  
**What percentage of your workplace success would you attribute to Technical Skills versus Soft Skills?**

**Technical Skills**

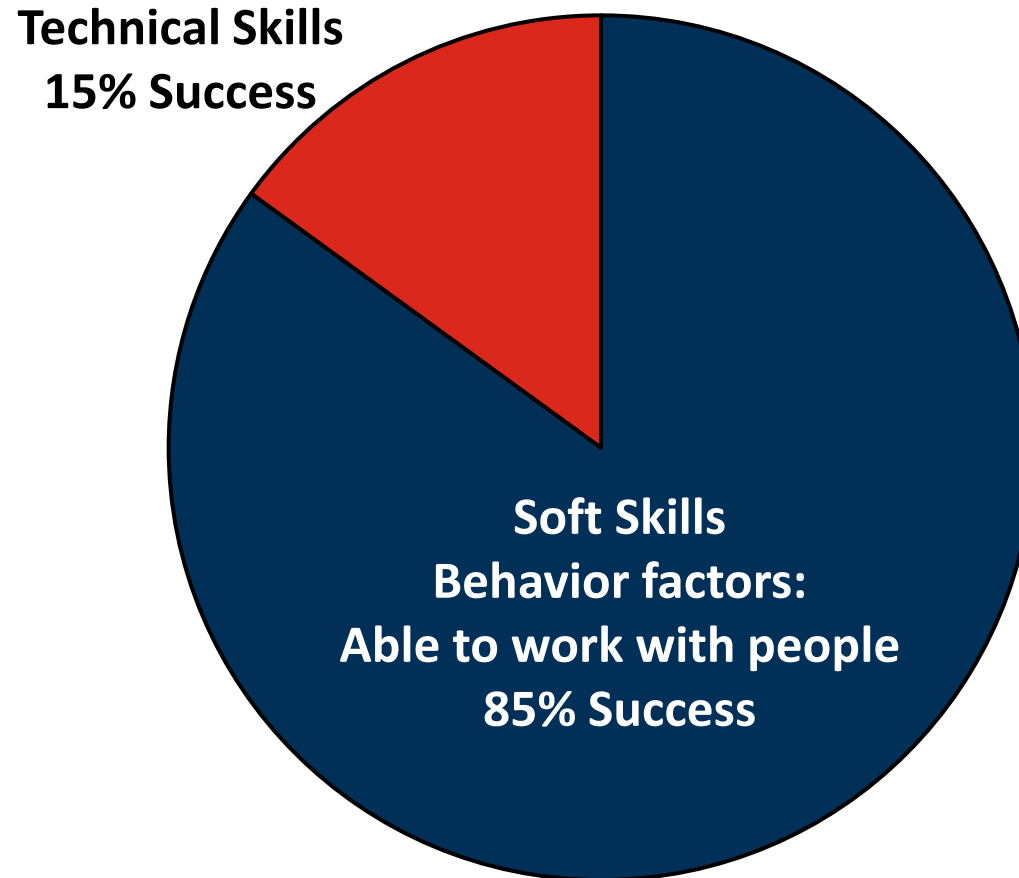


**Soft Skills**  
**Behavior factors:**  
**Able to work with people**

Sources: Harvard University, the Carnegie Foundation, and Stanford Research Center

## Soft Skills will dominate all jobs by 2030

Source: Information Age – Deloitte Access Economics



Sources: Harvard University, the Carnegie Foundation, and Stanford Research Center

# The rise of soft skills – Technical skills alone won't cut it

**'Soft skills' are essential. Just ask Google.**

Human Skills: Critical Components of Future Work

How To Keep Your Job When Robots Take Over

As Robots Threaten More Jobs, Human Skills Will Save Us

Soft Skills Are Essential To The Future Of Work

Are You Developing Skills That Won't Be Automated?

Why Human Skills Are More Important Than Hard Skills at Work

'Human skills' still outpace demand for AI skills, report says

Why soft skills will be in demand amid automation

Employers Want 'Uniquely Human Skills'

The Need For Soft Skills Training Grows As Automation Transforms The Workplace

New Survey: Demand for "Uniquely Human Skills" Increases Even as Technology and Automation Replace Some Jobs

New study finds AI makes employers value soft skills more

Beyond automation: why human skills are essential in the age of AI

The Rise of AI Makes Emotional Intelligence More Important

Soft skills are in great demand in today's workforce:

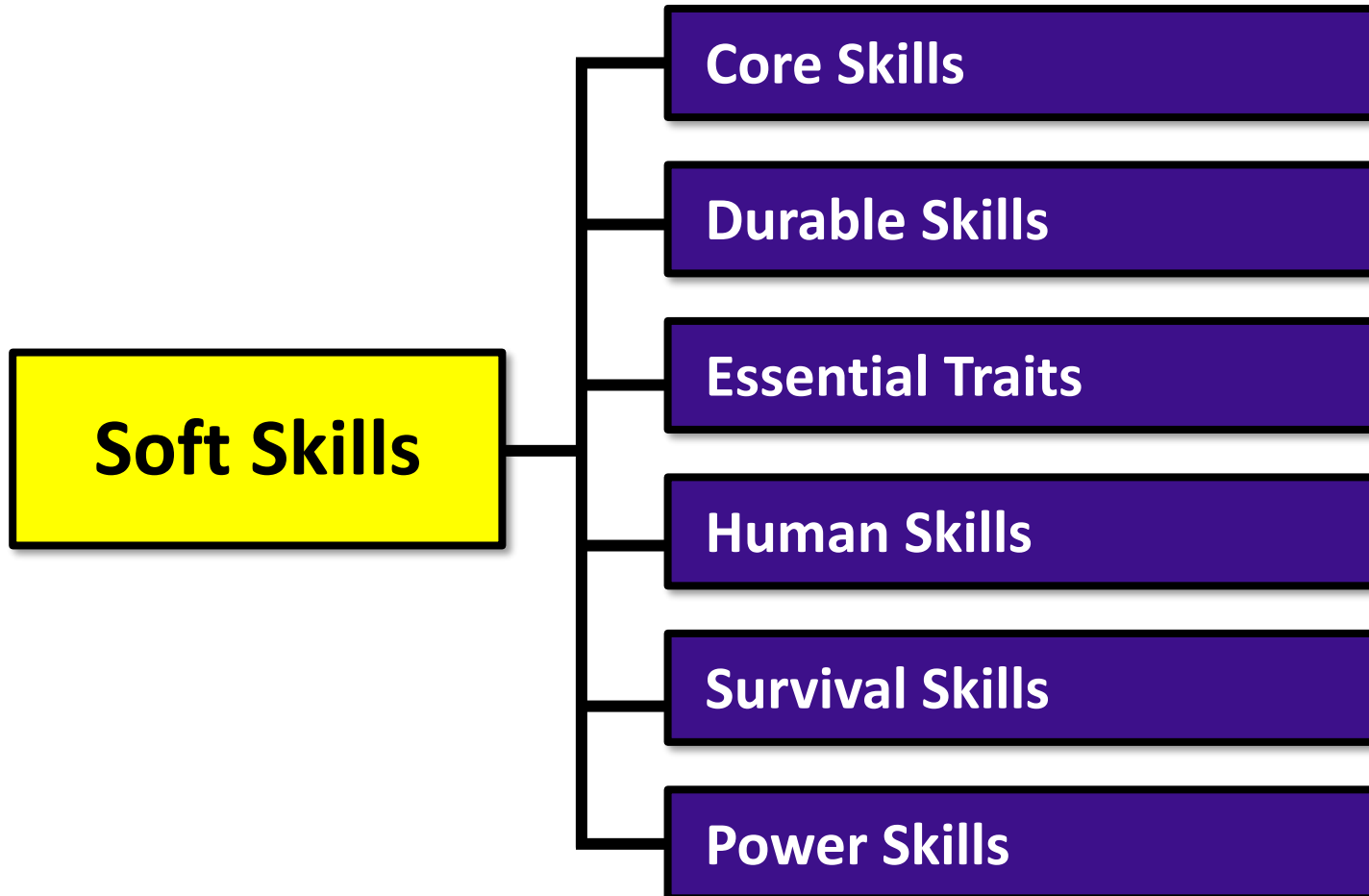
Soft Skills Needed for the 21st Century Workforce

How we can elevate uniquely human skills in the age of AI

# The rise of soft skills – New “Buzzwords”

## Soft Skills will dominate all jobs by 2030

Source: Information Age – Deloitte Access Economics



Technical abilities and knowledge have long been categorized as “hard skills” while social and emotional abilities have been designated “soft skills.”

Now as AI is able to replicate many of the intellectual aspects of work, our human skills are becoming the new “hard skills.”

*- Aneesh Raman, chief economic opportunity officer, LinkedIn*

# Soft Skills: 2 parts

## Soft Skills will dominate all jobs by 2030

Source: Information Age – Deloitte Access Economics

### 1. Self-Management Skills

#### *How we manage ourselves*

Skills you use to manage your emotions (behaviors), perceptions, and reactions – in such a way as to generate positive interactions with others and motivate yourself in all situations.

It includes your ability to manage your impulses and reactions to unexpected situations.

Also, you can understand your impact on situations and people, know what makes you tick, understand others' motives and feelings, and can adapt your behavior to any situation.

**How can we expect to manage to someone else's emotions if we first can't manage our own?**

### 2. People Skills

#### *How we handle relationships with others*

Skills that enable you to interact effectively with other people so that you can build meaningful work relationships. It includes your ability to influence how others perceive you, your work, and your ideas.

It's the ability to successfully engage and interact with people with different personalities, talents, interests, backgrounds, cultures, lifestyles, beliefs, values and experiences.

# Soft Skills: 2 parts

## Soft Skills will dominate all jobs by 2030

Source: Information Age – Deloitte Access Economics

### 1. Self-Management Skills How we manage ourselves

#### Emotional Intelligence (EQ)

How can we expect to manage to someone else's emotions if we first can't manage our own?

### 2. People Skills How we handle relationships with others

Examples		
Active Listening	Flexibility	Professional Etiquette
Agility	Intellectual Humility	Reliability
Collaboration	Leadership	Respectfulness
Communication	Negotiation	Sociability
Conflict Resolution	Networking	Sales
Cultural Intelligence	Patience	Teamwork
Customer Service	Problem Solving	Trust
Dependability	Project Management	Virtual Intelligence

Source: Lei Han – Career Strategist

## Soft Skills Examples

Active Listening	Confidence	Focus	Open-mindedness	Self-management
Adaptability	Conflict Resolution	Friendliness	Patience	Self-motivated
Assertiveness	Creativity	Goal Setting	Personal Accountability	Self-reflection
Coaching and Mentoring	Critical and Strategic Thinking	Growth Mindset	Problem-solving	Sociability
Collaboration	Cultural Competency	Influence	Professional Etiquette	Stress Management
Communication - Nonverbal	Dependability	Leadership	Punctuality	Teamwork
Communication - Verbal	Emotional Intelligence	Mindfulness	Relationship Intelligence	Time Management
Communication - Virtual	Empathy	Negotiating	Reliability	Trust
Communication - Written	Flexibility	Networking	Self-awareness	Virtual Intelligence

**EMOTIONAL INTELLIGENCE IS THE FOUNDATION FOR ALL SOFT SKILLS**

# Soft Skills: 2 parts

## Soft Skills will dominate all jobs by 2030

Source: Information Age – Deloitte Access Economics

### 1. Self-Management Skills

*How we manage ourselves*

#### Emotional Intelligence (EQ)

1. Self-Awareness
2. Self-Management (Self-control)
3. Empathy
4. Relationship Management

### 2. People Skills

*How we handle relationships with others*

#### Examples

Active Listening	Flexibility	Professional Etiquette
Agility	Intellectual Humility	Reliability
Collaboration	Leadership	Respectfulness
Communication	Negotiation	Sociability
Conflict Resolution	Networking	Sales
Cultural Intelligence	Patience	Teamwork
Customer Service	Problem Solving	Trust
Dependability	Project Management	Virtual Intelligence

## Emotional Intelligence (EQ)

### 1. Self-Awareness

2. Self-Management (Self-Control)

3. Empathy

4. Relationship Management

# Self-Awareness: The key to unlocking Emotional Intelligence

Self-awareness is the secret weapon of the 21st century. As an organizational psychologist, I've found that people who understand who they are – and how they're seen – make smarter choices, build better relationships, and enjoy more successful careers.

– Dr. Tasha Eurich, author, *Insight*

95% of people think they have good self-awareness

**WIDE  
GAP**

10-15% of people have the skill

Self-awareness is having a clear perception of your personality, including strengths, weaknesses, thoughts, beliefs, motivation, and emotions. Self-awareness allows you to understand other people, how they perceive you, your behavior and your responses to them in the moment.

Source: Dr. Tasha Eurich, author, *Insight*

# Signs of **HIGH** Emotional Intelligence (EQ)

<b>1.</b> You take 100% personal accountability for your behavior and actions	<b>12.</b> You are aware of your strengths and limitations
<b>2.</b> You can form secure, healthy relationships	<b>13.</b> You don't allow other people's behavior to control you
<b>3.</b> You can pause, think, and self-reflect about your reactions, and can appropriately modify your emotions	<b>14.</b> You don't neglect self-care
<b>4.</b> You apologize when you are wrong and don't make excuses	<b>15.</b> You don't hold grudges and can let go of mistakes
<b>5.</b> You are self-aware, you know what triggers your emotions and biases	<b>16.</b> You can neutralize toxic people
<b>6.</b> You can put yourself in other people's shoes (practice empathy)	<b>17.</b> You know how to say no (to yourself and others)
<b>7.</b> You handle feedback gracefully without denial, blame, or excuses. You understand that others see you much differently than you see yourself	<b>18.</b> You notice emotional shifts in others
<b>8.</b> You practice active listening, and make people feel heard and valued	<b>19.</b> You embrace change, uncertainty, and can adapt quickly
<b>9.</b> You are not afraid to ask for help	<b>20.</b> You seek solutions, not arguments
<b>10.</b> You ask others for perspective. You keep an open mind, question your opinions, and can admit when you're wrong	<b>21.</b> You know your feelings are valid, but not always fact
<b>11.</b> You are curious about people and eager to learn	<b>22.</b> You can protect yourself from emotional sabotage

Source: TalentSmartEQ

# Signs of **LOW** Emotional Intelligence (EQ)

1. You blame other people rather than taking responsibility for your actions – Lack personal accountability	12. You lack empathy – You struggle to see other people’s perspective
2. You don’t know your triggers	13. You seem to always be in a conflict with someone
3. You have difficulty asserting yourself and setting healthy boundaries	14. You often feel the need to be right, even in minor disagreements
4. You make assumptions quickly and defend them vehemently	15. You get passed over for promotions and other opportunities
5. You hold grudges and don’t let go of mistakes	16. You equate “honesty” with “brutality”
6. You are afraid to try anything new – Struggle with change	17. You are easily offended and take everything as a personal attack
7. You have a limited emotional vocabulary	18. You get into a lot of arguments and won’t stop fighting until you’ve gotten your way (Highly opinionated and argumentative)
8. You are super moody – You have sudden emotional outbursts or mood swings	19. You don’t get the help or approvals you need
9. You have a compulsive need to control everything	20. You love drama – You tend to create and seek out drama or chaos
10. You have trouble accepting feedback	21. You are clueless to the emotional cues from others
11. You are quick to judge a person or situation	22. You have to be the center of attention in every conversation

Source: TalentSmartEQ

# Self-Awareness: Recognize and Acknowledge (Early Warning System)

- Emotions are not problems: They are messages – Are you listening?
- The ability to quickly and accurately identify your emotions, your triggers, and your biases
- As your self-awareness grows, you develop confidence to handle any emotion you experience



## Questions to Ask Yourself

1. Can you notice your emotions before your reaction?
2. Can you identify and recognize your own emotional behaviors, triggers and habits?
3. Can you recognize your own emotional state and its impact on other people?
4. Can you recognize what people are feeling in the moment?
5. Can you recognize how people perceive you?
6. Can you pick up on subtle emotional cues from people?
7. Can you understand the causes and consequences of different emotions?
8. Can you understand the chains of emotions, such as how someone can be disappointed and then transition to anger?
9. Can you notice the increase in emotional responses?

Source: Emotional Intelligence at Work

# 4 ways to increase your self-awareness

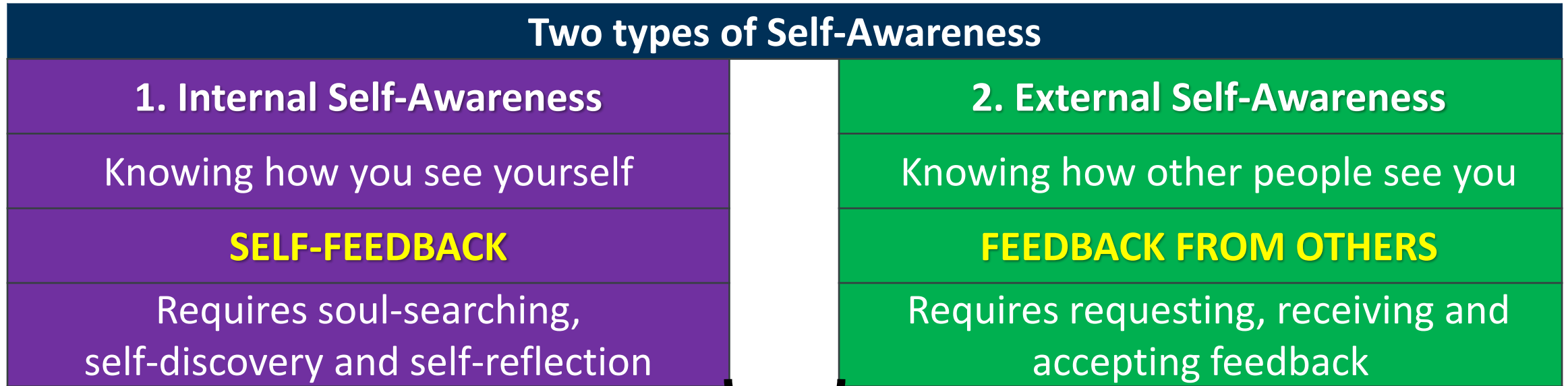
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**Emotions are not problems: They are messages – Are you listening?**

1. There are two types of self-awareness – Internal and External
2. When was the last time you had an Emotional Check-up?
3. Ask for and accept feedback
4. Practice Self-Reflection: Start the journey of your uncomfortable truths

# Self-Awareness: Do you understand the impact of your behavior on yourself and others?

To know yourself, you must sacrifice the illusion that you already do – Vironika Tugaleva



This is how we close the gap between how we see ourselves and how other people see us. Because we tend to see our actions through the lens of intention, rather than the lens through which others see it

# When was the last time you had an Emotional Check-up?

The patterns we can't change are tied to the pain we haven't addressed – Kobe Campbell

Physical check-up	Auto check-up	Financial check-up	Emotional check-up [Internal Self-Awareness]
Doctor	Mechanic	Financial advisor	Starts with you
Annual physical exam	Tune-up	Household expenses	Emotional health
Dental exam	Oil change	Checking account	Significant other
Mammogram	Breaks check	Savings account	Job status
Prostate exam	Wiper blades	401k	Family - Immediate
Blood pressure	Headlights	Debt	Family - Extended
Cholesterol	Air filter	Retirement	Friends
Height/weight	Coolant	Credit report	Spirituality
Heart rate	Tires	Emergency fund	Self-care



# Ask for and accept feedback – Let go of ego

**Ego is very good at misinterpreting reality. It believes its story – Iyanla Vanzant**

- Make it a safe and non-confrontational zone
- Make it a non-defensive zone
- Make clear your personal accountability – Own it
- Make clear your commitment to self-improvement and being change-ready
- Avoid feedback-giver relationship and hostility bias
- Make it about growing (Growth mindset) – Focus on the content, not the delivery



# A few signs your ego is getting in the way of receiving feedback

**Ego is very good at misinterpreting reality. It believes its story – Iyanla Vanzant**

<b>Play victim</b>	Yes, that's true, but it's not my fault	<b>Negate</b>	You don't really know anything about XYZ
<b>Take pride</b>	Yes, that's true, but it's a good thing	<b>Dismissive</b>	Yeah, whatever
<b>Minimize</b>	It's really not such a big deal	<b>Deflect</b>	You're just being too picky. That's not the real issue
<b>Deny</b>	I don't do that	<b>Resistance to change</b>	But I've always done it this way
<b>Avoid</b>	I don't need this job	<b>Invalidate</b>	I've asked others and nobody agrees with the feedback
<b>Blame</b>	The problem is the people around me	<b>Exaggerate</b>	This is terrible, I'm really awful
<b>Counter</b>	There are lots of examples of me acting differently	<b>Shock/Anger</b>	This is not fair! I always knew you didn't like me
<b>Attack</b>	I may have done XYZ, but you did XYZ. You're not perfect either		

Source: Psychology Today

# Practice Self-Reflection: Start the journey of your uncomfortable truths

**The patterns we can't change are tied to the pain we haven't addressed – Kobe Campbell**

## Benefits of self-reflection

- Helps you navigate between feelings and facts – Feelings are valid, not always accurate
- Increases understanding of yourself and your behavioral patterns
- Helps you examine the “why” behind your emotions
- Helps you examine how you react to stressful situations
- Helps you stay calm and in control in difficult situations
- Helps you uncover the root causes of your emotional struggles and triggers
- Helps you uncover your subconscious beliefs that determine your emotions and behavior

## Questions to ask yourself

1. Why do I react this way?
2. Why is this emotion present?
3. What is really beneath this emotion?
4. What interaction or scenario led to this emotion?
5. What emotions do I feel most often, and why?
6. What truth is this emotion trying to tell me?
7. What emotions did I experience most strongly today, and why?
8. How have past experiences influenced my current feelings?
9. How am I contributing positively to the lives of others?
10. Where does self-care fall in my list of priorities?

Source: Very Well Mind: The Importance of Self-Reflection – How Looking Inward Can Improve Your Mental Health

# How we manage ourselves

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## Emotional Intelligence (EQ)

1. Self-Awareness

**2. Self-Management (Self-Control)**

3. Empathy

4. Relationship Management

# Self-Management: Never let your emotions overpower your intelligence

- Emotional Insight beats Emotional Impulse
- Manage your disruptive emotional impulses and moods
- Stay calm, in control, and solution-focused in stressful situations
- Ability to choose what you say and how you behave that is healthy and productive

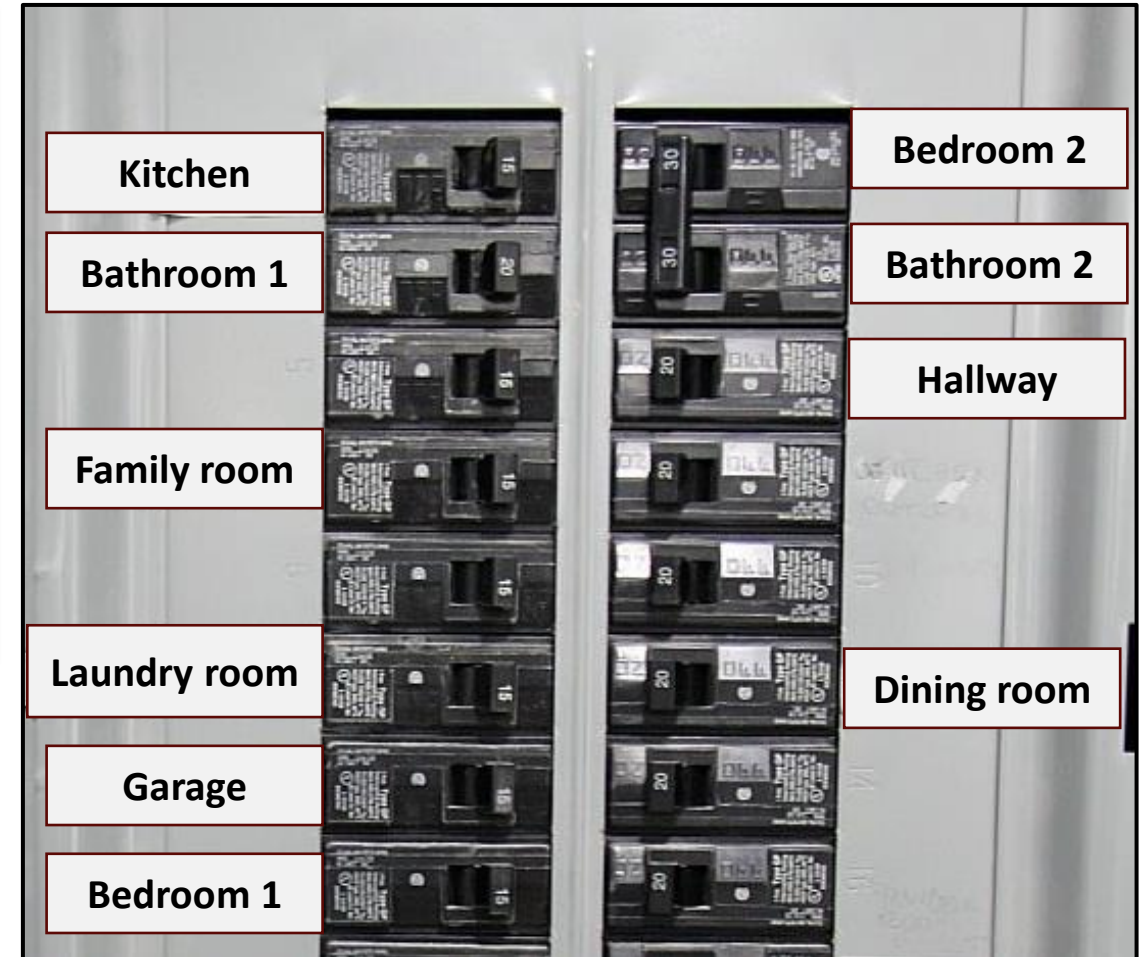


## Questions to Ask Yourself

1. Can you pause between receiving information and responding to it emotionally?
2. Can you choose responses that move toward a positive outcome, despite feeling negative emotions?
3. Can you have emotional control over your words and your behavior?
4. Can you calm yourself down when angry or upset?
5. Can you move between positive and negative moods?
6. Can you remain open to emotions, even if they're painful or uncomfortable?
7. Can you predict the consequences of emotions not being managed appropriately?
8. Can you avoid inappropriate emotional outbursts at work and home?

# Self-Management: The 90-Second Rule That Builds Self Control

- Process emotions or reset emotional circuit breaker
  - Self-awareness: Emotional circuit breaker tripped
  - Pause
  - Recognize, Acknowledge and Welcome
    - Experience it – Allow yourself to feel it
  - Accept
  - Listen and reflect – Let it go (Emotional Freedom)
  - Adjust approach – Healthy Response



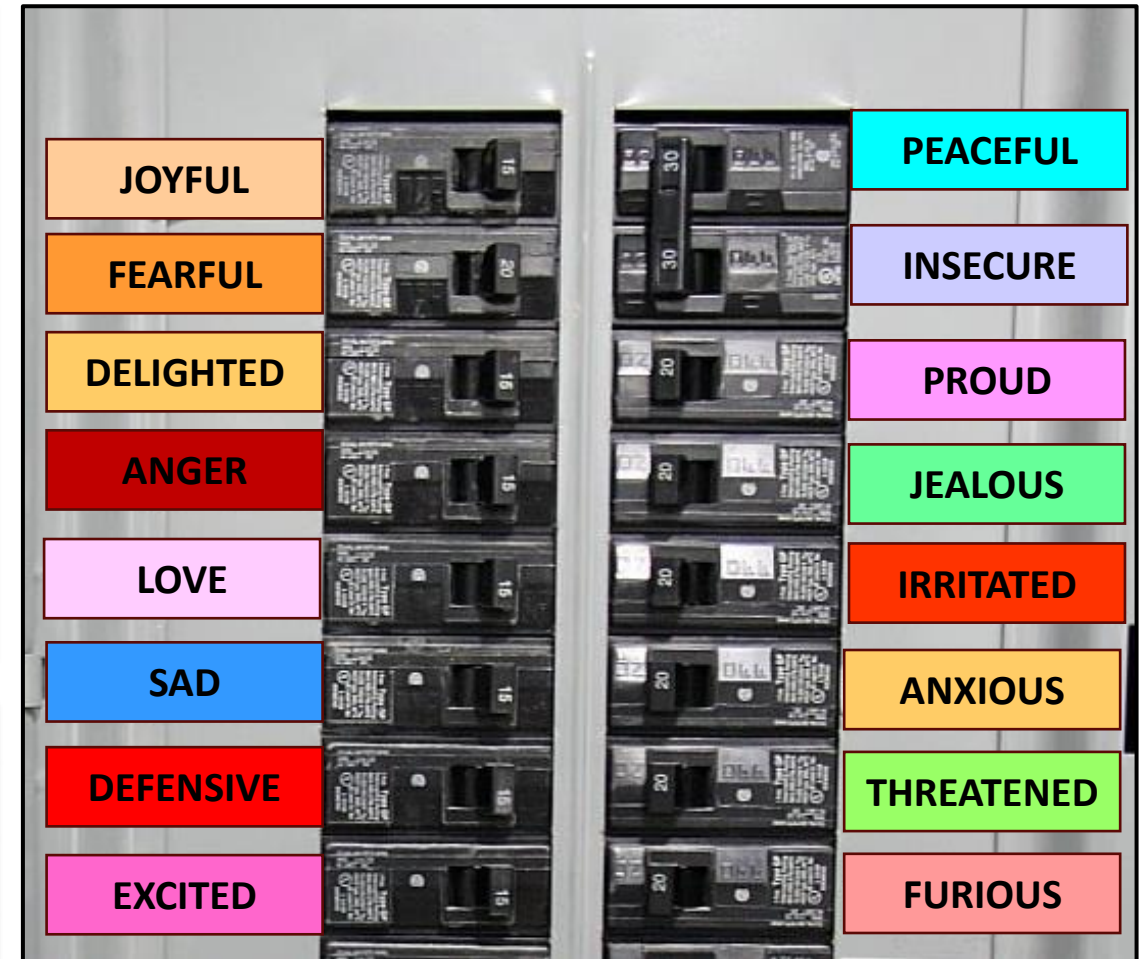
Sources: Dr. Jill Bolte Taylor, Neuroanatomist, Psychology Today and Lisa Chen, LMFT

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  - Adjust approach – Healthy Response

## Repercussions of unprocessed emotions

1. Moment: Lasts seconds to minutes
2. Mood: Lasts hours to days
3. Temperament: Last weeks to months
4. Personality Trait: Becomes part of how people know us



Sources: Dr. Jill Bolte Taylor, Neuroanatomist, Psychology Today and Lisa Chen, LMFT

## Emotional Intelligence (EQ)

1. Self-Awareness

2. Self-Management (Self-Control)

**3. Empathy**

4. Relationship Management

# Empathy: It fuels connection between people

Empathy is seeing the world through the eyes of those who are different from us



Empathy is about feelings. It involves listening and being nonjudgmental. Perspective taking. Better understanding.

# Empathetic Accountability: A blend of empathy and an unwavering commitment to results

**Work relationships should energize us, not drain us – Nate Regier**

“As much as I want to care about my people,  
we’re running a business here.  
I’m accountable to deliver results”

“If I try to make everybody on the team  
happy, we won’t hit our numbers”

“If I’m empathetic at work,  
my team will walk all over me”

“If I’m too empathetic, I may lose control  
and the work will suffer”

**To win in the marketplace,  
you must first win in the workplace**

- **Be Human and Drive Performance**
- **Be Helpful and Drive Responsibility**
- **Be Thankful and Drive Improvement**
- **Be Happy and Drive Productivity**

**Emotions drive people. People drive performance**

# Empathetic Accountability

To win in the marketplace, you must first win in the workplace					
High EQ Leaders = High EQ Teams					
<b>31%</b>	<b>20%</b>	<b>25%</b>	<b>25%</b>	<b>50%</b>	<b>70%</b>
Higher leadership effectiveness	Higher Profitability	Higher employee performance	Higher team productivity	Lower turn over among employees, saving millions in recruitment and training costs	Of employees perform better under leaders with high EQ

## High EQ Teams

- Recover faster from setback and seamlessly adapt to change without losing focus
- Lead effectively whether as managers or individual contributors
- Foster collaboration and 4x less likely to engage in workplace conflict
- Take ownership of challenges rather than waiting for direction
- High EQ teams prioritize team success over personal agendas

Sources: Mayo Clinic, Gallup, Forbes, Psychology Today, and the World Economic Forum

# Empathetic Accountability

To win in the marketplace, you must first win in the workplace				
High EQ teams = Customer-Focused Organization				
<b>85%</b>	<b>20%</b>	<b>50%</b>	<b>30%</b>	<b>25%</b>
Of customers prefer interacting with EQ representatives	Improvement in customer service ratings	Of customers are more likely to stay loyal to high-EQ companies	Improvement managing difficult customer interactions	Lower employee stress in customer service roles

## High EQ Teams

- Keep customers interactions focused and productive
- Avoid negative emotion escalation and frustrated customers
- Create memorable customer experiences that contributes to customer satisfaction and retention

Sources: Mayo Clinic, Gallup, Forbes, Psychology Today, and the World Economic Forum

# Empathetic Accountability

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- EQ-driven communication is about team connection
- When people feel heard, they trust you, follow you, and stay engaged

High EQ Leaders = EQ-driven communication	
<b>50%</b>	<b>65%</b>
Decrease in team misunderstandings	Faster in resolving team conflicts

Sources: The Leadership Wake-Up Call and Science of Mind

# How we manage ourselves

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## Emotional Intelligence (EQ)

1. Self-Awareness

2. Self-Management (Self-Control)

3. Empathy

**4. Relationship Management**

# Relationship Management: Everyone Communicates, Few Connect

- The ability to successfully engage and interact with people with different interests, backgrounds, cultures, lifestyles, beliefs, values, and experiences

## Questions to Ask Yourself

1. Can you connect with people in ways that help them feel understood, valued, and supported?
2. Can you manage conflict in a healthy, positive, and constructive manner?
3. Can you build relationships with people you don't like?
4. Can you practice active listening and pursue diversity of thought?
5. Can you understand others' viewpoints even when they are different from yours?
6. Can you build relationships with people that are different from you?
7. Can you relate to others and interact effectively across different cultures?
8. Can you foster a sense of inclusivity and belonging in conversations?
9. Can you embrace individual differences?

**Do you communicate or  
do you connect?**

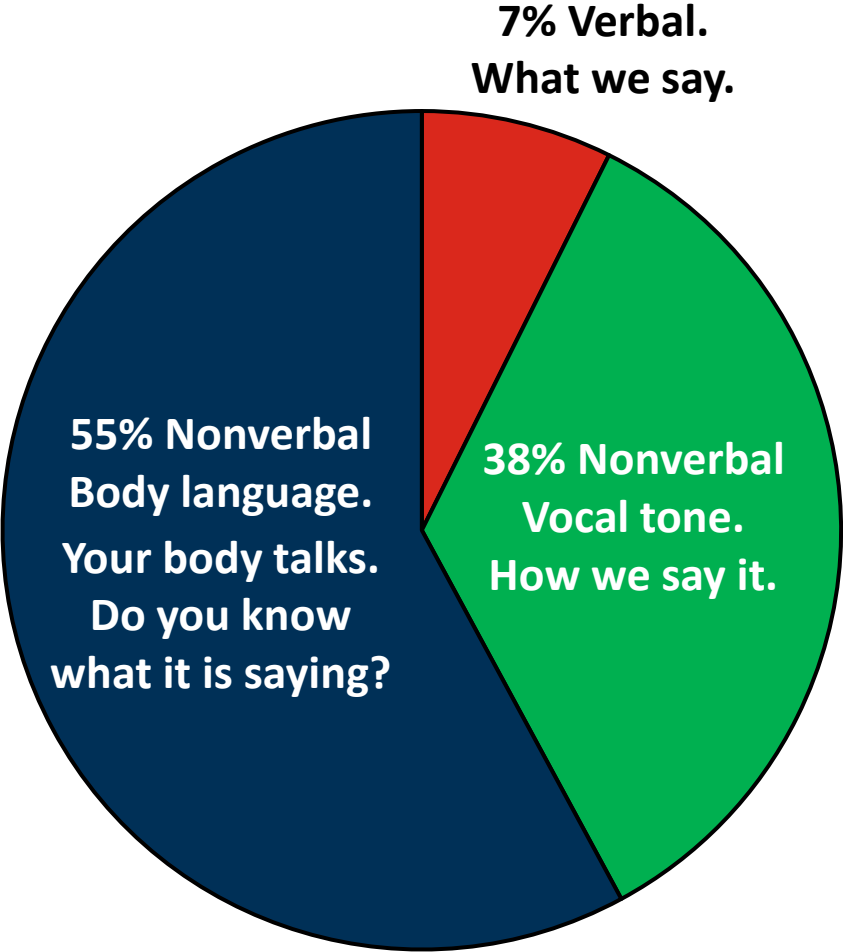


# Relationship Management: Everyone Communicates, Few Connect

**Your actions speak so loudly that I can't hear your words, or I may hear your words, but I feel your attitude.**

**Communication is a full body experience**

<input checked="" type="checkbox"/> EYES	<input checked="" type="checkbox"/> BRAIN
<input checked="" type="checkbox"/> EARS	<input checked="" type="checkbox"/> HEART



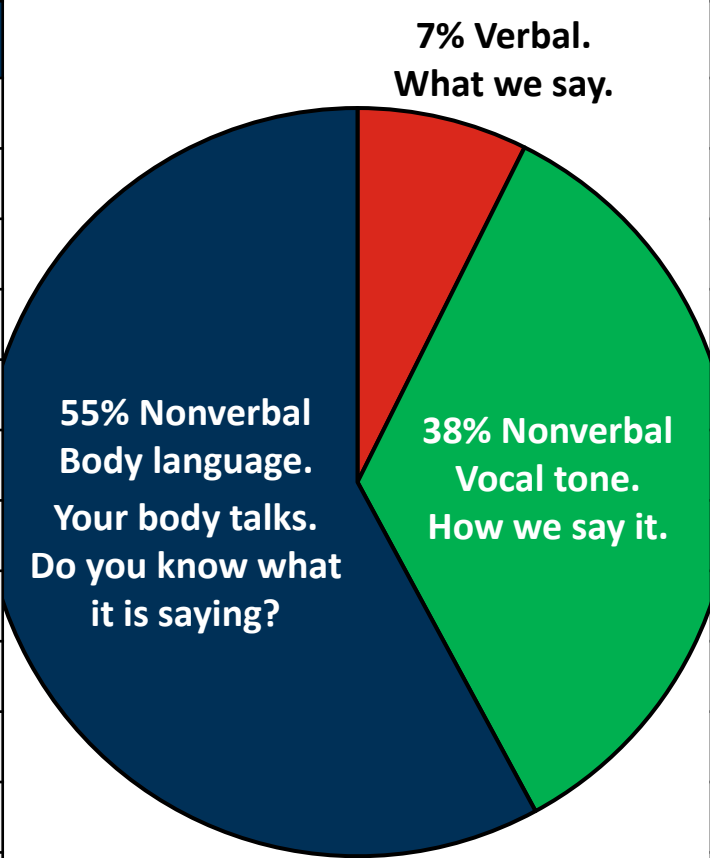
**93% of Communication is Nonverbal**

I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel  
- Maya Angelou

# Relationship Management: Everyone Communicates, Few Connect

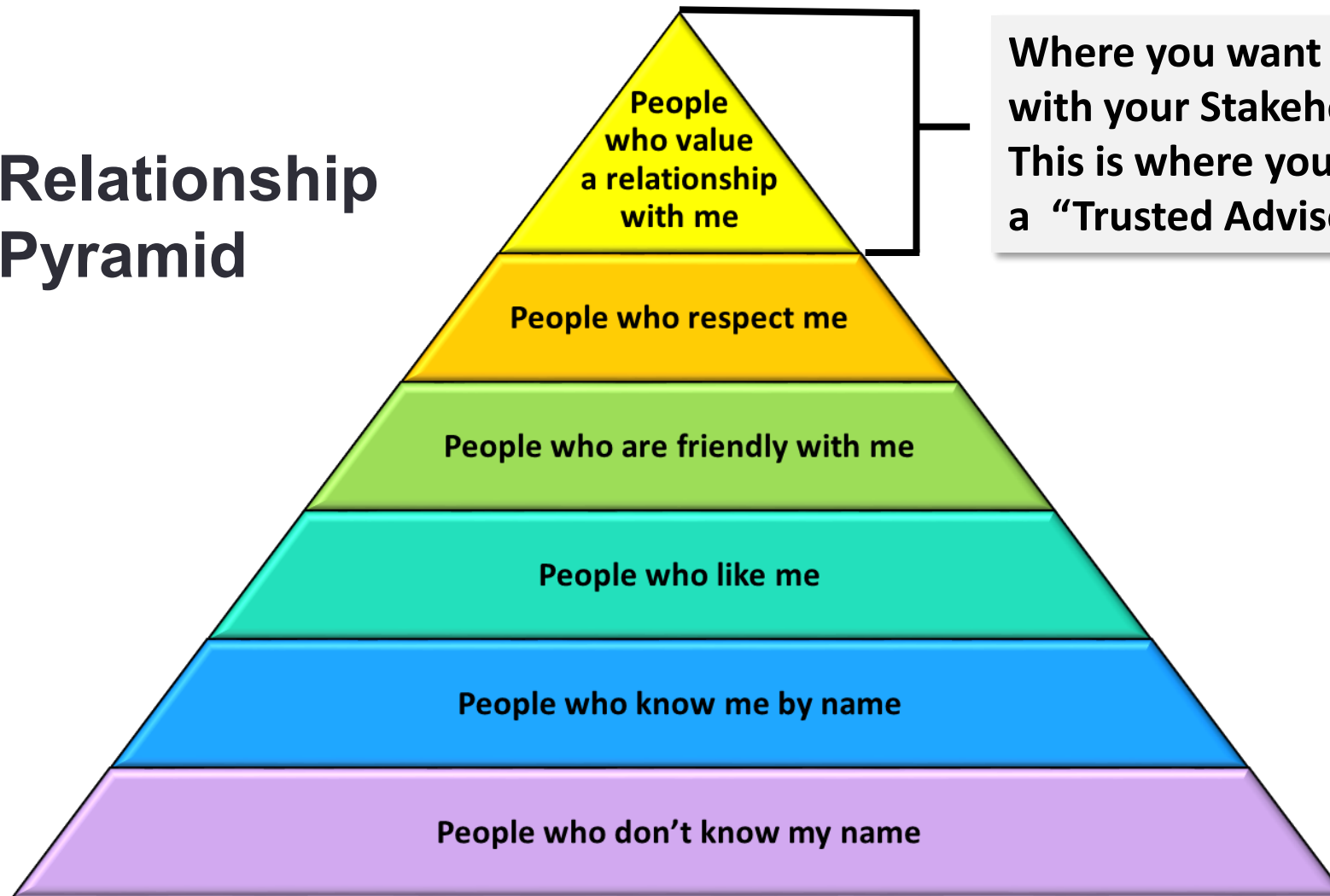
**Your actions speak so loudly that I can't hear your words, or I may hear your words, but I feel your attitude.**

Body Language examples	
Facial expressions	Lip biting
Use of arms	Hands on hips
Happy/Smiling	Defensive
Angry/Frowning	Fear
Eye rolling	Aggressive
Side eye	Annoyance
Icy stare	Self-satisfied smirk
Fidgeting	Affirmative movements
Sadness	Invading personal space
Surprised	Smile through gritted teeth
Leaning in	Head in hands
Respectful	Head nodding



Vocal Tone examples	
Loud/Low	Harsh/Abrasive
Pace	Calm/Warm/Inviting
Kind	Clear/Concise
Friendly	Motivating/Uplifting
Condescending	Snippy/Prickly
Bossy	Overbearing
Upbeat	Respectful/Polite
Confident	Sarcastic/Snarky/Cynical
Dry	Under control
Curt	Contentious
Humorous	Accusatory
Bitter	Dismissive

## The Relationship Pyramid



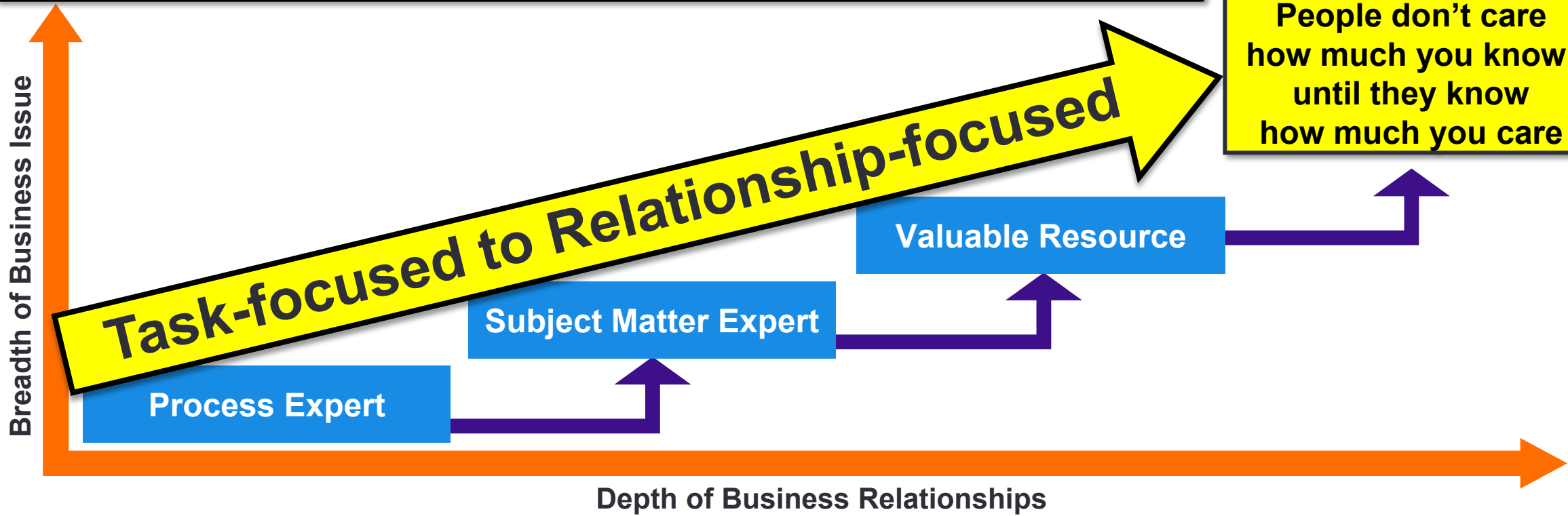
Where you want to be with your Stakeholders. This is where you become a "Trusted Advisor"

Source: *The Relationship Edge*

# Relationship Management: Evolution of a business relationship

Many professionals approach the task of giving advice as if it were an objective, rational exercise based on their technical knowledge and expertise. But **giving advice is almost never an exclusively logical process**. Rather, it is almost an **emotional duet**, played between the advice giver and the stakeholder. If you can't learn to recognize, deal with, and respond to stakeholder emotions, you will never be an effective advisor. Source: Adapted from The Trusted Advisor

**STAKEHOLDERS**  
**Trusted Advisor**  
[Emotional Connection]  
People don't care how much you know, until they know how much you care



## Becoming Trusted Advisors

RIM professionals are – and will continue to be – more than utilizing their expertise to manage physical records. To maintain visibility and remain a business component of an organization's strategy, they must

## Records Management's Interaction with Other IG Stakeholders

With its enterprise-wide scope, records management affects and is affected by

Information governance must promote interaction, cooperation, and consultation among stakeholders [i.e., records management, information technology, information security, risk management, compliance, legal affairs, data science, and archival administration].

## Time to Engage

RIM has never been more important to the business world. With much focus on the management and protection of information assets, there are tremendous opportunities for RIM professionals to become more involved

**Collaborate, create partnerships, and promote collaboration among other IG and RIM stakeholders.** In creating a partnership with your IT partner, for example, share involvement and credit. Joining together

Forging a Partnership with IT for **Technology Lifecycle Management**

## GDPR Invites Collaboration, E-Discovery Panel Says

Developing Productive Relationships with Other IG Stakeholders in 2018

## How RIM Can Influence IT and Shape IG

Phyllis Elin

Records and information management (RIM) professionals are perfectly positioned and have the requisite expertise to play an advisory role that will help ensure that their

Records Management's Interactions with **Information Governance Stakeholders**

## Using soft skills for hard problems — tech leadership in 2022

In particular, relationship management has become a crucial skill for information professionals the facilitator between many disparate business functions that include operational business and discovery, IT, compliance, risk, data scientists, vendor management, and more.

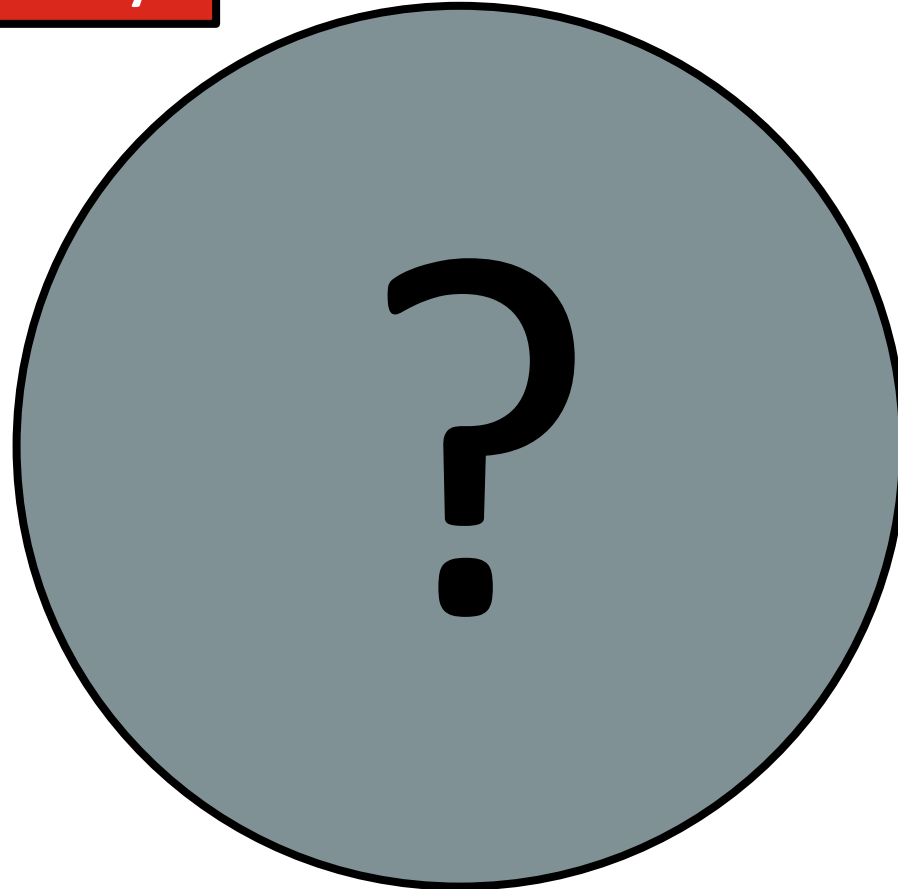
# Relationship Management: Professional and personal relationships decisions

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**Poll Question:**

**What percentage of decisions are made rationally versus emotionally?**

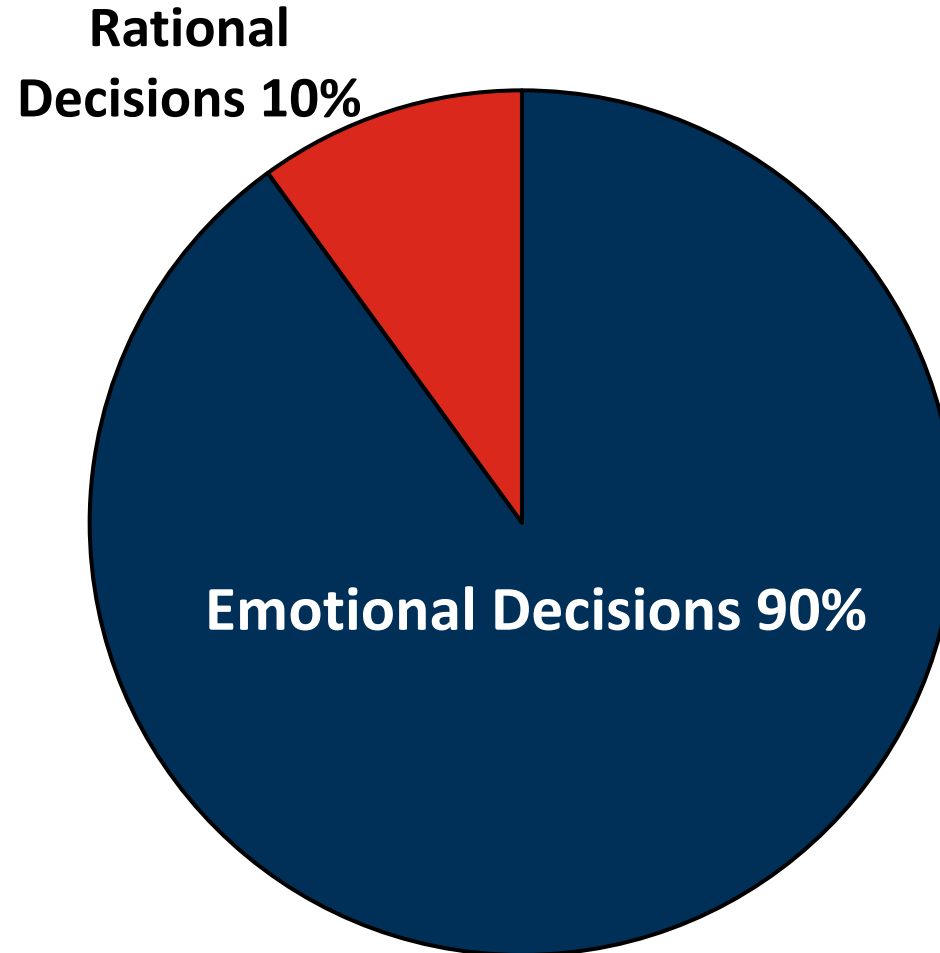
**Rational Decisions**



**Emotional Decisions**

# Relationship Management: Professional and personal relationships decisions

**We make decisions with emotions, then justify with logic**



**When dealing with people, let us remember we are not dealing with creatures of logic. We are dealing with creatures of emotion  
- Dale Carnegie**

**95% of people think they have good self-awareness**

**10-15% of people have the skill**

Sources: Forbes, Neuroscience News, Psychology Today, Columbia Business School, Temple University School of Law, and Princeton University

# Relationship Management: Evolution of a business relationship

## Information Governance Implementation Model – IGIM 2.1

A useful tool that aims to **bridge gaps across people**, policies, and technologies while **uniting stakeholders** under a cohesive implementation framework

Information Governance must promote **interaction**, **cooperation**, and **consultation** among stakeholders



# Want better relationships? Change the way you listen

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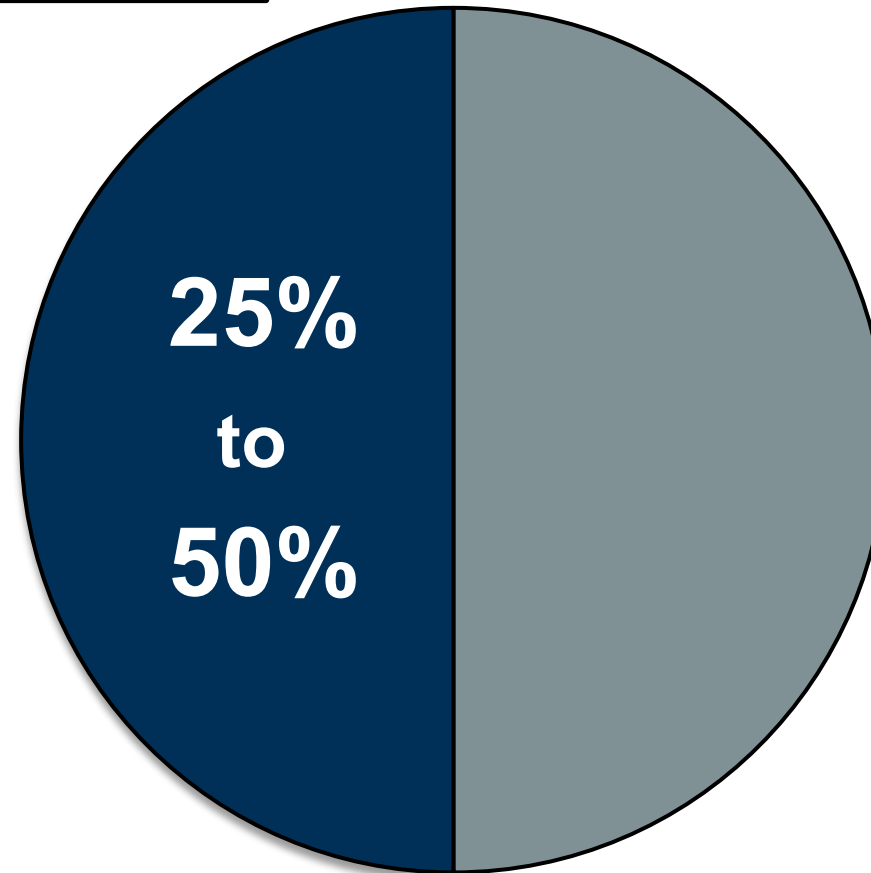
**Poll Question:**  
**How much do we**  
**comprehend from what**  
**is said in a conversation?**



# Want better relationships? Change the way you listen

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**We comprehend only 25% to 50%  
of what is said in a conversation**



Source: Edgar Dale's Cone of Experience and Mind Tools

# Want better relationships? Change the way you listen

Be the reason someone feels, seen, heard, valued and supported

Practice **“Active Listening”**: From communicating to connecting

1. Be approachable – Create a space of psychological safety
2. Be fully present – Pause to check in with yourself
3. Practice “Intellectual Humility” – I could be wrong
4. Clear mental clutter – Let go of assumptions
5. Listen to understand – Respect their perspectives
6. Pay attention to what’s not being said – Enter their emotional world (Empathy)
7. Periodically tune into your emotions

## Active Listening

Am I listening for what’s being said, or what I want or need to hear?

Am I listening to win an argument or trying to solve a problem?

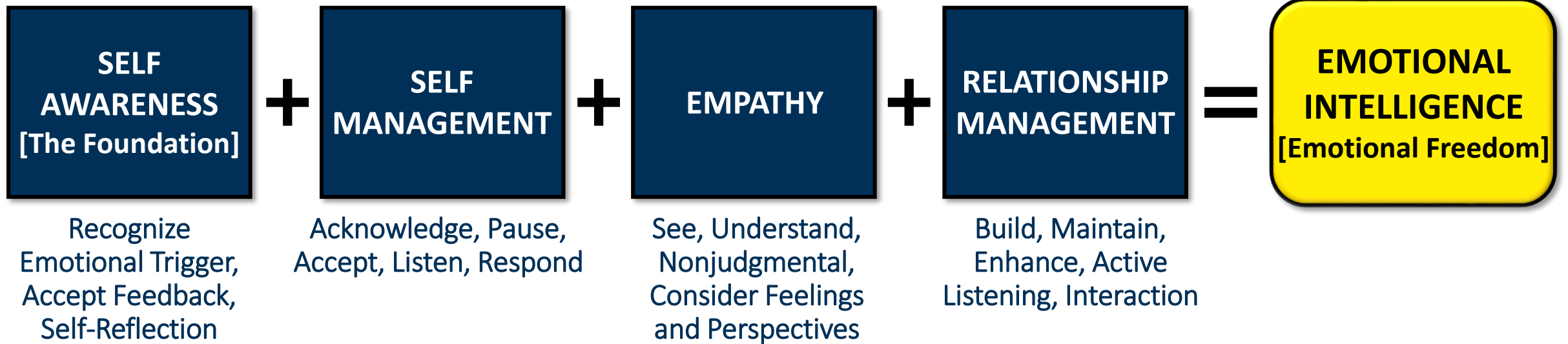
Am I listening to understand or to judge, attack, defend, dismiss, minimize, or dispute?

## Soft Skills Examples

Active Listening	Confidence	Focus	Open-mindedness	Self-management
Adaptability	Conflict Resolution	Friendliness	Patience	Self-motivated
Assertiveness	Creativity	Goal Setting	Personal Accountability	Self-reflection
Coaching and Mentoring	Critical and Strategic Thinking	Growth Mindset	Problem-solving	Sociability
Collaboration	Cultural Competency	Influence	Professional Etiquette	Stress Management
Communication - Nonverbal	Dependability	Leadership	Punctuality	Teamwork
Communication - Verbal	Emotional Intelligence	Mindfulness	Relationship Intelligence	Time Management
Communication - Virtual	Empathy	Negotiating	Reliability	Trust
Communication - Written	Flexibility	Networking	Self-awareness	Virtual Intelligence

**EMOTIONAL INTELLIGENCE IS THE FOUNDATION FOR ALL SOFT SKILLS**

# In closing, we are meant to be guided by our emotions – Not mastered by them



No matter the situation, never let your emotions overpower your intelligence – Jean Houston

# Thank you!

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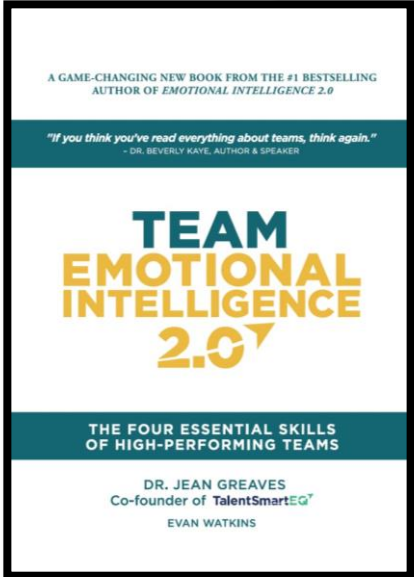
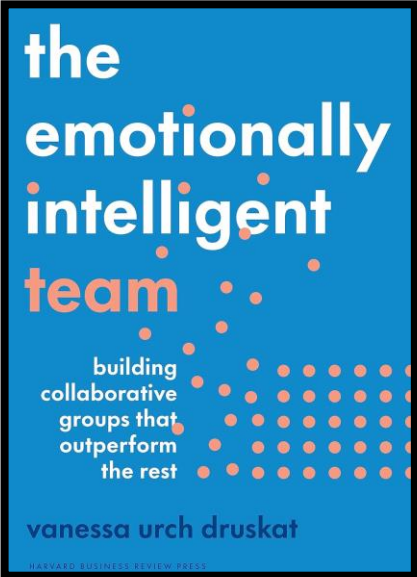
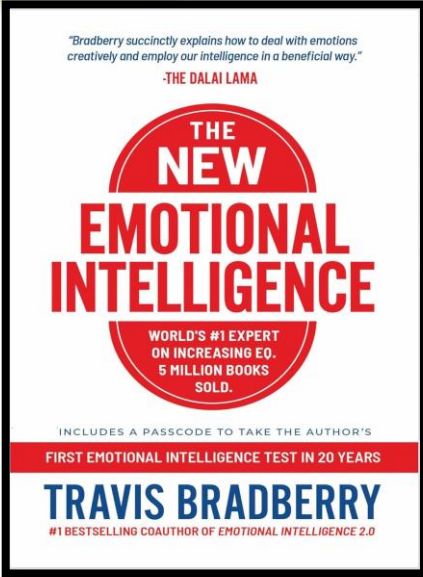
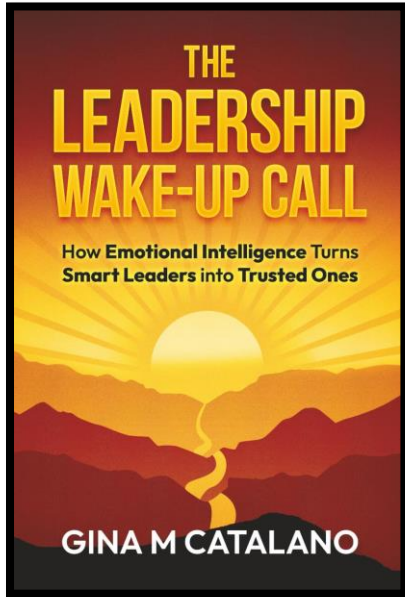
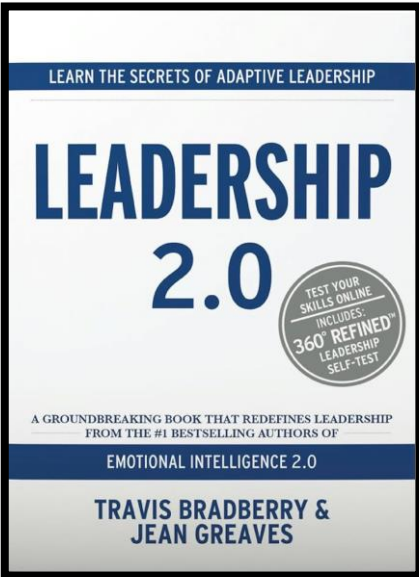
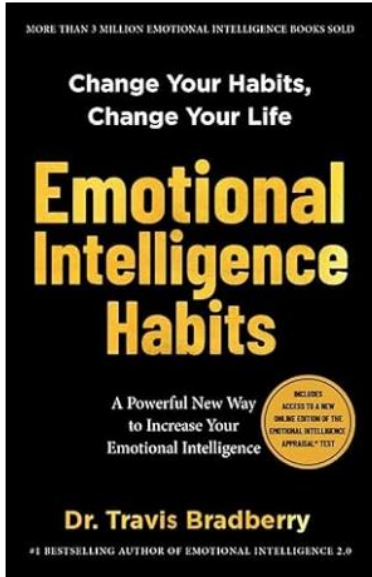
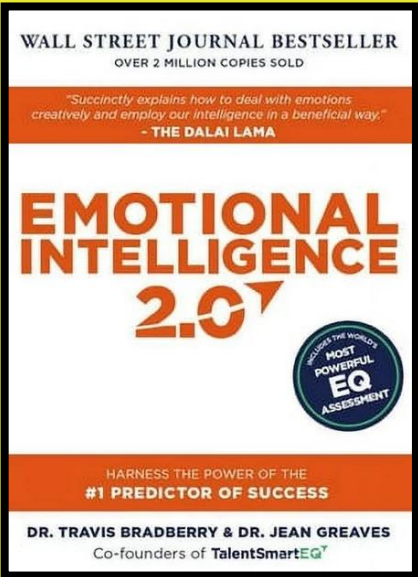
John Spencer | 312.661.3697 | [jspencer@kemper.com](mailto:jspencer@kemper.com)

**KEMPER**

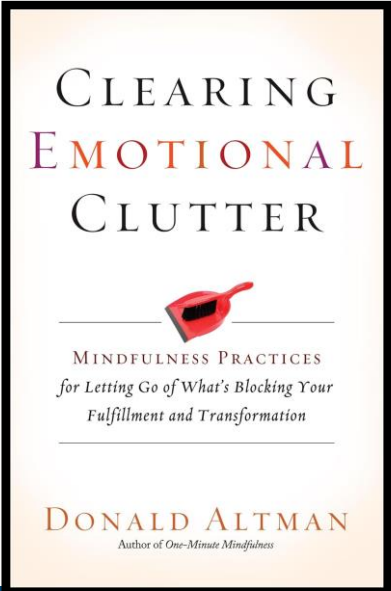
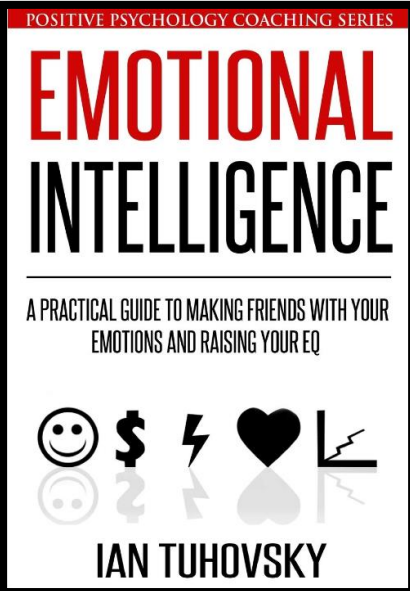
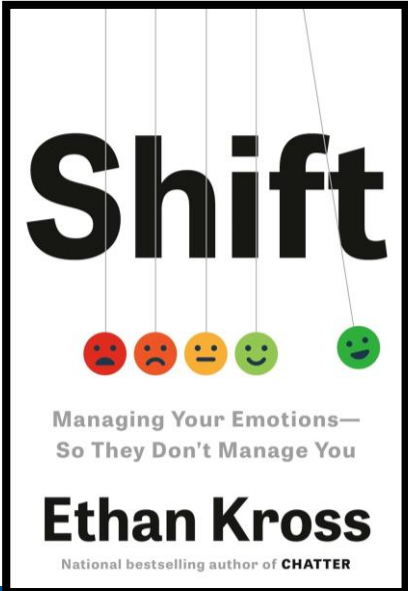
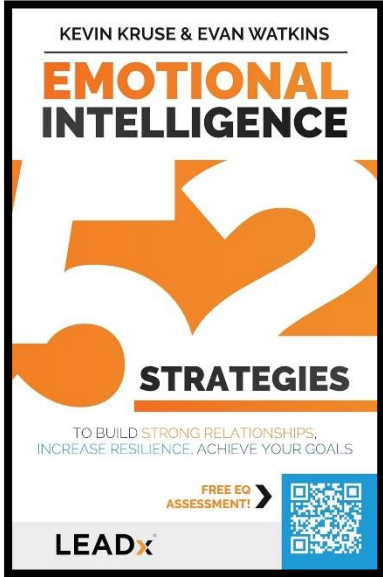
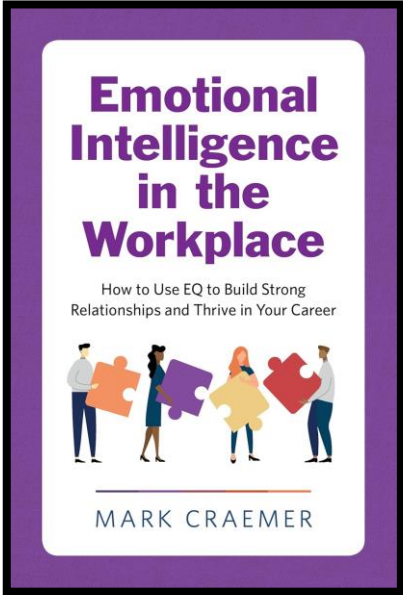
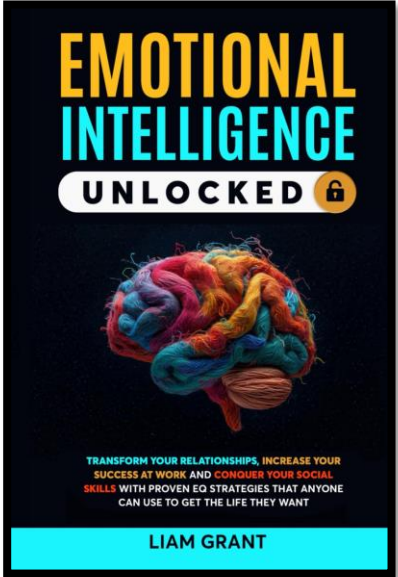
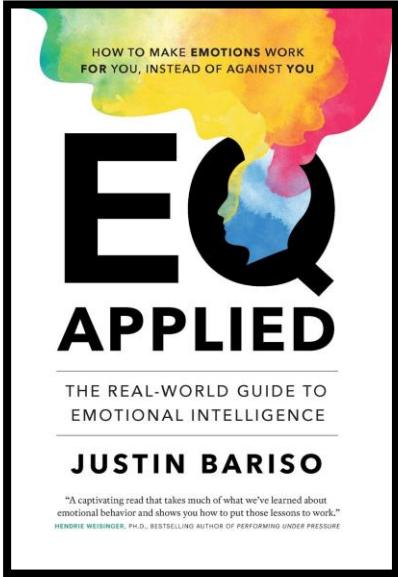
# Some favorite resources

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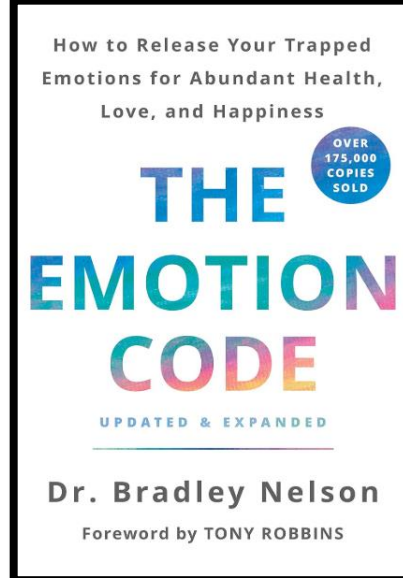
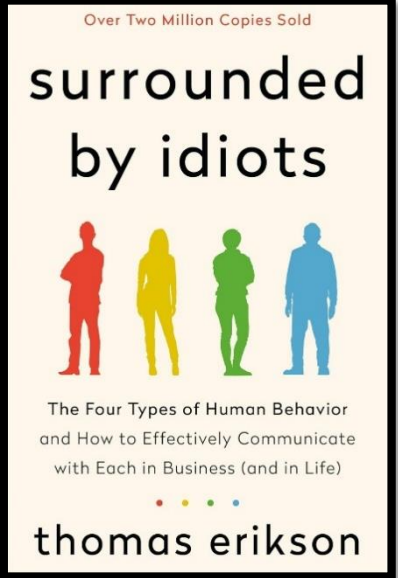
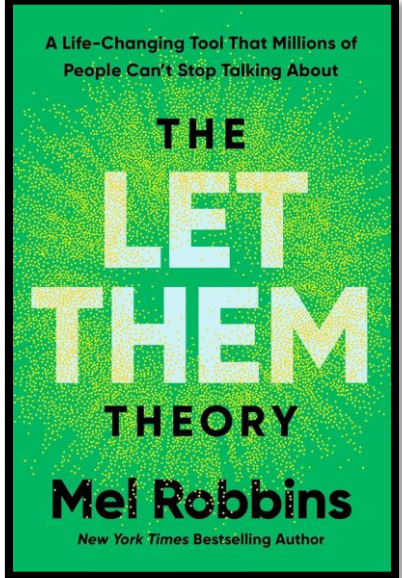
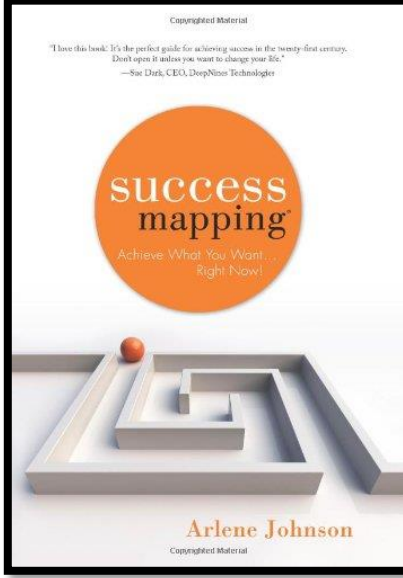
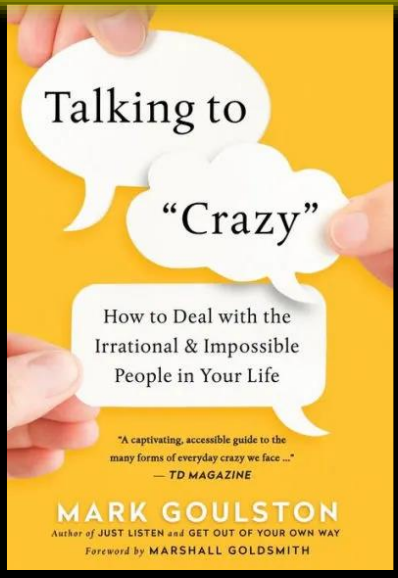
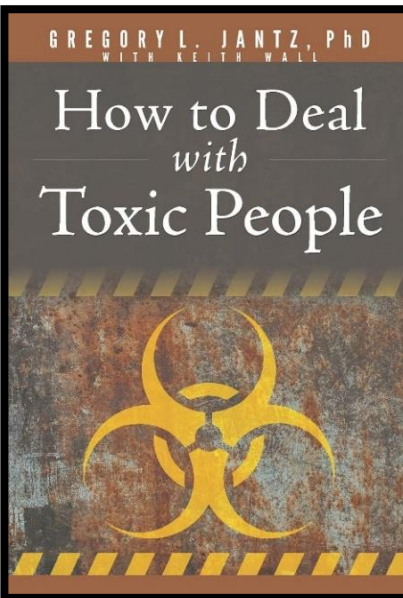
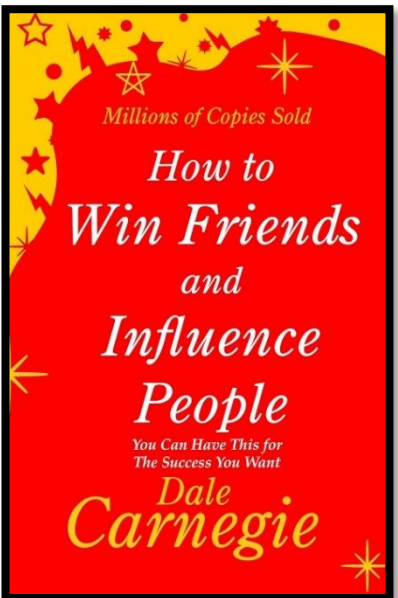
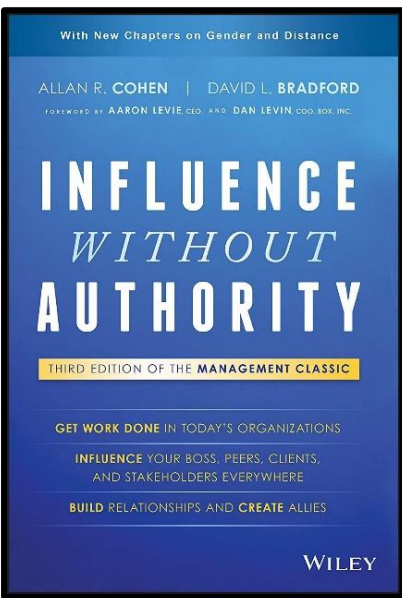
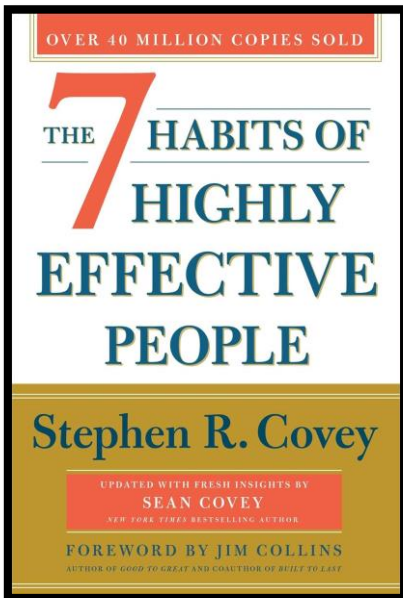
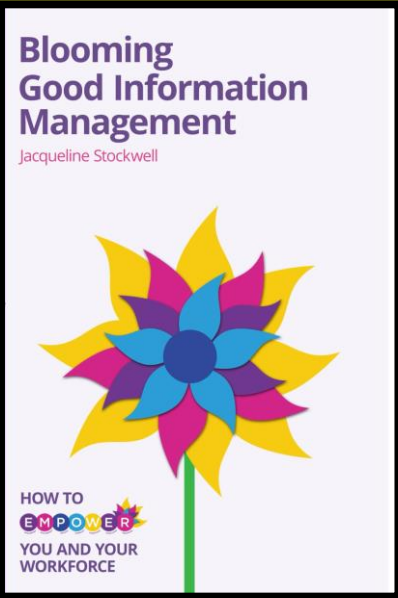
# Resources on Emotional Intelligence



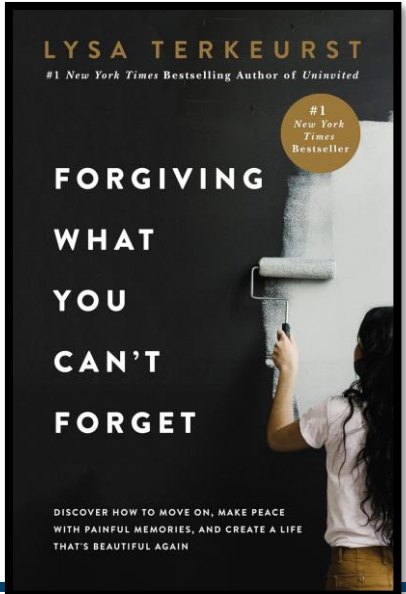
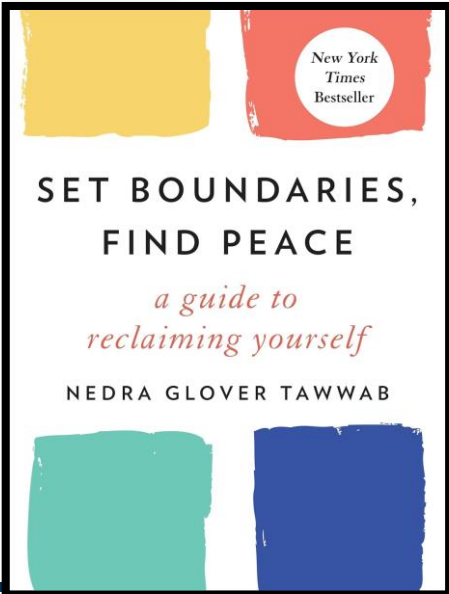
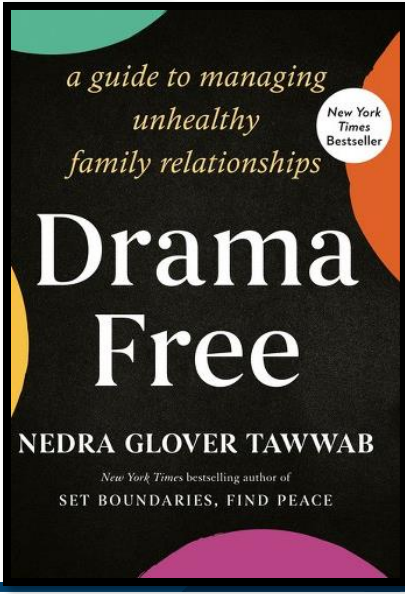
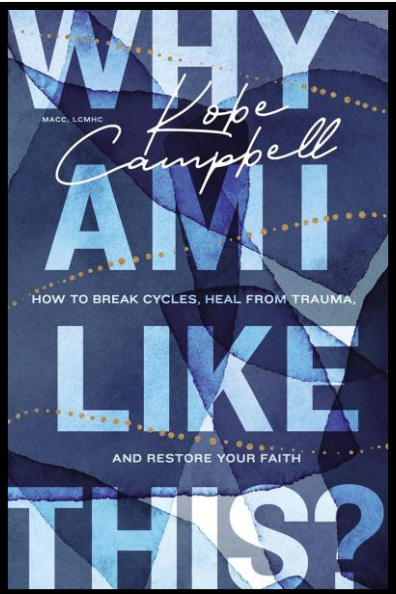
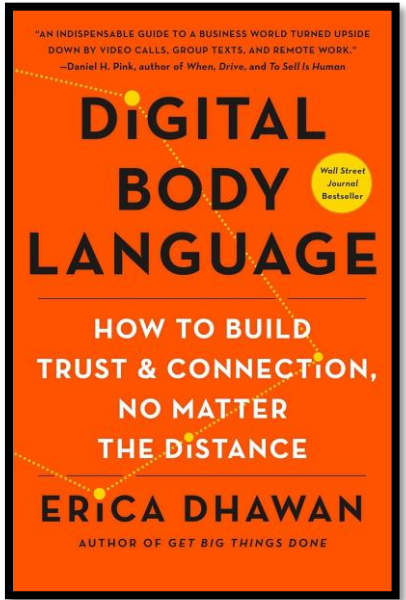
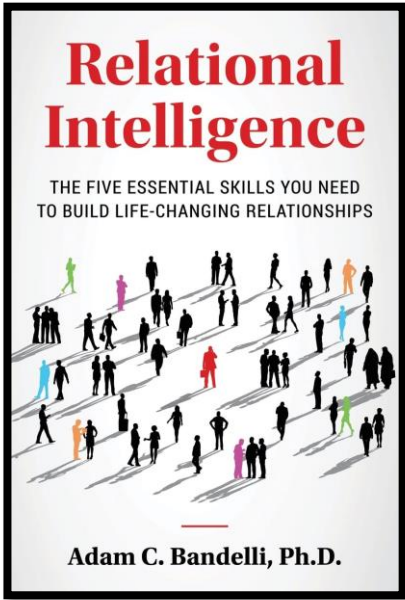
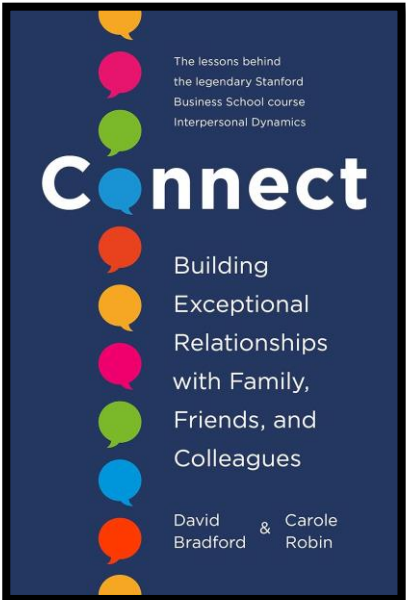
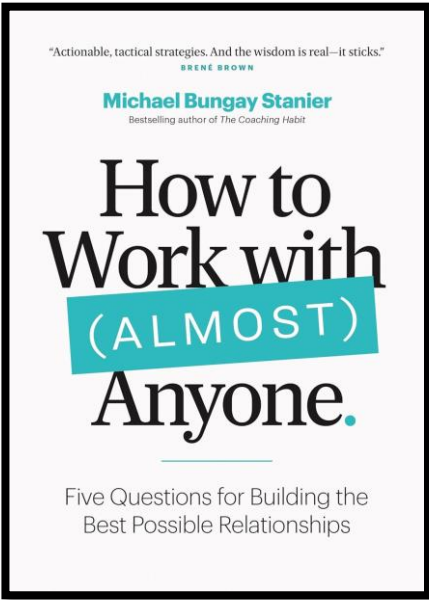
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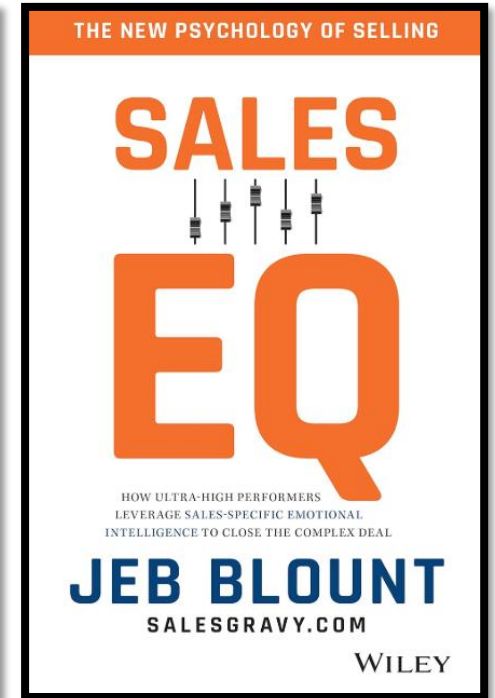
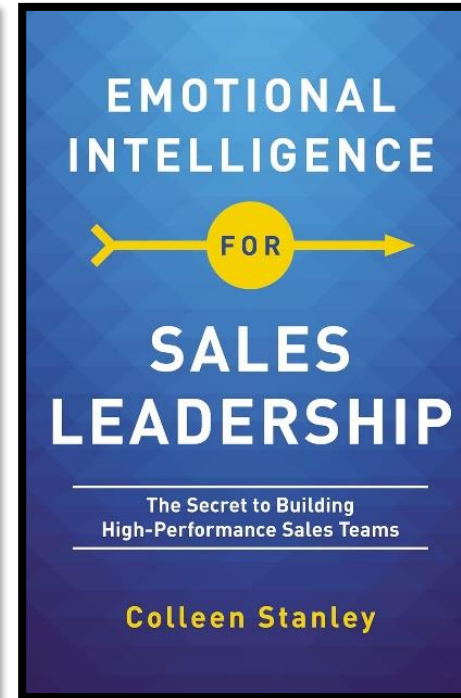
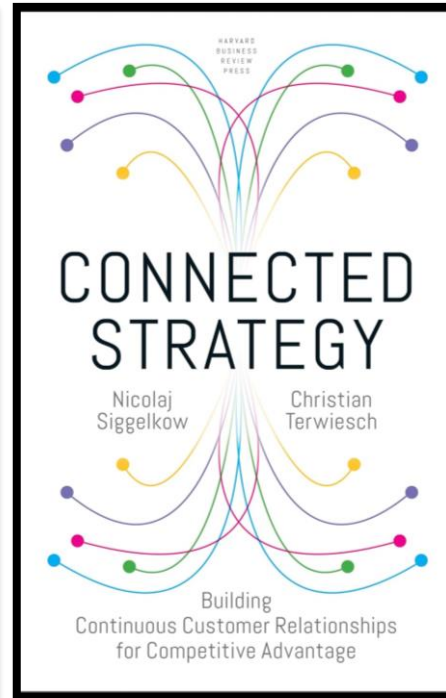
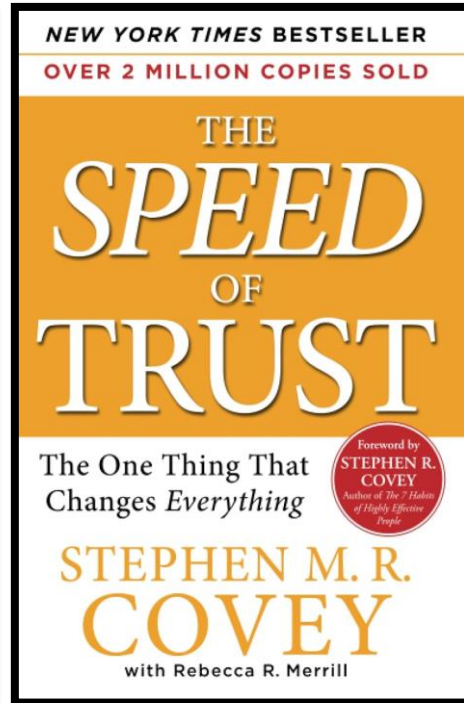
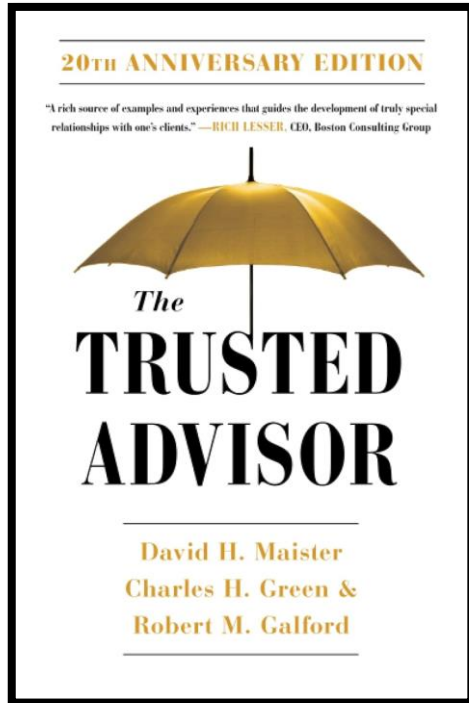
# Resources on Relationship Management



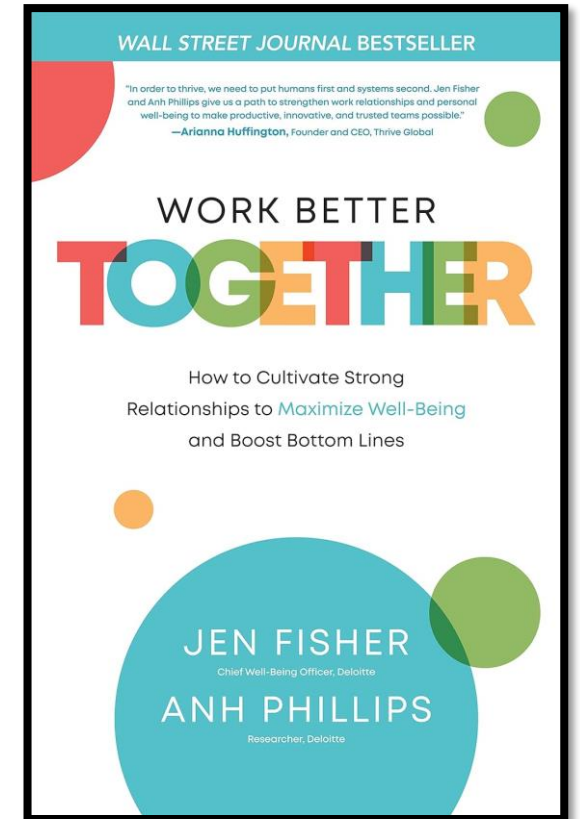
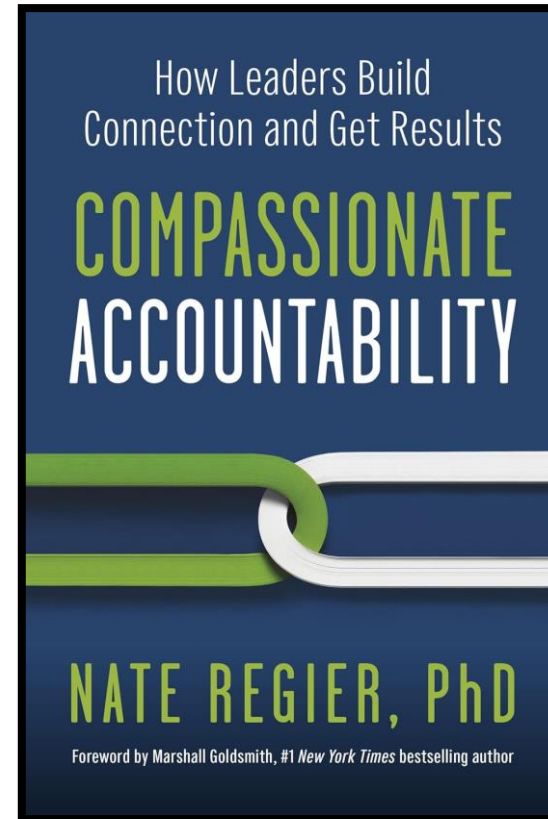
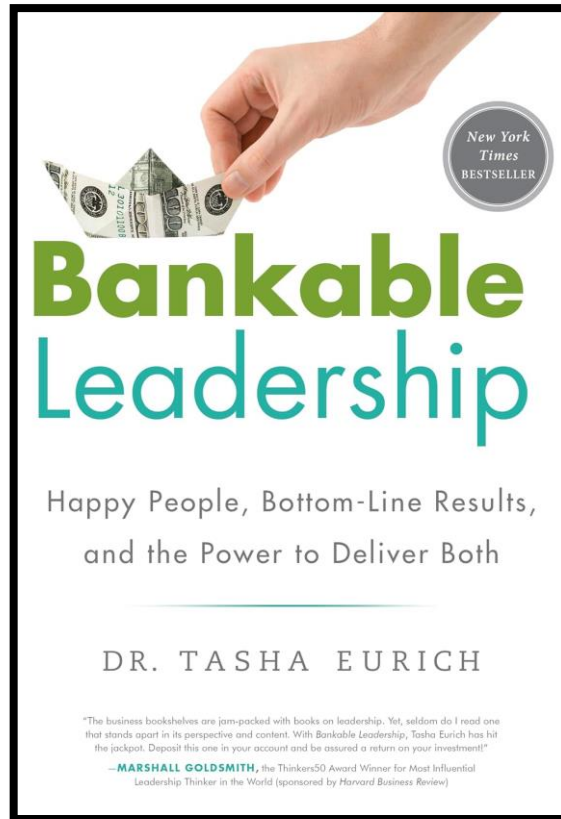
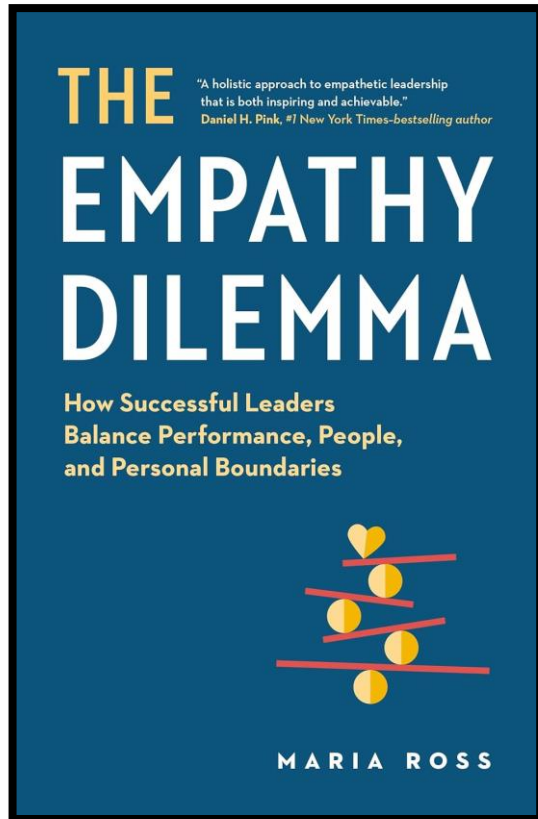
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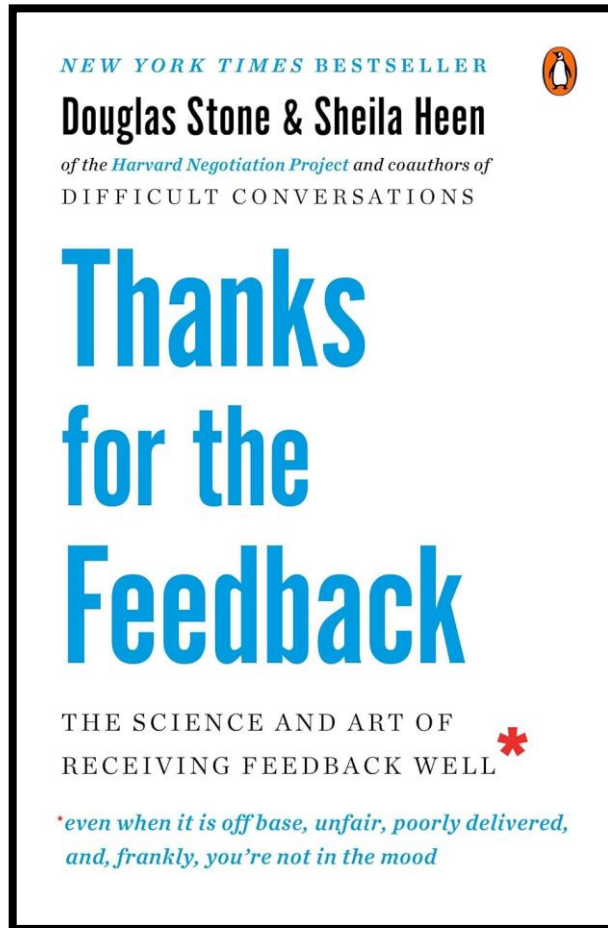
# Resources on Relationship Management



# Resources on Empathetic Accountability



# Resources on Feedback



# Resources on Listening

