



# EMOTIONAL INTELLIGENCE IN BUSINESS

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of

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## INTRODUCTION

In academics, I aced it. In business, I did not.

On paper, I was that perfect candidate, with excellent academic degrees from the finest of institutions. I had the educational degrees, certificates of achievements, and awards coming right off the edge of my business card. Yet, it did not show in my results. On any given day my wallet was empty. I was broke. I had zero financial stability, for as long as I could remember.

I was determined to find out what was wrong with me and fix it.

My brain had been wired to think that more academic qualifications meant a better chance at life success, and that without it, I would be a failure. I got all the “A”s in books, thinking that was a guarantee for life success. Alas, by age forty-two many areas of my life had fallen apart.

Around this time, I had a flashback from a conversation with a family friend visiting our home from forty years earlier. He said “A”s in books is not a guarantee for “A”s in life. It took me forty years to actually “hear” what he had said. I wanted to find out why, I got “A”s in academics and “F”s in many other areas in my life.

It's times like these, when it finally dawns on us that we have hit rock bottom and there is no way out, but up, that we muster courage to do whatever it takes to crawl out of that hole of despair. While the answer to leading a successful and balanced life did not automatically fall on my lap through a lightning bolt, it has been unfolding little by little.

Nothing changed for me, until I began to change.

That change came from within, from my emotions. As I began to change, the world around me began to change. In that process, my thinking began to change. My attitudes towards people and circumstances began to

shift. Making that connection between the way I felt and the way I thought made all the difference in how I related to myself, in how I related to people around me, and how I handled problems.

Hitting the pause button and reflecting, made all the difference. That pause changed the subsequent direction of my life. My life has never been the same since.

While I cannot tell you in exact words *how* that internal shift happened, I know that it felt extremely frightening at first. It was an emotional crossing that led to a mental crossing. I felt emotionally involved in that major shift that happened within me. Little by little, it ultimately manifested in my physical world as my circumstances. From that point on, the way I related to the people, situations, problems, and myself began to change.

Once that internal shift happened my approach to life began to alter. I became more aware of how I could impact those around me. I began to pay close attention to how I used my words when I made conversation. My social skills began to improve, I worked very hard to tame my razor-sharp tongue, so that the words that came out of my mouth would build others, not tear them apart. In short, I was improving my emotional intelligence.

As I became more emotionally intelligent, I became more aware of myself. I began to get to know myself. It wasn't just about me. It dawned on me for the first time that academic success and life success did not always accompany one another. Academic success got me a good footing. Academic qualifications got me started. What would get me going however, was emotional intelligence.

I gained a better understanding of how my emotions impacted my well-being, my thinking capacity, how I relate to other people, how much I can feel the pains of another, and my attitude towards my circumstances. All these were brand new concepts, for someone who thought that getting "A"s in books equaled getting "A"s in life. Academics by themselves were no longer working for me. I needed a supplement, to balance my institutional qualifications. That supplement was emotional intelligence.

Perhaps one of the greatest revelations for me in that process was to discover the connection between emotional intelligence and building wealth. The idea that money and emotions were connected, was like seeing the world in black and white and suddenly, seeing it in color. It was revolutionary for me. Until this point I had never thought that my emotions were connected to my financial well-being. When I faced the reality that

underlying my financial habits are emotional habits many things began to make sense.

While I truly value educational degrees and academic achievement, I also believe that academic qualifications alone do not guarantee our success and happiness in life.

IQ got me started. It's EQ that's gotten me going.

## BACK TO BASICS

Simply put emotional intelligence, also known as EI, is how well or how poorly we relate to ourselves and to other people around us. It boils down to how we are made to feel as human beings. People with high emotional intelligence can identify how they are feeling, what those feelings mean, and how those emotions impact their behavior and in turn, other people. It's a little harder to "manage" the emotions of other people. After all, we can't control how someone else feels. However, if we can identify the emotions behind their behavior, we have a better understanding of where they are coming from and how to best navigate through them.

While emotional intelligence has been practiced since humans have existed its concept was generally associated with our personal lives. Emotional intelligence was limited to our family relations, in raising children, the quality of a marriage, and maintaining happiness in the home. Today, it has spilled over to the corporate, nonprofit, and business sectors. It is a key skill that separates good employees from great ones, the average executive from the stellar executive, and the ordinary schoolteacher from the extraordinary one. Emotional intelligence is the decisive factor that transforms a good company to a great one.

The more we are connected electronically, the less we are connected emotionally. Screens dampen our feelings. The longer we spend our days looking at a screen, the more time we spend stunting our emotional intelligence capabilities. Yet, deep within us, we prefer that human connection, rather than the technological connection. Here is an example to show how our preference for emotional intelligence surfaces in daily living. Which would you rather prefer to receive on your birthday: an e-card that

you click open in your e-mail inbox or walking up to your mailbox and seeing a handwritten, odd shaped Red envelope that you can rip open? Most of you probably like to receive a physical, printed card for your birthday rather than an automated e-card. The printed card gives a totally different sensation. The reason boils down to how we are made to feel, our emotional intelligence.

Emotions work in opposites. Where there is deep hatred towards someone, deep love cannot exist at the same time. Where there is deep jealousy, one cannot feel genuinely happy for another person. Where there is more anger, there is less compassion. Where there is less compassion, there is more anger.

These emotional opposites surface in how we relate to each other in the workplace. So long as we see that co-worker through an angry lens because of her cultural background, her old-fashioned style of clothing, or because she is more academically qualified than us and therefore, we feel intimidated by her, we cannot practice compassion towards her. Intense anger and heartfelt compassion cannot be directed towards the same person at the same time.

## ARE WE BORN AS EMOTIONALLY INTELLIGENT PEOPLE?

Is emotional intelligence something we are born with, or is it something that we acquire? I believe that it is a mix of both. We are all born as human beings with feelings. Our level of emotional intelligence through the passage of time depends on who influences our thinking especially during childhood, school interaction with teachers, our faith system, the culture that we are raised in, the type of educational institutions that we attend, and life experiences along the way, among others. Excessive trauma, neglect, pain, and extreme hardship, especially when they happen consistently, can leave a person emotionally void. Long work hours also seem to take a toll on our emotional intelligence. Children growing up in homes with constant strife, conflict, and verbal arguments are also likely to become deaf in emotional intelligence in their adult years. They also don't have a healthy template to follow in their homes when it comes to being emotionally healthy.

Emotionally intelligent parents are more likely to raise emotionally intelligent children. On the other hand, parents who are weak at emotional



intelligence are likely to raise children who will plummet even further in that area.

The act of practicing healthy emotional intelligence must be intentional. When someone practices sound emotional intelligence by default and out of habit it is probably because they acquired those qualities from a young age or were trained in those areas during early childhood. They are the ones who were automatically “born” with sound emotional intelligence because of the right type of influence being enforced upon them during the early years of their lives.

## UNDERSTANDING THE FIVE BASIC PRINCIPLES OF EMOTIONAL INTELLIGENCE

Emotional Intelligence is the ability to manage both our own emotions and to understand the emotions of people around us. The five key elements to emotional intelligence are self-awareness, self-regulation, motivation, empathy, and social skills.

### SELF-AWARENESS

Self-awareness is recognizing and understanding our own strengths and weaknesses. It helps us to relate to our emotions and moods and the effects they have on ourselves as well as on other people. Self-awareness is a critical emotional intelligence skill. Beyond recognizing our own emotions, is the ability to be aware of the effect of our actions, moods, and emotions on other people. To become self-aware, we must be capable of monitoring our own emotions, recognizing different emotional reactions, and then correctly identifying each emotion. Self-aware individuals also recognize the relationship between the things they feel and how they behave.

With self-awareness we sense how others see us. Our self-image reflects that larger reality. Without self-awareness we have absolutely no concept of how our behaviors impact others. For example, a supervisor lacking self-awareness might yell at an employee at one moment and might be surprised as to why that same employee is not ecstatic to see the supervisor walk in for work the next day. He has no concept of how his behavior has impacted

the employee the previous day. This shows lack of self-awareness on the part of the supervisor.

People practicing self-awareness have an accurate sense of their strengths and limitations. Self-awareness is a compass for them. This gives them, a realistic self-confidence. It also gives clarity of their values and sense of purpose. Clarity is key in their decision-making process.

A self-aware person is not easily offended by criticism, but rather learns and adapts to it. They have a willingness to pause and reflect on the criticism, rather than rejecting it on auto pilot. A self-aware person has a better chance of keeping the ego in check and to not get drowned by it. The ability to reflect and not reject criticism can be priceless in business relationships. A CEO who can use criticism to re-shape a company's vision is likely to be more successful than a CEO who fires the employee who gives criticism that he does not like to hear.

A person practicing self-awareness can recognize another person's mood, body language, and feelings. Such an individual pays attention to the expression on their faces, tone of voice, what they say and what they do. They know the impact such responses can have on another individual and how they can affect the outcome. Self-awareness makes an individual more understanding of people's needs and how to provide for them.

When we are aware of our strengths and limitations, we become more confident about what we can and cannot do. Self-confident people are more assertive about what they believe to be right and stick to their beliefs rather than swaying back and forth. Being assertive does not mean we always get our way, but rather, that we convey our thoughts and ideas confidently and justify why we believe a particular decision or idea is the right one. Put simply, those who are highly self-aware can interpret their actions, feelings, and thoughts objectively, without getting emotional over them. Becoming self-aware is about the process of understanding ourselves. It can be easier said than done for someone who is wrapped up around themselves and simply cannot acknowledge the existence of another person on planet earth.

### **Benefits of Self-Awareness**

- It gives us the power to influence outcomes
- It helps us to become better decision-makers
- It gives us more self-confidence
- It helps us to communicate with clarity and intention

- It allows us to understand things from multiple perspectives
- It frees us from our assumptions and biases
- It helps us to build better relationships

## SELF-REGULATION

Self-regulation is to think before doing and to express feelings maturely and with restraint. Rather than being controlled by emotions and impulses, an emotionally intelligent person can control impulses and emotional responses. Self-regulation does not mean putting emotions on lockdown and hiding our true feelings. It simply means waiting for the right time and place to express them. Self-regulation is about expressing our emotions appropriately under different circumstances.

Self-regulation refers to the ability to manage our emotions, particularly in stressful situations, where we are most vulnerable. Self-regulation helps to maintain a positive outlook despite setbacks. To run a household, business, church, or any institution successfully one must be able to handle pressure and refrain from emotional outbursts. The ability to maintain grace under pressure may come naturally to some while for others, it can be a brand new skill to learn. Strong, negative reactions can cloud decision-making, break team morale, and cause confusion in a bad situation. Emotionally intelligent people hold their emotions in check and channel their energy into creating positive outcomes.

Those who are skilled in self-regulation tend to be flexible and adapt well to change. They are also good at managing conflict and diffusing tense or difficult situations. They try to look for the benefits hidden inside criticism and feedback, rather than going on a character attack against the other person. On the other hand, people who lack self-regulation tend to react and have a harder time keeping their impulses in check.

People with strong self-regulation skills tend to be high in conscientiousness. They are thoughtful about how they influence others, and they take responsibility for their own actions. Rather than being swift to blame someone else self-regulated people are willing to look at themselves as the ones to take responsibility. Before they make major decisions, they think through about how those decisions might impact the other person. Self-regulated people generally influence those around them to be more conscientious. Rather than being lured by immediate gratification, they

think through their actions and how they might impact them and others ten years down the road. Self-regulated people have trained their minds to think beyond instant gratification. They are long term thinkers. They make the tough decisions upfront and pay the price now to play later.

### 3. INTERNAL MOTIVATION

People high in emotional intelligence are self-motivated, pursuing personal goals for reasons of self-development. For example, someone with internal motivation might get into humanitarian work because of a true passion, rather than seeking out the highest paying job out of ego gratification. People who are emotionally intelligent are motivated by things beyond external rewards like fame, money, recognition, and acclaim. Instead, they have a passion to fulfill their own inner well-being. Internally motivated people tend to be action oriented. They set goals, have a high need for achievement, and are always looking for ways to do better. They also tend to be very committed and are good at taking initiative. Rather than waiting to see what someone else might do to address the problem internally motivated people step up and take the initiative. Internal motivation drives people to do things for the right reasons. They reject actions that might give them rewards and are wrongfully motivated.

Internal motivation tends to be stronger and more long lasting than external motivation. Internal motivation is like a flickering flame that is consistent, while external motivation is more like a puff of smoke that leaves ashes very quickly. External motivation is a display for the world. Internal motivation is a resolution that comes from within. Someone who has internal motivation has a resolve to not give up on something until the goal is achieved. There is power in this kind of motivation.

External motivation can lead someone to give up very quickly at the onset of defeat, because the source of that power to achieve a goal does not come from within. It comes from an outside source. Fear and manipulation are tactics that are used to create external motivation.

A boss ruthlessly forcing the staff to hit a target with the lure of a vacation to Hawaii is motivating them through external rewards. Once the vacation is over the motivation is also over. A boss who is well liked, respected, and has earned that position is likely to motivate the staff through internal means. A staff that is internally motivated will take the initiative to

complete tasks, with minimal supervision. Their loyalty to the company surpasses a vacation that is being promised to them. When the staff is internally motivated, the vacation to Hawaii seems to have a magical effect in continuing their loyalty to the company.

#### 4 EMPATHY

Having empathy simply means to understand and share another person's feelings and to be able to put ourselves in the shoes of someone else. Empathy involves recognizing, understanding, and feeling the emotions of others. Unlike sympathy, empathy involves sharing the emotional experience another person is having. When a friend loses a family member, sympathy is expressed through flowers and a hug. Empathy is expressed through shedding tears alongside that friend because of feeling their emotions. Empathetic people genuinely understand and respond to the needs of others.

People with empathy are willing to see the situation from the other person's point of view. This angle can be particularly difficult for people with hard beliefs about a particular religion or cult and have very rigid mindsets. Empathy can also be a painful experience for someone who has always been given what they want, when they wanted it, and have had their own way throughout life. They can miss out a lot in life, because of always having their way.

Without empathy, a leader is unable to recognize the impact of their actions on others. They may be unkind to employees and team members without being aware of it. Leading with empathy is an art to be practiced.

#### 5 SOCIAL SKILLS

Being able to interact well is a defining skill in emotional intelligence. Having strong social skills allow people to build meaningful relationships with other people and develop a stronger understanding of themselves and others. True emotional understanding involves more than just understanding our own emotions and those of others. It also means to be able to put this information to work in our daily interactions and communications.

Social skills play a critical factor during conflicts and disagreements. Conflicts and disagreements can arise at any time, often seeming to appear out of thin air. The art of managing and resolving conflict is crucial both at home and at work. It starts by being aware of the importance of tact and diplomacy and how these can be used to help to address difficult situations.

Good conflict managers can bring disagreements into the open and resolve them. People with weak emotional intelligence, when conflicts arise, will either ignore them or play one against the other to further their own agenda. People with strong emotional intelligence will work through the problem for the benefit of the group. They use sharing of emotions to encourage debate and open discussion, reducing the hidden currents and problems, and helping each party to recognize each other's feelings as well as logical position. They also try to obtain win-win solutions.

## THE EMOTIONALLY INTELLIGENT MANAGER

Emotional intelligence is one of the most desired skills in a manager. The modern workplace is characterized by open communication, diverse mindsets, people of multicultural backgrounds, teamwork, and flexible hybrid work schedules. Coordinating all these ingredients requires the "relatability" factor to one another. A manager who turns to Siri to ask, "How do I deal with this employee who is driving me nuts?" is not going to make a success story in today's fluid workplace. Instead, a manager who has the calmness, presence of mind, and the right-thinking tools to sift through different emotions to deal with people related problems effectively will outshine everyone else. Such managers are generally well respected, get people to work together, and are generally admired by the people they work with.

Creating a harmonious workplace does not happen by accident. It happens by deliberate intention. The current workplace trends prove that that happier, stress-free harmonious work environments have a better chance of producing increased profits, less time waste, and creativity in problem solving. Collectively, these lead to larger dollar profits. It requires sound people skills to work through the "knots" of intricate, human problems, to know when a staff member is being honest and not manipulative, and to remain emotionally detached as necessary, in order to create a harmonious work environment.

Employees don't quit jobs. They quit toxic managers. Managers need to be able to manage themselves by first taking control of their emotions. The emotional state of the manager is contagious. If the manager is negative all the time, that mood drives the performance of employees in an unhealthy

direction for that day and sometimes for weeks. A manager's bad mood can affect production, activity management, and morale to go down. Whereas if the manager is emotionally intelligent and knows how to manage negativity, employees are more productive and happier too.

Sure, there will be times when a manager "loses it." It happens to the best of them. Managers themselves do experience anger, frustration, sadness, and feel like quitting their jobs. Emotionally intelligent managers know how to self-manage their emotions. They practice self-regulation so that their emotions don't control them.

Even though artificial intelligence is dominating the workplace today, human intelligence can never really be totally replaced altogether. The managers who are able to sustain and succeed are those who balance the digital influence with the human influence. At its core, people are the ultimate recipients of almost any task that is being performed in the workplace. An emotionally intelligent manager therefore values people.

Some level of IQ is necessary. However academic qualifications and technical skills are a threshold capacity. Once academic qualifications and university degrees hit a threshold capacity to go higher, one has to tap into emotional intelligence. Crossing that threshold happens with emotional intelligence.

For people with high EQ but not high IQ, jobs in hospitality, sales, or customer service seem to work best. They are building relationships with customers and clients and that relatability factor is important in such jobs. People with zero people skills are a poor match for jobs requiring interpersonal skills. They are likely to get fired quickly or if they are tolerated, will make life hell for those they work with. They can also contribute to the slow demise of an organization over a period of time.

For people low on EQ, and have a high level of IQ, jobs in research, coding, or IT seem to work well. For them the people relatability factor is not that important. They can work from behind a screen for twelve hours a day and bury themselves in expanding their intellectual knowledge with minimal people interaction.

## SETTING THE RIGHT TONE

Managers set the tone for their business. Top managers prioritize emotional intelligence. They use this skill to bring out the best in people. Poor



managers bring out the worst in their employees. An emotionally intelligent manager understands the impact a brusque comment can have on a co-worker and work ethic. Therefore, such a manager takes the time and effort to be sensitive towards others in their comments and word choice.

Have you ever worked in an office environment where you were happy, productive, and bubbly, until the hour for the manager to show up, approaches? Almost like Carbon Monoxide poisoning, your happiness begins to diminish and gets overshadowed by a feeling of foreboding and dread. Soon, that bubbly feeling turns into knots in your stomach.

On the other hand, if you have worked in an office environment where you could hardly wait until the manager showed up for the day, you know what a different feeling it has on your work productivity. Emotionally intelligent managers create a feeling of excitement, which is a hopeful emotional state. Managers weak in emotional intelligence create a feeling of anxiety, which is a hopeless emotional state. These two emotional states lead to two very different results that surface in the ambience of a workplace. They have drastically different outcomes in productivity, time management, and whether employees feel like giving more than they are paid to perform.

In some industries the ambience of the workplace does not affect productivity. If you are a medical coder working remotely and look at a screen twelve hours a day and never have any human interaction, the ambience of your room office may not affect the quality of your coding. However, if you are a grocery store manager, your aura and the mood that you create do affect productivity. If the shelving clerks dread being around you, then, this feeling comes across to the customers. After all, customers don't hang around in the manager's office, they see the shelving clerks in the aisles, stocking items. The clerk becomes the advertisement for the grocery store, not the manager. If the manager makes the shelving clerk unhappy, the shelving clerk in turn is likely to make the customer unhappy. The clerk might be rude to a customer or show absolute indifference. This can affect profits and productivity because customers feel dissatisfied by the service.

Walt Disney was once asked who the most important person was, working at Disneyland. He replied without hesitation, "The street sweeper." The most important person was not the CEO, the financial executive, nor Disney himself. It was the ordinary fellow who swept the streets at

Disneyland. That was the front-line person the tourists met the most, face to face. Tourists would approach the street sweeper to ask where Mickey Mouse lived. Disney made sure that the person sweeping the streets at Disneyland was happy and well taken care of. He knew it affected the overall ambience of Disneyland and the type of memories the visitors would bring back to their friends.

The mindset of organizational management from sixty years ago is likely to fail miserably today. Sixty years ago, a manager overseeing three hundred employees on the assembly line would have been driven solely by profit margins and deadlines alone. Emotional intelligence would not have mattered as much back then. In the "assembly line" mindset people followed orders without questioning. The staff rose from their seats when the boss walked in and felt confined to one job their whole lives. This mindset is very much alive today in many countries. They are also typically the countries that make headline news for the wrong reasons.

The emotions driving this kind of behavior in the workplace were fear of the boss, fear of losing their jobs, and fear of not knowing what else they would do if they got fired. After all, sixty years ago people stayed in the same job for thirty years until they retired. It was unusual to make drastic shifts in one's line of work. An engineer working at an auto plant in Detroit was unlikely to leave a high paying executive job and become a self-employed florist in a small town in Montana. Today, that is possible. In today's work environment people change careers at least four times between ages twenty and eighty.

## THE ACADEMIC HAT

Sixty years ago, the academic qualifications at the end of one's name largely determined one's income level and influence. Someone with a PhD had a higher probability of earning, than someone with a high school diploma. The intellectual quotient was a big factor in determining workplace success back then.

Those days are long gone. Intellectual qualifications alone are not sufficient in today's fluid workplace. In some industries high levels of academic degrees can destroy a person's chance at workplace success. Someone with multiple degrees from leading universities might have an ego

that becomes a setback in working well with others and might get fired quickly because of their poor people skills.

In today's work place the possibilities available for someone being street smart and lacking the academic qualifications are just as high as for someone with Ivy League school degrees. A manager without any academic degrees has to be able to manage the employee with an Ivy League degree without feeling intimidated by it. Such a manager brings out the best in every employee to serve the business. They don't feel intimidated by an employee who has better academic qualifications, nor do they go on a power trip to demean academically qualified talent.

Reversely, a manager with impressive academic degrees can mismanage co-workers less qualified than them, leading to organizational destruction. The management style of "I have a PhD" and you don't, so you better listen to me, because I am intellectually smarter than you," attitude will be one of the quickest ways to turn a successful company into a struggling one. A manager who has impressive intellectual capacity yet lacks emotional intelligence in tactfully handling people related problems will make other people in that organization suffer. It is not a lack of intellectual capability, rather, it is a lack of emotional ability that makes them poor managers.

## WHEN THE GOOD EMPLOYEES LEAVE AND THE EMPLOYEES FROM HELL NEVER LEAVE

When a manager is weak in emotional intelligence many things can happen, most of which are negative and destructive for an organization. If they lack emotional intelligence, it could have more far-reaching consequences, resulting in lower employee engagement and a higher turnover rate. When a manager is weak in emotional intelligence with time the good people leave, and the not so good employees remain. With time the organization will get overrun by poor employees and weak talent. When that healthy exchange of attracting and retaining good employees and weeding out the weak ones ceases to exist, a company begins to face a slow death. This death happens over time, not overnight.

Managers who come from the old school philosophy of management by intimidation, fear, and flashy degrees often find it challenging to adapt their management style to the demands of today's workers. They will slowly find themselves on their way out unless they grease their emotional intelligence

skills as a means of survival within their organizations. In the modern business environment, authoritarian managers are much less likely to be successful and influential for the long term than those who utilize a democratic, empathetic style of management. Autocrats may manage well for a while, but in the longer run, the company will suffer. People are tired of being bossed around. People are done with feeling demeaned and trampled upon by their managers. Management by intimidation and fear will lead the good employees to leave and the employees from hell to never leave.

## IT IS NOT SO MUCH ABOUT THE PROBLEM, AS HOW YOU HANDLE THE PROBLEM

Employees today, won't hesitate to quit their jobs in search of healthier work environments. Emotionally intelligent managers have awareness that how they handle people have a direct relation to how employees will behave and work.

Emotionally intelligent managers practice self-awareness on the job. Here is an example. Imagine yourself to being the manager of a hotel and you must wear many hats, from getting up from your computer desk to greeting a guest at the reception to asking the chef to warm up the soup before serving it. In between these multitude of tasks, it is your responsibility to do daily budgets for event planning. Your peak time for concentration is between 8:30-9:30 in the morning when you are at the computer.

Sarah who is the HR person keeps instant messaging you during this peak hour and it has now become a habit. You have been keeping your mouth shut because she has "unspoken" seniority over you. She has a PhD in human resource management, while you don't, and she has been with the hotel longer than you have. All these extra frills about Sarah intimidate you. As a manager you try to avoid conflict with Sarah whenever possible. You have been hoping that Sarah's messages during your peak hour will slowly fade away without your bringing it up. Unfortunately, that does not happen.

When the problem is not going away automatically you become aware of its negative impact and become proactive to change it. This is where the willingness to change steps in, to improve your effectiveness as a manager.

You intentionally change the way you have been ignoring the situation and decide to confront it using a new technique in emotional intelligence.

When Sarah keeps instant messaging you or drops into your office between 8:30-9:30 when you are in the middle of doing your budget planning, here is how you navigate through the different levels of emotional intelligence in handling the situation.

1. The first level of emotional intelligence is to become aware that Sarah's interruptions are affecting your workplace productivity. This is how self-awareness comes into play.
2. The second level is to spend a little thinking time to come up with an effective way to break the habit and to replace it with a better system.
3. The third level of emotional intelligence is to let Sarah know about it. In the first and second levels you are aware about it. In the third level, you make Sarah aware about it. Self-awareness is being directed in both angles.
4. The fourth level is to take some action to address the situation, so that it does not become a continued problem with which you become comfortable. Rather than tolerating the same old problem you are now correcting it. Here are some ways to address it. The simplest, most sensitive and least offensive way is to let Sarah know that between 8:30-9:30am you are trying to get some important work done.

Here is an emotionally sensitive way to talk to Sarah:

“Hey, Sarah. I understand you need the numbers for those projects first thing in the morning. It just so happens during that same time is when I am doing my budgets. It is difficult when my concentration shifts when I am crunching numbers. Could you save those messages for after nine thirty am and I can give you better attention to you at that time?”

This is how you create better ripple effects as a manager and draw boundaries with the staff. By explaining your side and acknowledging Sarah's needs both parties feel like they are being heard. By expressing your situation, you are demanding that your needs are adequately met. By expressing Sarah's needs you are acknowledging that Sarah's questions are adequately met as well. No one feels diminished. Rather, both you and

Sarah feel acknowledged and validated. It leaves both you and Sarah in a state of emotional increase after the feedback has been given.

If you are a manager with a quick temper and cannot self-regulate your emotions, your reaction to Sarah interrupting you every morning might look very different. You might go off on a rant, embarrass Sarah in front of the staff, send a scathing e-mail. go on silent treatment for three weeks, or angrily bottle the pressure inside. These can become emotionally unhealthy ways to addressing the problem.

The long-term relationship between you and Sarah might never be the same if you provoke, embarrass, or anger Sarah. It will also plant the seed for Sarah to give less than her best for the company, give negative reviews about you as a manager, go on defensive mode, and if Sarah is a toxic employee, she may begin to infect other employees to turn against you. All these could be attributed to how you handled or mishandled Sarah's instant messaging.

Here is what is missing in this type of management. Yelling at Sarah, expressing only your situation and completely disregarding her need, leaves Sarah in a state of hopelessness. It does very little to inspire Sarah to do better. This type of reaction shows poor emotional intelligence on the part of the manager.

It is not so much about the problem, as how you handle the problem.

If Sarah responds well to your feedback and she stops instant messaging you during that time slot, then, the situation has likely been addressed. However, if Sarah does not take the feedback too kindly, then the problem is likely to persist, causing even more irritation for you and her.

Emotional intelligence does not work in every situation. If Sarah is a dysfunctional employee from hell, then the finest people skills in approaching her on the instant messaging are not going to work. With some employees nothing seems to work. In such cases an emotionally intelligent manager may have to draw tough boundaries and be emotionally detached from the situation. Shut off your text alerts and notification apps for that one hour. With time Sarah will get the message. If Sarah demands you as to why you did not get back to her on her instant messaging right away, you can then explain, that for one hour during the day you have shut off the notifications as you have a deadline to meet and cannot be interrupted. This shows toughness in the use of emotional intelligence. With employees who are determined to have it only their way and walk over everyone else, no

level of emotional intelligence seems to work. That is when you override emotional intelligence and take tough measures to get the job done, no matter what.

## THE EMOTIONAL INTELLIGENCE THERMOSTAT

Just as a thermostat can be set on auto or manually operated to adjust the temperature of a room, a manager has that automatic or manual capacity to adjust the wellness temperature of a work environment. Happier employees are more likely to create happier work environments while miserable employees are most likely to go the extra mile in creating toxic, emotionally draining work environments. The work gets done in both type of environments. The question arises then as to the quality of the work that gets done, the kind of time waste that happens, and the type of stress it creates for the staff.

While a manager does not have the magic wand to instantly alter the wellness temperature in an office, he or she can play an important role in adjusting it for the better or for the worse.

Wellness needs to be built into the work environment. Wellness is not a separate entity. A rude, abrasive, and insensitive manager cannot make up for callous behavior by sending the co-workers on a week-long vacation to Hawaii. Wellness cannot be automatically regained by giving a deceitful thank you note and then treating that employee poorly the very next day.

For the thank you note to be effective and to show up in the quality of the work being performed, the manager must “build in” the thank you in how problems are handled, how employees are treated, on a daily basis. An emotionally intelligent manager must know when to draw the line and when to extend it. All these collectively give the manager the platform to adjust the wellness thermostat.

In order to adjust the wellness temperature, a manager must have relatively functional employees to work with. A manager cannot automatically transform a toxic employee into becoming a straightforward and happy one that everyone loves to be around. A manager is not a miracle worker, turning poor employees who are determined to be that way into highly productive ones. There is limited power that a manager holds and can exercise, especially in the case of employees who have no willingness to help themselves to improve. When there are good people to begin with

however, a manager can play a pivotal role in building in wellness into the overall organizational temperature.

## SHOWING VULNERABILITY WITH RESTRAINT

A manager who appears to be a robot and has absolutely no feelings for the employee fails to make a connection with the staff. A manager gets to show his or her human side by showing vulnerability. Here is an example of how a manager's vulnerability can make an emotional connection with an employee: "I find it difficult to juggle my food bills with my son's college tuition. So, I do understand when you share how hard it is for you, having four children and being a single mom, to send them to college, Mary Jane."

This type of statement makes the manager come across as being vulnerable. He acknowledges what the employee is going through financially, thus strengthening the relatability factor. Showing this level of basic vulnerability is a trust building technique and builds loyalty within an organization. While the manager is not offering to pay for the co-worker's children's college tuition, he is showing vulnerability with restraint. The manager is putting himself in the co-worker's shoes, which is a classic sign of empathy.

Oversharing on the other hand can become a trust destroyer. A manager who is a "feeling fire hose" or a "feeling sprinkler system" can lose the respect of her employees by sharing too many intimate details. This can undermine authority. Blurting out statements like, "I'm so stressed out. I have no idea how to handle this. My husband is cheating on me. My child has gone off course. I am crashing in at my grandparent's basement, and this stress is killing me. I just want everyone to take care of my problems," can come across as being unstable and weak to the staff. A manager showing an outward display of vulnerability at this level, without restraint won't inspire confidence in the team. Vulnerability must be shown with restraint.

Practice "selective vulnerability," or flagging your feelings, without becoming an emotional sprinkler system. A good formula to follow is to say something along the lines of: "I am feeling challenged today because of some things I am going through in my own personal life. But here's what I am planning to do here in our warehouse. I will be pausing the shipment of the steel material in order to complete the unfinished tasks. Here's what I



need from you all to make that happen. Sharon, can you contact the vendor about the shipment, while I get the warehouse ready?”

When a manager shows selective vulnerability and comes up with a plan to get everyone to work together, the staff feels like they are in it together. This creates a bond between the manager and the staff. It also sends the message to the employees that their manager is going through a rough patch and really needs everyone’s help to get through it.

Here is another approach to show “selective vulnerability.” “I know we have all been working hard to hit the big deadline. I am really feeling the long hours we are pulling in together, and I am sure you are, too. My wife has been upset with me the last few weeks because I am on my laptop till eleven at night. I know that some of you are having similar problems. Let’s each go through what we have left to do, see where we can help each other out, and then try to clear a couple of non-urgent meetings off our calendars to give ourselves some more down time. We will all be ready for that vacation to Hawaii by then.”

This kind of approach by a manager shows a willingness to show how vulnerable he is with the overwhelming workload and is also acknowledging the work done by the staff.

## THE VIRTUALLY EMOTIONALLY INTELLIGENT MANAGER

Emotional intelligence or the lack of it comes across in the virtual space. Yes, virtual emotional intelligence is a reality. It is more difficult to sense it, and feel it, yet it does exist. E-mails can be mis-read emotionally, across a screen by the recipient. Pause to emotionally proofread what you wrote by putting yourself in the recipient’s shoes. Don’t fire off a note at 9:00 at night that says, “Meet me tomorrow,” with a smiley face emoji at the end. The smiley face at the end of this sentence could leave the recipient’s head spinning and in a ball of sleepless sweat for the rest of the night.

Here is a more emotionally refined way of saying it: “Your slides look great overall, but I have a couple of small comments I would love to talk with you tomorrow.” This second approach is a longer message, and it will occupy the entire screen on the recipient’s phone when they read it. Still, it avoids misunderstandings. “Meet me tomorrow,” with a smiley face emoji can potentially lead to creating a mentally negative reference point. It could even cost your job two years down the road, depending on how the

recipient feels about that harmless smiley face emoji within the context of that e-mail. The emoji could be misinterpreted across a screen. The recipient might wonder if you are upset, and slowly churn his head all night to prepare for an argument he is going to pick with you the next morning. These are unnecessary mind games that could altogether be avoided by practicing virtual emotional intelligence. This is an example of how emotional intelligence across a screen on the part of the manager can steer co-worker's response or reaction to a situation.

## EMOTIONAL INTELLIGENCE IN DEALING EFFECTIVELY WITH PEOPLE FROM DIFFERENT COUNTRIES

Almost every workforce is culturally diversified today. It is common for someone from India to be working with a client from Sweden, while the CEO of that company maybe from the United States. An emotionally intelligent manager must have excellent people skills to relate to such diverse cultural backgrounds in the work force. Adaptability is key.

Here is an example to show how emotional intelligence can play a critical role in preventing good employees from quitting because of culturally diverse mindsets. The manager who takes in the new job at the IT firm, quickly realizes that Harish, is outstanding in computer coding and installing new program systems, yet lousy at negotiating tasks and getting along with others. The previous manager who was a female got fired because she tried to change Harish's thinking about gender equality at the company.

Harish is a valuable asset and saves the company money and is quick at solving IT problems. His narcissistic attitude however is creating problems, particularly with the women. The CEO and Harish are cousins. Consequently, the CEO goes through great lengths to make sure that Harish is happy, and constantly covers up for him, at the cost of driving out the excellent employees. The CEO who comes from the same cultural background as Harish comes with the mindset that family always protects family. Nepotism is standard in his home country.

As the new manager, how would you practice emotional intelligence in dealing with this people related problem? Harish is a special case, requiring your special grace in handling a culturally diverse workforce with emotional intelligence. Take the time to figure out "where" Harish is

coming from, not only geographically, but what that means in the context of the office environment in the United States. Harish spent the first thirty years of his life overseas and has been living in the United States for twenty years. You have come to learn that in his native country it is a normal standard to appoint family members for key roles in jobs, regardless of qualifications.

To further intensify his ego Harish has “Royal” blood in his family lineage back at home. Being of “Royal” mindset he is used to getting his way every single time and bossing everyone around him. Harish is used to getting recognition for minimal work. He gets other employees to do the difficult and unpleasant aspects of the workload. He is quick to get recognition for himself and withhold compliments from employees who rightfully deserves it. Harish’ attitude of entitlement is driving out good employees. The CEO does nothing about it because they are family and Harish does an excellent job.

By gaining insight into the culture that Harish was raised in, as a manager, you are better equipping yourself to create a different template in handling this employee. People related problems, especially when dealing with people from different countries, are not a “one size fits all” approach. Harish is definitely a special case. Realizing that male chauvinism is the norm in Harish’s culture, spend thinking time in the best way to handle the situation.

A manager showing poor emotional intelligence may immediately fire Harish and contact a recruiting agent for a replacement. While this might work in some situations and could be the right things to do, it may also cause problems in productivity, especially if Harish knows the job and is brilliant at it. Besides, firing may not be an option, if the CEO is covering up for Harish and protecting him. You, as the manager, might get fired far quicker than Harish would. The CEO is not going to look out for you. Harish is his prized possession.

Play chess, not checkers in this situation. Harish appears to be a manipulative employee; a smooth talker who does little and gains much. See the big picture and anticipate several moves in advance just like a chess player would. Playing chess means that you understand the situation is more complicated than it looks. As a manager it requires a de-coding of emotions to get the most of Harish without making the good employees feeling second grade. The goal in the end is to make Harish as well as the

entire staff feel like they are all “Royal” lineage. This leaves everyone feeling important, and not just Harish.

While you maybe Harish’s manager, it is clear that Harish gets away with things because of his family connection to the CEO. This complicates things even further. One approach is to allow Harish to work remotely, without physical interaction with others. Another is to approach the CEO earn trust. Be open with the CEO as to why the company is suffering by tolerating Harish’s apathy towards others. Suggest getting a second person aboard to balance the work with Harish.

Another approach is to talk confidentially to the staff working closely with Harish. Trust is a key factor in getting co-workers to talk about the toxic office dynamic. Ask them questions. By asking open ended questions from the co-workers directly feeling the negativity of Harish’s intellectual significance a manager uses emotional intelligence to attack the problem, not the person.

Here are a few questions to ask to attack the problem and not the person:

- What one thing can I do to better support you?
- Why do you feel like you are being treated differently?
- What kind of flexibility do you need right now?
- How does your workload feel right now? Where can I help?

Give things time after measured steps have been taken to adjust the emotional intelligence thermostat in the office. Observe if there is any change. Sometimes, after this kind of intervention, both parties might continue to live happily ever after in the same work environment. While this is rare, it can happen. At other times the same dynamic will continue so long as the boss or the person of authority looks out to protect Harish at the cost of driving out excellent employees who feel unheard by their CEO.

No level of emotional intelligence on the part of a manager will help, if the person at the very top is determined to hold on to one employee at the cost of everyone else. That is when you know it is time to move on even as a manager and look for a different job.

## THE EMOTIONAL INTELLIGENCE APPROACH TO FEEDBACK

Feedback should not be half baked. It must be fully baked to be effective. Managers practicing healthy emotional intelligence know how to deliver effective feedback in a motivating manner rather than in a demoralizing manner. They give clear directions in a way that compels the co-worker to do even better, after receiving the feedback. Give your people the feedback they need to improve and when possible, make that feedback specific.

Unstructured, half-baked feedback can be more hurtful than helpful. Here is feedback that is half baked and ready to be rejected given by a manager of a grocery store to a clerk. “You need to stock the shelves better. This is a terrible job.” While this type of feedback might get the job done, it comes at the cost of turning the finest of employees to give less than their best. It leaves the employee feeling demoralized and unsure what changes to make in shelving the product in a better way.

Here is feedback that is fully baked and ready to be enjoyed: “I would like you to re-shelve these items. Leave half an inch room between items. The eye level items are seasonal ones. The closeout items go on the bottom shelf. When you are stocking, it would be helpful for you to keep your cart at the end of the aisle. Customers won’t knock the boxes over and you don’t have to keep adjusting the cart to allow them to get through. This saves you time and energy and bending down. I know that your foot is on a cast. I am suggesting ways that could ease you the stress of bending.”

This second method of offering feedback is more specific. It gives clear directions on how to make the changes to get better results. It also makes the employee feel like her needs are being met.

An easy step to remember is to frame feedback as bridging the gap: Identify where you want the other person to be, give them clear advice on how to get there, and most importantly, emphasize that you believe they have the ability to bridge that gap. Employees will be much more receptive to hearing what they need to improve by showing that you believe in them. Make your comments lead the employee to feel “I am giving you these comments because I have very high expectations of you, and I’m confident you can reach them.” This leaves the employee feeling motivated to do better.

## CONFLICTS SHOULD BE TACKLED, NOT SHOVED UNDER THE RUG

Some managers prefer to avoid conflict. While this might keep things low in the short run, some problems need to be tackled early on, before they fester and become major problems later on. Every unaddressed conflict can waste hours and days of company time resulting in gossip, backstabbing, misunderstandings, and manipulation.

A manager who wants to create a happy team must be able to have those tough conversations with employees. Part of addressing conflict is to make the tough decisions upfront in order to save a company unnecessary headache later on. When a manager tackles conflicts when they are tiny weeds, he prevents them from becoming large trees that are impossible to uproot later on. Conflicts are like dental cavities. The sooner they are detected through x-rays and filled in properly, the lesser chances of having to uproot a decayed tooth later on.

## THE EMOTIONAL INTELLIGENT APPROACH TO FIRING EMPLOYEES

Emotional intelligence is a skill much needed in the firing of employees. An emotionally intelligent manager navigates through different levels of empathy when it comes to terminating employees. Firing is not to be done “up in the air.” An emotionally intelligent manager understands the gravity, the pain, and the seriousness of firing. An employee losing a job can create family problems, volatility, and chaos. It can mean the foreclosure of an employee’s home, increased verbal fights between a husband and a wife because of money hardships, and a list of things that the loss of a job can create.

In order to fire an employee with sensitivity, spend some thinking time on the best way to handle the employee. “What’s wrong with you?” vs “what’s troubling you” can lead to very different types of reactions, depending on the emotional state of the employee.

How a manager fires an employee could save his life or lead to an untimely death in the gun violence culture of today. Fired employees have been known to returning to the workplace with a gun to take revenge on a

manager who terminated them. As a manager if you know that the quiet, soft-spoken employee who you are about to fire has a demonic, unseen side to him, use caution. Rather than going on a power trip to get back at the comments the employee has said to you in the past, use well thought out words as to why you are terminating him or her. These are junctions where emotional intelligence can make or end your life.

Termination and firing should be done with caution. How the wording is typed on the document can impact the organization three years later. The verbal altercation that could happen during the firing process should be done with caution.

Here are some emotionally intelligent approaches to terminating an employee.

“It seems like we have hit a bump on the road. The workload is such that I have to let you go.” The ripple effects this can create are safer and hopeful to the employee. On the other hand, here is a way that shows weak emotional intelligence. “I have heard too many negative complaints about how you are piling things on others. Your educational qualifications seemed impressive, but you just cannot get along with others. You are terminated immediately.” This type of firing can trigger an employee’s buried anger to surface, and the person they are most likely to take it out on is you. Therefore, in the current workplace, how a manager fires an employee can save his or her life.

# 3

## EMOTIONAL INTELLIGENCE FOR MOTIVATION OR MANIPULATION

**D**id you ever for a moment think, that your cute little puppy didn't know how to get you wrapped up around its little fingers and play with your mind, to get what she wants? Think again...Puppies can either motivate or manipulate your emotions for self-gain. If puppies can do that, so can people.

If the bright side to emotional intelligence is motivation, then, the dark side to it is manipulation. Motivation typically leads to many people benefiting from the situation while manipulation usually results in a handful of people or one person gaining from the situation. Emotional intelligence and how it is carried out can lead to construction or destruction. Motivators are often in the Green light zone. Manipulators are often in the Yellow light zone, always ready to turn Red. After all, a Yellow light rarely turns Green.

Emotionally intelligent people are either excellent motivators or excellent manipulators. They create two different types of ripple effects. Whether it be in business, in marriage, personal relationships, financial wealth, or volunteering on the church Board, emotionally intelligent people always stand out. They stand out for one of two reasons, either for their human, compassionate, gently tough qualities in building people up, or because of their narcissistic, sociopathic, cold quality, in tearing people down.

Manipulation is typically embraced by people who feel worthless about themselves and have an inferiority complex. Motivation is typically embraced by people who feel good about themselves and have very little inferiority complexes. Motivators get pleasure from seeing other people around them rise higher. While motivators typically bring out the best in



themselves and in others, manipulators bring out the worst in others. Manipulators feel important about themselves by keeping those around them at a lower level and not pulling them up.

Emotional intelligence when used for motivation builds trust. Trust is the foundation of any successful relationship and is key to running a successful business. Trust leads to accountability. Emotional intelligence, when used for manipulation, betrays trust consistently. Manipulators don't keep their word, they break their promises, and give false hopes to others. They de-value trust. This can create devastating effect on businesses, organizations, and companies.

Emotionally manipulative people wear different masks. They are able to undress and change from one mask to another very quickly. They behave like chameleons. This mechanism of showing different faces to different people in different circumstances explains why manipulators can show remorse and absolute disregard to some, while showing a kind and gentle side to others. Such an emotional disconnect shows how carefully calculated they can become for self-serving gain.

## MANIPULATIVE LEADERS WHO MAKE HISTORY

History has shown what can happen in countries when people who completely lack emotional intelligence are put in places of power. History is dotted with leaders who have committed genocide and starved its citizens, while a handful of a chosen few enjoyed luxuries to the fullest. Such leaders rule countries even today. Such leaders have been known to showing a very compassionate and sensitive side to their own families and friends, while unfolding a demonic side to the average citizens. Manipulative leaders of countries have the reputation of being dangerous, unreliable, and unpredictable. The legacy of emotionally manipulative leaders is short lived. Once they are no longer in power or die, so does their influence. Manipulative leaders are typically remembered through a dark lens of fear.

## MOTIVATORS WHO MAKE HISTORY

History also shows us how powerful emotional intelligence can be when it is used for motivation. Mother Theresa's compassionate, servant leadership

went far beyond India. She inspired millions of people around the world to come up a little higher, to make positive ripple effects, and to serve others. Her servant leadership was based on sound emotional intelligence principles.

Mother Theresa's quote sums up the essence of emotional intelligence, 'Let no one come to you, without ever leaving happier.' Her scriptural quote is scientific at its core. The emotional intelligence equivalent of her spiritual philosophy can be summed as follows: "In any encounter leave others in a state of emotional increase."

The legacy of emotionally motivational leaders lives long after they are gone. Even they may no longer be in power or have died, their influence continues to touch millions of lives. History books look at them fondly and people remember them passionately. Even though Mother Theresa is no longer living she continues to inspire people to come up a little higher in serving others.

#### MOTIVATORS VALIDATE, MANIPULATORS Demean

Motivators validate others. Manipulators demean others. Whether someone makes \$200 million a year or \$2,000 a year, a person whose intention is to motivate will validate both income brackets with the same level of dignity. On the other hand, a person who manipulates others for self-gain will demean one person over another because of the differences in how much they earn. This change of approach can have a tremendous impact on human relations.

Someone who is validated, feels valued. Validation makes another person feel important about themselves, it makes another person feel special. Being made to feel special motivates an individual from the inside to give their best to those they serve. It is an inner motivation driven by powerful emotions that surfaces in how they behave at work, at home, in the community. Someone who feels demeaned feels devalued and worthless. Not only are they going to give the least on the job, but they will also go out of their way to tarnish a company image, bring wrongful lawsuits, and make life miserable for the rest of the staff.

## MOTIVATORS LEAVE OTHERS IN A STATE OF EMOTIONAL INCREASE WHENEVER THEY CAN

Leaving others in a state of emotional increase is a hall mark of emotionally intelligent people who motivate others. On the other hand, leaving others in a state of emotional decrease is a distinct sign of emotionally intelligent people who manipulate others. These two versions play out very differently in daily living. A neighbor who bonds other neighbors together by organizing monthly potlucks is using emotional intelligence for motivation. A neighbor who sets up one neighbor against the other and spreads false rumors to set up one against another is using emotional intelligence for manipulation. They leave two drastically different kinds of imprints on the neighborhood, depending on how they use their emotional intelligence.

Emotional intelligence for motivation leaves others feeling fulfilled, replenished, and encouraged. Whereas emotional intelligence for manipulation leaves others feeling drained, depleted, and discouraged. Such drastically different outcomes can either bring the best or the worst in people. Motivation typically leaves others feeling inspired to rise higher, do better, and give more than they are expected to do. Manipulation leaves others feeling disengaged, lacking motivation, and make others feel like giving the least that they are paid to do.

Motivators outshine manipulators in due time. Their true intentions surface in due timing.

When people are motivated from the inside, others can feel the assurance that what they are doing is for the right reasons. True motivation comes from within. The true motives of a sixty-year-old adult child caring for a ninety year old mother comes across, sooner or later. If it is driven by an inner motivation of love and genuineness, he will not feel angered by his responsibilities. If he is driven by self-gain, to wrongfully gain an inheritance or outward praise, then, in time, the true intentions will surface to those around him. It is difficult to hide our true emotions for too long. Our actions reveal them at some point.

Emotional intelligence when used for motivation inspires others to give more than they promise, to go beyond what they are expected to do, to stay overtime at no extra dollars, and to travel the extra mile. It brings greater benefits to the workplace.

## BATTLEFIELD OF THE MIND

Manipulators play with your mind. The mind becomes the battlefield. Probably the worst and the most destructive kind of prison to be in is a mental prison. Manipulative people constantly live in mental prisons, and they effectively transfer those mental prisons to other people, if they can. Manipulators play mind games through silent treatment, distorting the truth, lying, leaving out critical pieces of information that would lead to a completely different assessment of the situation for the other person, backstabbing, playing different faces for different people, creating false situations and watch it flare up from a distance and an unending list of ways that leave people and situations in devastation. At the end of it all manipulators typically get their agenda to the next level and move on, while leaving those around them in a mess. Their bottom line is self-gain. Manipulators lack empathy to even conceive of how their behavior might impact those around them.

Emotional intelligence, when used for manipulation leaves people feeling demoralized. In the workplace, all it takes is one toxic employee to infect a small group and play one against the other and before long, it can create divisions and clicks playing one against the other. This can leave part of the office feeling demoralized and feeling mistrust, especially if a boss turns a blind eye to it.

If unscrupulous employees have extremely high levels of emotional intelligence, they may be tempted to use their emotional intelligence to manipulate, deceive, and take advantage of their coworkers, misuse funds, and cover up investigations. Highly emotionally intelligent people use this skill to achieve personal benefit at the expense of others. They might do so by intentionally expressing emotions towards someone to gain self-serving benefits.

People with predatorial characteristics use emotional intelligence for self-gain. They play with the minds of those who are most vulnerable. Such people are clever at earning the trust of the people they are about to prey on. They are known to holding their prey in emotional, financial, and sometimes in sexual hostage. Manipulators excel at mind games leaving those around them in an emotional state of depletion. Manipulators play mental games.

Wearing different masks for different people is a signature behavior of manipulators. Highly emotionally intelligent manipulators are able to successfully compartmentalize their behaviors and move from one “box” to another mentally, void of emotion. They are able to do so, because they function on a different emotional plane for each situation. The mind becomes the battlefield.

## MANIPULATORS ARE REPETITIVE, NOT CREATIVE

The office manipulator repeats the same patterns from one job to another. Once the manipulator’s pattern has been correctly identified it becomes easier to see through their ulterior motives and take measured steps to protect oneself from impending damage. Manipulators lack creativity. They excel at repetition. Once they come up with a template that works for them, they repeat it, over and over again, on different people, in different manifestations.

Manipulative employees master the art of playing with the boss for self-gain. They carefully study the boss’s weaknesses and prey on them at strategic moments. For example, in an office, an employee who once had a happy, open, easy going professional relationship with a boss might slowly begin to see that same boss through a distorted lens. The boss might begin to feel some changes, yet they are so subtle that he might ignore them, never really finding out the reason why. Manipulation is most likely at play. A new employee who wants the boss out is manipulating the other employee with lies and playing behind the scenes games. The new employee is shaping and manipulating the emotions of the other employee thereby damaging the relationship with the boss. During the entire process, the manipulation happens from behind the scenes, where the manipulator operates in secrecy.

Over a period of time the manipulation grows, eventually destroying what was once a healthy working relationship between a boss and an employee. This type of “Wizard of OZ” scheme is so perfectly executed that no one is likely to find out who the real culprit was, behind it all, because it was carefully executed from behind a curtain. The manipulator’s schemes do not end there. He repeats the same pattern on another employee. Rather than becoming creative in solving problems, manipulators are repetitive in creating conflict. Over a period of time

manipulators thrive on this behavior and function well within it. They function within the dysfunction. Dysfunction becomes their comfort zone.

## WHAT IS BEING SAID AND WHAT IS BEING DONE ARE DRASTICALLY DIFFERENT

Typically, manipulators don't say what they mean, and they don't mean what they say. That's why they manipulate to distort the truth. Being able to see through this ahead of time, can save you from a lot of heartache and pain.

Manipulators are users. They excel at furthering their agenda at another person's expense. Often times, they achieve their goal free of charge. An effective way to avoid getting caught in a manipulator's scheme is to anticipate their true agenda and completely ignore what is being told or expressed openly. Here is the reason why. There is a deep disconnect between what a manipulator says to your face and what they actually do behind your back. What they say is often a ploy, an action designed to turn a situation to their own advantage. It is a way to derail your thinking, so that they can further the agenda that they have already laid out mentally within themselves.

Manipulators play chess, not checkers. As a result, you too, have to play chess, not checkers. You have to adjust the rules of your game to get ahead of the manipulator's schemes. Anticipate the manipulator's moves, ahead of time. This can be emotionally exhausting, especially if you are used to dealing with straightforward people whose word can be trusted at face value. Manipulators typically say one thing and do something completely different. One way to stay ahead of this game and to not get entangled in a mess is to do the necessary homework by digging in, to the manipulator's actual agenda.

## LEARNING HOW MOTIVATION AND MANIPULATION WORKS

The level of effort that it takes to motivate, is the same level of effort that it takes to manipulate. The results they create however are vastly different. Dealing with manipulative people can be emotionally exhausting, while dealing with motivating people can be emotionally exhilarating.

Since the act of motivation thinks of others and the act of manipulation thinks of oneself, the after taste each one creates is very different. Craftiness, cunningness, playing one against the other, and lying, take inbox space in our feelings. Straightforwardness, transparency, and being open with one another can also take inbox space within us. However, unlike manipulation, motivation does not leave the other person feeling emotionally drained. Motivation may lead to some level of physical exhaustion but not emotional exhaustion.

Someone who genuinely motivates you, is *for* you. Someone who secretly manipulates against you is *not* for you. The sooner you can face the reality that a manipulator is not for you, the larger strides you can make with your own goals. If they were looking out for your interest without any self-gain there would not be a need for manipulation. The reason why a person is manipulative is because they are furthering their own agenda and looking out for their own self-interests, often at your expense. Once this harsh and painful reality is faced, then, you are ready to navigate the relationship with proper steps. In order to minimize damage and to come out healthier.

Once a basic understanding of how these two emotional states play out in daily living, we begin to see people and circumstances through a different lens. This understanding leads us to not blow things out of proportion, to have better empathy for “where” that rude comment is coming from, and to draw boundaries with people for our own peace of mind. This is how we “de-code” our emotions to guard our sanity, protect our well-being, and to come out better and not bitter at the end of each hour of the day. Such skills make emotionally intelligent people a pleasure to work with, enjoyable to talk to, and easy to accept at face value without any second guessing.

## HURT PEOPLE HURT OTHER PEOPLE

Manipulative people typically bring hurt, pain, and suffering on others, often times unknowingly. After all, hurt people hurt other people. Their self-centeredness mars them from seeing the destruction they bring on others, through a series of unforeseen events. Emotional manipulation is common among families. It is extremely rare to come across a family that does not have an element of emotional manipulation involved.

In some families manipulation has been thriving to such a degree that members have become comfortable within that dysfunction and live reasonably well, until an atypical problem comes along and throws everyone off balance. A mother may manipulate one child against another child to further financial gains, play with the emotions of the son against the daughter in law who she despises with a passion, and drive a wedge between a grandchild and the son, to make herself look important. All the while, her spouse may watch along sidelines without confronting her wrongful behavior, feeling quite comfortable with the dysfunction that he has been living with, for sixty years. Such manipulative and strategic behaviors arise from a feeling of inferiority that is being compensated for, through another person. Such a mother takes out her hurt on her family members through manipulative games.

How much farther could that family have traveled and may have been spared of emotional and physical health problems, if her manipulative behavior was confronted and corrected early on? No one will ever find out, as that family has now become comfortable and at ease, within that dysfunction. Manipulation once it takes root within families, typically remain permanent. Once manipulative dynamics have taken root within a family, they are likely to take deeper root. It is highly unlikely they will get uprooted. Families that tolerate and nurture manipulation stunt the fullest potential of their loved ones, often causing financial, emotional, and physical destruction.

Emotional manipulation within families takes a heavy toll. When emotional manipulation happens within family members it takes the complexity to an entirely different level. For example, it is easier to accept the truth about a manipulative employee who has been lying to you for six months than it is, to accept the truth about a manipulative father who has been keeping a secret about his affair with the next door neighbor for thirty years. One is a stranger, the other is a family member.

Once you identify the manipulative tendencies within a family member, go on proactive mode to make the necessary changes to remove yourself from the emotional bondages. Since it is more difficult for “physical” removal within family, turn instead to a deeper “emotional” removal. If it is a family member like a father, a mother, a spouse, or sibling, then, physically getting away and completely rejecting them may not be possible.



Instead, opt to heal yourself emotionally in order to not get worked up around it for the next fifty years.

Deep inside a manipulator knows they are living at less than their best. This often leads to a guilt complex which can be a deeply destructive emotion. If the guilt has been getting buried deeper and deeper over decades, the manipulator functions well within this dysfunction. The guilt becomes irrelevant. With time, the need to feed into the manipulation gets larger and larger until the manipulator is consumed by it. Manipulation is a vicious cycle that brings destruction not only for the person doing it but also for the person at the receiving it.

### THE MANIPULATIVE RELATIVE AT THE DINNER TABLE

Manipulators quickly change the subject when they want to avoid a conversation. They fear that their lies might surface if everyone starts talking about it. At the family dinner table when the manipulator senses a sensitive topic approaching among relatives, she might quickly interrupt the conversation by offering to get the pie for dessert or deliberately cough to divert everyone's attention to a different topic. Soon, the pie or the cough become the focus of conversation. The manipulator has temporarily succeeded in distracting the sensitive topic from entering the family dinner table conversation. By offering to get the pie the manipulator is able to dissolve the conversation and change the subject effortlessly. Even though it might seem "accidental," the move is actually intentional.

Another technique is to get up from her seat and change the body posture as a physical mechanism to change the subject. This change of body posture from being seated to rising from the table breaks the other person's train of thought and eye contact level.

In family affairs the manipulative relative has spent years, even decades studying the weaknesses of different family members that they excel at implementing different techniques at different family gatherings for their manipulative schemes. The manipulator knows which relative will let lose it under the influence of alcohol, which ones gets stirred up about money, and which relative needs to leave the table and go downstairs in order to further a specific conversation without them hearing it.

## TOXICITY AND MANIPULATION: CARBON MONOXIDE POISONING IN THE OFFICE

Toxicity overpowers skills over a period of time. Manipulative employees create toxic work environments. The sooner they can be detected and treated, the lesser the chances of the downfall of a business. Toxic work environments suffer a slow, silent death, similar to that of Carbon Monoxide poisoning. The toxicity surfaces in the form of low morale, disengagement, disloyalty, rudeness to customers, and the list is endless. Workplaces that tolerate and encourage manipulative employees often pay a heavy price later on, by filing bankruptcy, reporting financial losses, turnover of good employees, lawsuits, paying hefty fees for consultants to come in and figure out what is wrong and the list is endless.

At the office, once you identify the manipulative tendencies of an employee if you have the option of removing them entirely from your radar, it could save you a great deal of heartache later on. For example, if you have a co-worker who joined your team two weeks ago and from day one the manipulation begins to surface, take action immediately, rather than ignoring it.

Even if it is the finest of employees, the manipulative behavior eventually takes over the good work ethic. If you are a person of authority, take immediate steps to transfer them, stagger their shifts so as to minimize their direct influence on the rest of the staff, or take advantage of the remote work option. Sometimes termination of such employees could save you a great deal of headache later on. If these options cannot be accessed, then practice new techniques that keeps you sane and healthy while working with that person. Know what to believe what to not, when to keep your mouth shut and when to open your mouth. See which techniques work until the manipulative employee leaves you alone and goes on to bother someone else.

## GAINING INNER CONFIDENCE

Manipulators prey on people who lack inner confidence. They see people who feel worthless about themselves as being an easy target. One of the most effective ways to deal with emotional manipulators is to gain inner,

emotional confidence thereby gaining a feeling of self-worth. One of the worst things to do with manipulators is to try to change the manipulator. Whether you are an adult child dealing with an extremely manipulative parent, whether you are a husband living with a wife of fifty years who is manipulative, or working with a manipulative co-worker, this step of gaining self-confidence is critical. The more confident you are, the more difficult it is for people to manipulate you and the more peace of mind you will have.

Manipulation is like that snake bite; the poison slowly spreads everywhere. The best treatment to stop the spread is antivenom. In emotional terms that anti venom is inner confidence.

## MANIPULATORS PHISH FOR INFORMATION

Manipulators have trained their minds towards one area, and that is to manipulate for self-gain.

Manipulative people “phish” for information from time to time. They do this so that they know “where” you are at, on a situation. Since manipulation involves secrecy, lying and lack of transparency, it keeps openness of communication out of the loop. To be “in the loop” of what the other person knows, manipulative people go through great lengths to keep some people in the dark. This keeps the other person misled about the truth. They intentionally “test” where everyone stands on a particular situation by becoming a sound board.

They “phish” for information by asking vague, fleeting, seemingly harmless questions. This helps them to better assess where another person is at, on a particular situation. For example, during a conversation a manipulative person might casually interject and mention “Have you seen John recently?”

In reality the manipulator does not care whether or not you have seen John lately. It is not a random question. It is a carefully calculated question to cover up for secrecy and lies. The real nature of the question has to do with whether or not John may have exposed the reality of a situation that the manipulator is trying to hide from you. Since it is not possible to directly ask “Did John tell you the truth that I am trying to hide?” they will “phish” out the information by asking a seemingly unrelated question.

To know “where” a question is coming and “why” it is being asked there needs to be some level of prior engagement, conversation, and interaction with the manipulator to know the mind games being deployed. Without this prior knowledge it would be difficult to understand the real motives behind the manipulator’s phishing for information and seemingly harmless questions.

## BEST PRACTICES FOR HANDLING MANIPULATIVE PEOPLE IN THE OFFICE, IN THE FAMILY, AND IN THE COMMUNITY

Here are some emotional techniques to adapt your behaviors to dealing effectively with manipulative people.

### **Step 1: Spend Time with People who you Feel are Manipulative.**

Get to know the other person for a short time to accurately assess whether or not they are manipulative. In order to see their true qualities, observe them under different situations. Different circumstances will reveal the other person’s character in a different light, and before long, if they are manipulative, that quality will emerge too.

### **Step 2: Don’t Ignore the Manipulator’s Side Comments**

Pay attention to the side comments, the casual remarks, accidental physical touch, and the small talk imparted by the manipulator. With manipulators, these are typically not accidental. They are strategic and well calculated, to get closer to their actual goal. The slightest comment, touch, or question is geared to divert your attention from the real matter at hand, damage your relationship with another person, persuade you to take out your check book and write out a check, or a different desired result for self-gain.

### **Step 3: Constantly Ask Yourself, what are They Not Telling Me?**

What is not being told or revealed can be more important than what is actually being told. The manipulator knows that if she reveals the real information, she is not going to have her way. The strategy is therefore to leave out critical pieces of information and tell you either a lie or tit bits of insignificant information to influence your decision. A good question to ask yourself is “What is she not telling me about this?”

### **Step 4: Once You Begin to See Manipulative Patterns Emerge in a Person Pay Closer Attention**

Observe how other people are influenced by their behavior. If it is a manipulative family member, observe how the aura shifts for the better when that family member is not present. Apply this same principle to the office space. This gives a good reference point to feel the difference. It also helps to accurately assess whether or not your thoughts about the manipulator are accurate or if you are overreacting.

### **Step 5: Once You Identify a Person's Manipulative Tendencies Become Proactive and Not Reactive**

Train yourself to respond and not react to the manipulator. Make this decision ahead of time. It is easier to handle the mind games when you are in proactive mode than in reactive mode. The mind is more creative then and it becomes easier to not get your mind spinning around the manipulator's mind games. A proactive mind is emotionally stable. A reactive mind is emotionally unstable.

### **Step 6: Question the Manipulator Rather than Accepting Things at Face Value**

With manipulators follow the principle of "show me, not tell me." Manipulators gravitate to people who will easily believe them without questioning them. Too many questions can reveal their secrets. As a result, they go overboard to conceal the truth. Ask for proof, whether it is a document, an open conversation with another person, or receipts, depending on the situation. Show, not tell. As a rule of thumb don't accept what the manipulator is telling you, at face value.

### **Step 7: Manipulators Typically Make Great First Impressions**

Manipulators often make great first impressions. They know that first impressions are critical to gaining trust. Manipulators live by the principle that they will not get a second chance to make a first impression. Therefore, they go out of their way to win you over with charm, gifts, and telling you only what you want to hear.

Beware of people who are able to warp and brainwash your thinking within the first few seconds of your meeting with them. While you have been busy over the last thirty years, building your career, upgrading your skills, and expanding your network, the manipulator has been honing the craft in just one area: manipulation. It is an art they have been slowly refining and you are about to become their next victim.

### **Step 8: Manipulators Excel at Persuasion**

If someone persuades you too quickly, take a step back. Hit the pause button. Don't agree to them right away. Manipulative people are great at the art of persuasion. They have been experimenting with it, studying it, and refining it on different people. Before allowing your mind to get persuaded too soon, reflect, wait, and listen to your gut.

### **Step 9: Play Chess, Not Checkers**

Are you a pawn for the manipulator to get to check mate? Dealing with a manipulative person is like playing chess. You have to see ahead of time, what their next move is and constantly be vigilant to see what their real motives are. Understanding the mental state of the other person and predicting ahead of time, what they are going to do can save you from loss, heartache, and burnout.

A game of chess can take hours to finish. Players have to spend time and think carefully. They have to compartmentalize their brain to discern what the opponent's upcoming fifth move might be. Similarly with manipulative people, see through the real motives and what their upcoming fifth move might be. Develop the emotional intelligence to ask yourself "How am I a pawn for the manipulator to get to check mate?" Make sure to ask yourself this question, before the damage is done.

### **Step 10: Manipulators Make a Situation Bigger and More Grand than It actually Is, to Make Themselves Look Great**

Manipulators like to glorify themselves. They loathe in snatching credit from others, without putting the necessary effort to achieve a goal. If they are working in a warehouse, ripping apart boxes all day, they are likely to say they "manage accounts and are head of sales for the company." If they are working in order to support their fifty-year-old daughter who refuses to work, they might say "My daughter is self-employed and runs her million dollar business from home," in order to make their daughter seem bigger and accomplished. They conceal the real situation and make up stories to snatch credit, withhold compliments from someone who rightfully deserves it, and make things bigger and better to put themselves in a brighter light.

### **Step 11: Confront, when Necessary**

Manipulators get afraid and defensive when they are confronted. While there maybe situations where confrontation can be foolish and dangerous, in some cases confrontation can be the best thing to end the continuous manipulation. By confronting you are calling on their lies and exposing them in front of others.

### **Step 12: Manipulators do Things Behind your Back.**

Manipulators operate on a plane of secrecy. The “behind the curtain” behavior is a standard. If you are on a phone call with a manipulative person there maybe someone else on that call that you don’t know about. Not knowing that a third person is listening in, on the conversation could you dearly. Behind your back, manipulators may be exposing you to a third party on speaker, without your knowledge. They may not disclose ahead of time “I have John on speaker with me,” as a straightforward person might typically do. They may record your phone conversation without your knowledge and use it against you five years later.

To avoid damage, plan for such “behind the curtain” behaviors ahead of time. During phone calls ask the manipulator at the start of the conversation if anyone else is on speaker. Make it a habit of asking this beforehand. Their answer may or may not be true. There could be someone on speaker and the manipulator could lie about it. Bringing it up however puts them on the edge. A simple question such as “Who else is on speaker on this call?” can expose the manipulator and save yourself from getting caught up in a dark web.

### **Step 13: Hit the Pause Button**

If the behavior of a person that you have known for a long time seems very unusual and strange, ask yourself if there is someone else behind the scenes, instigating them to act differently. For example, if you have known Brandon for seven years and he has always been straightforward and you notice unusual lies cropping up in what he is saying, it is probably an indication that there is someone from behind the scenes provoking him to lie. Manipulators do obstruction from behind the scenes and remain uncaught.

If Brandon’s behavior is slowly shifting in a less desirable direction, and is causing you problems, take a look at his new acquaintances, his change in living circumstances, or a new professional association he may have joined that may be causing the change. Does Brandon have a new girlfriend? Did he move in with his manipulative mother? Is his business partner someone very different in character? In this example Brandon may not be the manipulator. Rather, he may be being manipulated by a new person playing mind games and provoking from behind the scenes.

Since you have known Brandon for a long time and you know this is not the person you used to know, hit the pause button. Take some time out to

decide how to navigate this friendship as it enters a weird phase unfolding the manipulative side of Brandon. Never underestimate the power of manipulation. The nicest, most straightforward person on earth, if they spend sufficient time with the manipulator, they are likely to cross over to the other side.

**Step 14: If There is Someone else Doing the Manipulating from Behind the Scenes, Use Caution.**

It is far more difficult and dangerous to deal with someone working from behind the scenes than to deal with a manipulative person, directly. When the manipulation is being done from behind the scenes, that person pulling the strings is able to walk in and out of situations with fluidity and ease. The manipulator who provokes others from behind a curtain can be far more devious than someone who is openly manipulative.

**Step 15: Manipulators are Not Creative. They are Repetitive.**

Watch for patterns. Write them down. Memorize them. Observe the manipulator in action during those patterns. For example, do they back off when you confront them? Do they avoid your phone calls for a specific period of time in order for you to cool down and then ignite the situation three months later in a different manifestation? These are common patterns to look for. Once these patterns are observed come up with a creative plan to break the repetitive patterns.

**Step 16: Take Measured Steps to Address the Situation. Don't Ignore It**

Manipulators rarely back off and vanish from a situation. When they do back off, it is probably because they got what they wanted, even without your knowing it. They leech on to someone or a situation until they get what they want. They thrive on disharmony. Rather than allowing the manipulation to fester, take measured steps to protect your job, your peace of mind, your reputation, and your family harmony.

**Step 17: Forewarn Others as Necessary**

Someone new and naïve to the situation may become an easy prey to the manipulator's cunning tricks. When possible, create open dialogue in a neutral way so as to minimize damage for an incoming person. If it is a new neighbor moving in, and you feel it is your place to give a heads up about a manipulative neighbor, give an indication of the situation in a subtle way, as a forewarning.

**Step 18: Give Specific Direction on How to Handle the Manipulator**



Rather than making a direct character attack about the manipulator, make a general statement such as “If anyone tells you that I asked you to deny the client’s request, before following through with it, send me an e-mail to make sure that I actually said it. It may be true, it may be false. We don’t want to lose a client over a miscommunication.” This is a precautionary step that can be taken ahead of time to avoid damage. It is also a way of giving specific direction to the rest of the staff about how to handle a manipulator.

By doing so when the manipulative person engages in secrecy, whether it be poisoning another employee about you or spreading false rumors, the other employee is forewarned. If the other person practices self-awareness and has trust in you, then he is less likely to take the bait and get wrapped up around the manipulation. He will know to either not believe it or to bring the situation out into the open.

### **Step 19: Foresee the Unpredictability of Manipulators Before the Damage, Embarrassment, or Disaster Erupts**

Manipulators are consistent in one thing: their mind games. They have trained their minds to play with other people’s minds. Use caution in relying on a manipulator to convey a message to someone else. Often times in such situations the manipulator might tell the third-party things that you never said or keep back vital information out of spite. They might even say something completely different from what you said. They are unpredictable. Foresee this quality ahead of time, before entrusting a message to someone who you know is manipulative.

### **Step 20: Study the Manipulator’s Patterns**

Manipulative behavioral patterns surface, over and over again, in different manifestations. Crafty manipulators are able to assess the emotions of others. They know the other person’s intentions, and they foresee their reactions. In a family setting this is so intricately intertwined because emotions are involved.

Manipulative parents know which buttons to push with which child, financially, emotionally, and physically. A manipulative parent who spends time with the children knows which child is nice, which child has that mean side, which child has a tendency to lie, and which child feels most insecure. Sadly, often times, they manipulate the nicest and most insecure child, because they are the easiest target.

### **Step 21: Stop Relying on the Manipulator to Convey Messages to a Third Party**

Once you have identified someone as a manipulator avoid relying on them to convey a message to someone else. Manipulators are not reliable. They might never convey the message and tell you that they did, thereby causing misunderstanding between the three parties. They might convey something completely different from what you entrusted them to tell. They might leave out critical pieces of information that could make you look bad. To avoid these scenarios, stop relying on the manipulator to convey messages to a third party. Entrust someone more reliable when possible.

### **Step 22: Expose the Manipulator When the Situation Permits**

When appropriate expose the manipulator. Deep inside manipulators are afraid to face the truth. Someone who exposes them in the light of truth is able to tackle them head on. Assess the consequences ahead of time before exposing the manipulator. Sometimes it could cost your job, in some cases your life may be at stake, you can become very unpopular among people you know, you could be left out of a will, and it could make you unpopular in your neighborhood, depending on the situation. Weigh the consequences ahead of time. Sometimes it may be wiser to not expose the manipulator and to tolerate it.

### **Step 23: Accept the Reality as It Is; Not as You Would Like It to Be**

The sooner you can accept the truth about a manipulator's disguise, the better off you are in preparing yourself to handle what's coming. Accept the reality about the manipulator as it is, not as you would like it to be. Once there is complete acceptance of this reality brand new doors open up to creating new beginnings about the same old situation.

### **Step 24: Question, Don't Accept at Face Value**

As a rule of thumb question the true motives of the manipulator. Is this a ploy to get you to do something while the manipulator remains unscrapped? If so, what is in their agenda? Should you be making additional phone calls to find out if what the manipulator is saying is actually true?

### **Step 25: when Possible, Minimize Contact**

The less manipulative people you have on your radar the better off you are. Manipulators excel in creating strife. The less strife at work, in the family, in the community, the more opportunity to expand, increase, and have peace. The more strife there is, the harder it is to focus, create

harmony, and improve teamwork. When possible, avoid manipulators altogether. Uproot them from your radar.

### **Step 26: Avoid Opening Up to the Manipulator When You are Sad and Desperate**

Desperate situations make people do desperate things. If you are sad and desperate, be extremely careful who you open up to during those emotionally raw moments. If there is no one else to talk to, approach someone who is entirely neutral, who will hopefully not take advantage of you. If there is absolutely no one then talk aloud to yourself. Reveal as little as possible about your sadness to the manipulator. Whatever you reveal to them, their mind functions only in a way to take advantage of that situation for their benefit. So, you have nothing to gain by expressing your sadness to them except widen your door of sadness even further.

### **27. If you Hang Around a Barber Shop Long Enough, you will Eventually get a Haircut**

If you hang around a manipulator long enough, eventually, you too, will become manipulative.

Emotionally manipulative people have a draining effect on emotionally healthy people. Hang around one, be married to one long enough, work with one for too long, and over a period of time, even the emotionally healthy person will more than likely shift to the manipulative side. Manipulative behavior is infectious.

## QUALITIES OF MANIPULATIVE PEOPLE

Manipulative people have distinct qualities that set them apart from genuine, straightforward, and sincere people. Here are a few of their qualities. While one person may not carry all these qualities, they are likely to have at least a few of them.

### **1. They Make Memorable First Impressions**

Manipulators go out of their way to make great first impressions. They know that the quicker they get someone on to their side the better off they are in steering them towards self-gain. They might treat you for a meal, bring a nice gift, be impeccably dressed, or say things that you want to hear in order to make great first impressions.

A motivator on the other hand does not have to bend over backwards to prove their inner motives. Someone who is not manipulative does not feel

the need to go overboard in winning someone over the very first time they meet them, because they have no hidden agenda.

Beware of people who make great first impressions.

## **2. They are Backstabbers**

They say one thing to your face and do something completely different behind your back

Manipulators have the “backstabbing” quality which can be destructive to themselves and to people around them.

## **3. Their Toxicity is Like Carbon Monoxide Poisoning**

Manipulative behaviors are very difficult to spot and detect, unless you are intentionally looking for them. Often times the damage begins to surface long after the manipulator is properly identified and exposed, by which time it may be too late. Manipulation is a slow, lethal Carbon Monoxide type of poisoning. Once it begins to spill, it is everywhere and yet, it is difficult to grasp and hold. Manipulative behavior is toxic.

## **4. Manipulators are Unreliable**

Use caution in accepting what the manipulator says, at face value. Verify the information through a second and third source. With straightforward people they mean what they say, they say what they mean. With straightforward people there is no need to second guess whether or not they are saying the truth. It is easy to accept what is being said at face value.

With manipulative people it is unwise to simply accept what is being said at face value. Often times manipulators distort the truth or will conceal vital bits of information that could be misleading.

## **5. Manipulative People Feel Inferior About Themselves**

They feel inferior about themselves, and they compensate for it by making others feel the same way. They mirror their inadequacies on others. One of the most effective ways to offset the inferiority complex being projected by a manipulator is to gain inner confidence. The more inner confidence you gain, the more difficult it becomes for a manipulator to play mind games with you.

## **6. They Spark Conflict with a Flicker and Watch it Flare up Into a Flame from a Distance**

Manipulative people excel in instigating conflict and quietly step out of the scene to watch it flare up from a distance. As they slowly move away

from the conflict manipulators feel like their task has been accomplished and move on to their next target.

### **7. They Make you Become Someone, that you are Inherently Not**

Manipulation, when carried to the extreme, can be devious. The influence of a manipulative person can drive a perfectly nice person to do something they would never have dreamt of doing, except under the influence of the manipulator. When a perfectly emotionally healthy person begins to act erratic and devious, it leaves others to wonder “What happened to that person? That’s not the person I knew for twenty years.” What happened, was the destructive influence of the manipulator. Manipulators “give” insanity to someone else while maintaining their own sanity.

### **8. They Carry Out Their Hidden Agenda from Behind the Scenes**

Their destruction is slow, silent, and painful. Manipulative behavior is like Carbon Monoxide poisoning. They excel in slow and silent poisoning, while staying away from the poisonous gas themselves. It does a slow kill on other people and not the manipulator. The manipulator is able to save herself from the poisoning because she knows it is coming, and consequently, gets herself out of the scene before the poison starts to spread.

### **9. Manipulators Break their Word, Consistently**

Straightforward people of integrity go through great lengths and put up with unimaginable difficulties in order to keep their word. Keeping the word an honor for them. Manipulators on the other hand consistently break their word. They might tell you they will show up and not even show up. In the meantime, you may have gone through great lengths to cancel your plans to be available at that time slot. They might say they will pay back your loan and you might never hear from them again. Meanwhile they may be taking extravagant vacations while you spend your two-week vacation in your backyard. Breaking the word is almost normal to the manipulator.

### **10. Manipulators Exaggerate Facts**

Manipulators get what they want by exaggerating facts. They overemphasize specific aspects of a problem and leave out critical areas. If another person exposes their deviousness, the manipulator makes their forgetfulness on the matter seem accidental.

## LIVING WITH A MANIPULATIVE PERSON, DAY IN, DAY OUT

Living with a manipulative person can be emotionally exhausting on someone who is straightforward and open. One of two things is likely to happen when living with a manipulative person, day in, day out. Either the emotionally balanced person will begin to resent the manipulative person and confront it, or the emotionally balanced person will also, over a period of time turn to the manipulative side, as a survival mechanism. There is either a rejection or acceptance of the manipulative qualities.

Manipulative people can make life hell if they don't get their way. They would rather be right, than happy. They have a constant yearning to be at the steering wheel, controlling the lives of those closest to them. This is often achieved at the cost of bringing heartache and pain to others. Manipulative people simply cannot seem to get satisfaction from seeing other people happy and content. Their joy is to drive a wedge between happy people and bring about destruction. Often times, it's for their gain of something or to feel in charge. Occasionally, it could be for no reason at all. When there is no reason at all to manipulate, they may still engage in the behavior out of habit.

If you are living with a manipulative person day in, day out, and you witness the damage they bring to the lives of other people, and yet feel afraid to confront the situation, it is critical to guard your sanity. Prayer, meditation, mindfulness, and quiet time can be helpful for those living with a manipulative person and don't agree with what they do or say.

## ONLINE MANIPULATION

Manipulators have a far easier medium to function, online. This is their comfort zone, because they can type, text, and do social media posts in secrecy. Hiding behind a screen is in their element.

If you know that a family member is manipulative, carefully observe text numbers on group chats. Especially within families a manipulative person who is used to having group chats know that the recipients may not always look closely at the phone number as to where the messages are coming from. A manipulative wife might remove the husband's phone

number and insert her number which has the same area code, knowing that the recipient is too busy to be checking on every digit.

From that point on the husband may not receive your text messages. Instead, they might end up on the wife's inbox. This opens up unlimited opportunity for the wife to concoct lies and play double crossing games without your even suspecting it. The way to protect yourself from such devious behavior is to pay close attention to the phone numbers on group chats. Are they changing from time to time? If so, there might be manipulation at play.

## HOW TO FIGHT BACK MANIPULATIVE PEOPLE

Here are some behavior patterns that manipulative people typically have.

### **1. Manipulators Take Advantage of Others When They Are in a Good Mood**

When someone is in a good mood a manipulator might try to take advantage of that emotional state by having them sign documents that they typically might not. For example, an adult child might alter a will without the knowledge of the other siblings when an aging parent is in a good mood. This could be a cunning way of manipulation to get money, a house, or legal authority. This works because it is easier to get an affirmative response when someone is happy.

Often, we are tempted to say yes to anything when we are in an especially good mood or jump on opportunities that look really good at the time but that we haven't really thought through. Manipulators know how to take advantage of those moods.

*How to fight back:* Be aware of your positive as well as negative moods. Be careful when you are approached by the manipulator when you feel happy. Assume ahead of time that they are trying to get something from you for their advantage. Be prepared to go on emotional overdrive in using caution.

### **2. Manipulators Take Advantage of You When You are Sad**

When you are down in the pit manipulators can prey on your desperation. Highly emotionally intelligent people use manipulation as a tool to prey on sad, unhappy, miserable people. They know that desperate people do desperate things. They tell the sad person that they care for them.

They might convince the sad person to do harmful things to their body or to sign documents that can get them in to a deeper mess.

*How to fight back:* Avoid opening up to manipulators when you feel sad. Don't make them your "go-to" person during Prozac moments.

### **3. A Manipulator Knows How to Take Advantage of People Under the influence of Alcohol and Drugs**

People can behave in radically different ways in altered states of mind. Manipulative people study the weaknesses of others. If a person can be easily taken advantage of when they are intoxicated a manipulator will seize the opportunity for self-gain.

*How to fight back:* Use caution in using alcohol and drugs in the company of a manipulative person. They are not reliable.

### **4. Manipulators Use Tears for Self-Gain**

Tears are a means for self-gain. A manipulative wife might show tears in front of the husband to do something or attend an event he might typically not engage in. In this case she uses tears to gain sympathy. A mother might start crying knowing that her adult son will do something for her, thus upsetting his wife.

*How to fight back:* Observe the common patterns linked to tears. Become objective and detached about the situation, when tears are involved. Be prepared to not cave into the manipulator's tears the next time around. It is a technique to get what they want.

### **5. Sexual Behavior for Self-Gain**

Manipulators engage in sexual behavior to get what they want from the other person. Sex becomes the vehicle through which the manipulator gets what she or he wants.

*How to fight back:* Be prepared ahead of time to walk away from engaging in sexual behavior with the manipulator if you know the pain that is in store at the end of it, the next morning. Avoid being in the physical presence of the manipulator until you become comfortable with declining the sexual advances subtly proposed by the manipulator.

### **6. Be prepared to Handle Manipulators When They Show Different Faces to Different People**

It is amazing how quickly a manipulator can change their stance, their face, and their image when they want to impress different people. Manipulators are like chameleons. They change colors quickly for different people. This behavior makes them harder to detect.



Manipulators hide the truth or show only one side of the story to some people. For example, that co-worker who puts the largest smile to your face on Monday morning, might send out an e-mail uses a wording to the boss that spreads false gossip about you, and then go out for lunch with you that same day.

*How to fight back:* Don't believe everything that you hear from the manipulator. Rather than simply swallowing what the manipulator said, talk to a reputable source to get a second opinion. Avoid trusting the manipulator at face value.

### **7. Pay Attention When the Manipulator Preys on Fear**

Manipulators can make you fearful of embarking on a specific project. On the surface the manipulator might make you feel like they are looking out for your interest, and they don't want you to get hurt as a result of getting involved in the project. The real reason however could be completely different. The manipulator may be discouraging you from becoming involved in the project because they want it for themselves, and you are simply getting in the way of their having it.

The way to get you "kicked out" may be by making you feel as though they are looking out for you. Their hidden self-interest may be very different from what is being shown to you. To achieve that ultimate goal the manipulator might make you feel afraid by creating a false situation, play one against the other, or distort the truth.

*How to fight back:* Spend some thinking time to assess if the manipulator is actually looking out for your interest or theirs. Ask yourself if the manipulator has something to gain from discouraging you from getting involved in the project. Do some online research about the project. Talk to another employee who did the project in the past.

### **8. Pay Attention When the Manipulator Convinces You that They are Looking out For You**

Manipulators can either be truthful or be lying when they convince you that they have your best interest at heart. It is hard to believe someone, when you know they have a tendency to lie. A manipulator might say "You know that I am looking out for you right? So, don't worry, I am doing this for your sake, not mine." Be wary. Rarely does a manipulator do anything completely for your sake unless there is something in it for them.

*How to fight back:* Before taking on the offer, take a step back and ask quietly, "What's in it for them?" Is there a hidden agenda behind it that they

are not telling you? Do they keep pushing you towards that agenda while making you feel like they are looking out for you? If that's the case, say no, or that you are not interested. If they keep pushing towards it, then, it's likely a decoy.

### **9. Be Vigilant When the Manipulator Says “So-and-So Told Me...”**

Manipulators often say things another person never said, for self-gain or to drive a wedge between people. A manipulator might say “Preethi said, but don't tell Preethi because she might get upset and she has a lot going on right now. You and I will deal with this alone.” Since lying accompanies manipulation they are known to saying things another person never said. Chances are, Preethi never said a word of what the manipulator concocts. The manipulator is keeping you away from asking Preethi by making it seem as though they are looking out for Preethi's interest.

*How to fight back:* Do the exact opposite of what the manipulator suggests. Tell Preethi. Openly talk to Preethi about it and ask if it is true. You will be surprised to learn that Preethi probably knew nothing about the whole situation. Instead, it was an entire concoction by the manipulator to get something from you and the way to gain was by keeping Preethi out of it in the dark.

### **10. Beware of Deception**

Manipulators deceive. Manipulators hide the truth or show only one side of the story. They take steps to ensure that you don't ask the other person about the situation in case you hear the missing version to the story. They prey on your mind to distance you from the other person. By practicing such deceit manipulators can carry on their schemes for years on end, without ever getting caught or noticed. By the time a few thoughtful folks begin to catch up on the deceit the manipulator has already moved on to its next target.

*How to fight back:* Be careful about readily believing the manipulator. Ask yourself why the manipulator is very particular that you don't talk to the other person about the matter at hand. Fight back by talking to all three parties simultaneously, copy the other person on your e-mails. This is how you fight deceit and expose the manipulator.

### **11. When There is Excessive Secrecy, Use Caution**

Manipulators revel in secrecy. They might keep you away from the sight of another person, might withhold contact information of another person that they don't want you to talk to, or withhold critical information.

Secrecy and lack of communication are ideal breeding grounds for manipulation.

*How to fight back:* Bring things out into the open when you can. Ask questions from the manipulator. Copy different people on e-mails so that everyone is on the same page. This kind of openness offsets the manipulator's secrecy.

## **12. Manipulators Keep a Score Card**

Manipulators keep a score card and have a tab of what they do for others. They create lists of what they have done and consult that list from time to time as ammunition for self-gain. A manipulative parent for example might remind an adult child from time to time, how much they spent on a down payment of house, thereby creating subtle overtones of how much they are owed in non-monetary terms. Manipulators never give something for nothing. They are opportunists waiting to gain something or someone at every turn.

*How to fight back:* Be careful accepting gifts from manipulators. It's not a free gift. It's coming at a heavy cost. Manipulators rarely give something to you for free without expecting far greater favor from you that will cost you an arm and a leg. The underlying principle to it. Learn to say Thanks but no thanks, in a diplomatic way.

## **13. Manipulators Constantly Have a Hold on You**

Extreme manipulators are the kind who will invite you for a meal and treat you like a king during dinner. The next thing you know they are asking you to buy the latest I phone for their son, while your own children don't own one. Their bottom line is "What can I get from another person?" not "What can I give another person?" They are go getters, not go givers.

Manipulators always have a hold on people. Manipulators know that having a hold on people is a great way to control others and to have them in emotional hostage. If the manipulator is giving you a generous gift, beware. They will have a hold over you. It is not a free gift. You are going to be paying ten times over, in different ways, for accepting that gift. Manipulators are not givers. They are takers. All they care about is "What can I get from this person?" rather than "What can I give this person without expecting it back?"

Once you see for yourself that the gift is not free, that there is a far bigger and greater request coming that's going to cost you a hundred times

more than the free meal. Learn to walk away from the freebies and feel good about it.

*How to fight back:* Before accepting the gift ask directly if you need to pay them back or if they are expecting something else in return. If necessary, get it in writing. Here is another approach. If a manipulator gives you a gift or gives a free meal, politely accept it, and slowly move away, without making a big announcement. With manipulators, use caution in excessive use of the word “thank you.” With some manipulators the more you thank them, the more they think of you as a naïve, ignorant, person and they may continue to treat you poorly.

#### **14. Manipulators and Guilt**

Manipulators leave you in guilt. Because they themselves feel guilty, they pass it on to you. Guilt can be a crippling emotional state that leads to devastation. Many unhealthy effects arise from guilt.

*How to fight back:* Observe the patterns of the manipulator. When a hurtful comment is being directed at you, know that it has nothing to do with you. It is the guilt coming out in small spurts.

#### **15. Come up with Alternatives When the Manipulator Pushes for Home Court Advantage**

When the ball is in the manipulator’s court they are at an advantage. They might insist that you meet them at their home, at their office, in their town, or on their turf, rather than at yours. They may negotiate in a space where they feel ownership and familiarity.

*How to Fight Back:* Insist on meeting in a neutral space, or on your turf, for a change. If it is selecting a medium for an online meeting, use the medium that you are most comfortable with, rather than agreeing to the manipulator’s preferred medium.

#### **16. Learn to Read Through the Questions Being Posed by the Manipulator**

Manipulators ask lots of questions. Manipulators know they have to get as much as they can from you, to know “where” you are at, with a particular situation. Sometimes, they use their emotional intelligence to such a degree that rather than asking specific direct question, they will make a statement with a big period at the end of it. Often times, this statement is either the first sentence or the last sentence of an e-mail or phone call. They strategically place the question where you are likely to remember it. They

do so by expecting you to jump in on that topic with your thoughts. They know you will take the bait when they write that sentence in the e-mail.

*How to fight back:* Don't answer all the questions being posed by the manipulator. Avoid answering every single question and start throwing back questions at them. Manipulators are extremely careful about what they reveal about themselves. They have too many lies and schemes in their heads that they are careful to reveal too much. You have to shuffle through a bit by asking them questions.

### **17. Learn How to Handle the Manipulator's Intimidation**

Manipulators are a type of bullies. They intimidate others through violence, humiliation, creating divisions, demeaning, and mocking other people. They raise their voice, walk out the door, cry to get what they want, intimidate and threat.

*How to fight back:* If someone yells, walks out, or bursts into tears, it may be time to hit your pause button before reacting. Before giving in to their requests, wait. This is a ploy to get their way. You have given them what they wanted two thousand times. This time, for the first time, wait. Don't give in.

### **18. Silent Treatment**

Silent treatment is a type of manipulation. By deliberately not responding to your calls, text messages, emails, or other inquiries, the manipulator presumes power by making you wait. They intend to place doubt and uncertainty in your mind. The silent treatment is a mind game, where silence is used as a form of leverage."

*How to fight back:* If the manipulator is not responding to your e-mails, phone calls, or is avoiding you, stop trying to get through to them. Overcoming that mental obsession to send multiple e-mails, phone calls, and meetings, can be difficult. Once that obsession has been overcome, it is easier to handle the silent treatment that is being deployed by the manipulator. Turn your direction to other sources. When the manipulator realizes that she is not the only person you are reaching out to, they might get a little nervous and break the silent treatment.

### **19. The Manipulator Repeats the Behavior**

Manipulators repeat their patterns, especially if they have success with it the first time around. If they did it once, they will do it again. Manipulators function out of habit. They have learned how to manipulate people to giving them what they want, to persuading people to do things for

them, and to get things for free without paying for it. Often times manipulators get away with things and never pay the price for their behaviors. Other people do.

They also go unscratched while people on the sidelines get hurt. Once a manipulator establishes effective patterns they find those behaviors to be effortless ways to get what they want, when they want it. They refine the art through habit.

*How to fight back:* If the same patterns begin to surface, be prepared for the manipulator to repeat what was done in the past. If there are steps to minimize the damage to your end, take those steps. If there is a need to confront the manipulator differently do so. Stop playing nice this time around.

## DO MANIPULATORS CHANGE AND BECOME MOTIVATORS?

Rarely do manipulators do a complete turn around and become motivators. If it happens it is due to an inner conversion that has taken place. This could be due to severe pain in some area of their lives. Such conversion however is rare.

Typically, if a motivator hangs around a manipulator long enough, the motivator too begins to show manipulative qualities. A rotten potato is more likely to rot the good potato. Rarely does a good potato heal the rotten potato.

Manipulation is the ultimate form of using emotional intelligence for destructive purposes.

Be careful of manipulators. They are everywhere.

## 4

# EMOTIONAL INTELLIGENCE AND BUILDING WEALTH

A mouse can chew up a stack of \$100 notes into bits and not even know it. A rattlesnake can crawl over \$100 bills and not even feel it. As human beings however, we feel quite differently towards money, because our emotions are too deeply attached to it. We are unlikely to chew up \$100 notes like a mouse would nor would we crawl over \$100 bills without picking it up like a rattlesnake would. The reason being that we understand the value of money and what it can do for our lives. Human beings have a totally different connection when it comes to money because of their emotional involvement with it.

Emotions control our wallet, our income, how we negotiate, and how we stick through the hard times without giving up. Emotional intelligence and wealth building are linked. People with high emotional intelligence have better social, interpersonal, intuitive skills, which are critical tools to building wealth.

Andrew Carnegie, America's wealthiest man at the turn of the century is said to have selected his key staff based on one skill: high emotional intelligence. Carnegie picked Charles Schwab as his right-hand man, because of Schwab's emotional intelligence. Schwab made Carnegie a wealthy man, and Carnegie made Schwab a wealthy man because of this one skill.

## SELF-CONFIDENCE IN BUILDING WEALTH

Self-confidence is a powerful emotion that affects our bank accounts, either positively or negatively. Displaying confidence in business negotiations is a vital part in establishing trust. Self-confidence is an important part of a sale. Acting confident can have a positive impact on your performance in financial negotiations.

Emotionally intelligent people practice self-confidence, most of the time. When they sell with confidence it comes across to the person buying into the product or service. When they talk over the phone with confidence, it comes across to the person on the other end of the line. During Zoom calls, the self-confident person comes across and seems to gain momentum during the online meeting.

Confidence has a *calming* effect on our brain. Imagine that you are about to have brain surgery and the surgeon who is about to operate on you is unsure which instrument to use or appears sleepy. How would you feel? Does the brain surgeon succeed in building up your confidence with his competence or do you want to rip your hospital gown and bolt for the door? The surgeon's lack of self-confidence is likely to instil fear.

Fear stunts confidence. A person with confidence sends a message of reassurance. More importantly it creates that deep assuring feeling that they have your best interest at heart. Building such self-confidence within the mind of the patient undergoing brain surgery by itself can be a contributing factor towards a recovery and successful operation. Our level of confidence in another person has a healing quality to it.

Here is the emotional intelligence principle underlying confidence and building wealth. When we are confident, we don't allow people to manipulate us easily. When we are confident, we don't allow a client, a friend, or a neighbor, to play emotional hostage games, that can end up costing us thousands of dollars. Self-confident people use emotional restraint in their financial decisions. They do the necessary background homework before falling into a scam.

People low on self-confidence sell themselves short, when it comes to money. Self-confidence precedes negotiation. If we lack self-confidence, we will readily give what a dishonest person asks from us. That's when we sell ourselves short.

The lack of self-confidence is due to a lack of self-esteem. The lack of self-esteem can be attributed to a million different causes. The best emotional remedy to stop this vicious cycle is to nurture our level of self-



confidence. Here is the reasoning behind it. We sell ourselves short when we don't feel good about ourselves. When we feel good about ourselves, we know we deserve the best. Rather than settling for less, we demand for more in our negotiations.

Self-confidence gives us the intuition to decide know which people to walk away from early on and foresee ahead of time who is likely to take advantage of us financially later on. Self-confidence gives us the knowledge to determine which financial investments to make and which ones to walk away from. Self-confident people know that sometimes the best financial investments are the ones we don't make.

When self-confidence spills out in our behaviors it shows up in our wallets. Less confident people might see every investment as worth pursuing. Self-confident people on the other hand know that some of our wisest decisions are the investments we do not make. By pursuing every opportunity, it increases the probability of settling for less and selling ourselves short financially. Pursuing every opportunity also leads to financial regret. Being selective of opportunity can bring greater rewards.

Self-confident people wait for the best. During that waiting period they know which investments to not make. They train themselves to walk away from seemingly good opportunities, because they know that sometimes what seems like a financial opportunity could also bring financial ruin. As a result, they forego seemingly attractive opportunities, thereby saving themselves from financial heartache later on.

Self-confidence is one of the best preventives for weeding out manipulative, double crossing people in business dealings, *before* the financial damage happens. When a person is self-confident it is far more difficult for someone to manipulate them. Many financial partnerships dissolve and end up in bitter lawsuits because of bad partnerships. Manipulation is a common cause in most of these deals going bad. Self-confident people can see a cunning, manipulative businessman who is likely to play them out ahead of time and avoid such partnerships.

## EMOTIONAL HOSTAGE AND FINANCIAL DEPENDENCE

People who lack self-confidence have a tendency to play emotional hostage games. Here is an example where emotional hostage becomes the vehicle for a mother to be in total control of her adult son. Sharon wants her sixty-

year-old adult son to be more financially responsible. At the same time, she wants him to rely on her financially, because it makes her feel needed. The yearning to feel needed is achieved at the expense of creating financial dependence on her. This yearning to feel needed and to not being able to let go of him leads the mother to constantly “bait” her adult son with money, things, and easy lifestyle. By doing so she deliberately prevents herself from planting the actual seed for her son to take financial responsibility. It has created a dynamic of a son constantly being financially and emotionally dependent on his mother. Her emotional satisfaction of being in control is realized at the expense of feeding into the son’s financial dependency.

## THE EMOTION OF FEAR AS AN EMOTIONAL IN SALES

Emotional intelligence can either put customers at ease or heighten their fears. This fear mechanism can be a motivating factor in selling a product or service. Here is an example.

Imagine taking your car to an auto dealership to get your brakes checked out. The mechanic at the auto shop looks visibly nervous. Rather than putting you at ease with his self-confidence, his nervousness makes you feel uneasy.

As the car owner you are buying into the mechanic, not the auto dealership. Before you buy into the service, you buy into the person delivering the service.

As you approach the mechanic who is inspecting your car, you ask him, “Why is it that the brakes are making a noise?” The mechanic checks it out and says “I don’t know. Don’t worry about it.” Does that make you feel comfortable about paying him to get your brakes checked out? Or does it make you bolt for the exit door?

More than likely, the mechanic increased your fear, rather than diminishing it. As a result, the car repair business loses you as a customer, because of the mechanic.

## HOW TO TAP INTO EMOTIONS AS A SALES TECHNIQUE

Being in the moment of a buyer’s emotional state can make or break a sale. We don’t work with products alone. Rather, we work with people. Nearly

every sales effort ultimately involves a person. When we are more attuned to our emotions as well as those of others, we are in the moment of that sale.

Crossed arms is a sign of frustration. During a face-to-face meeting with a client a customer having his arms crossed and standing upright while eyeing the door is probably an emotional signal that there is frustration of losing interest. An emotionally savvy salesperson might quickly "recover" that customer by mentioning something pleasant that is completely unrelated to the sale or ask the customer to lean over to look at the computer monitor as a way of changing his body posture, which could shift the buyer's emotions. Being able to read a buyer's emotional state and knowing how to balance it, combat it tactfully, or enhance it to suit the moment is an art to be practiced. By reading the buyer's emotions an emotionally intelligent salesperson is creatively able to steer a sales call in a healthy direction and bring the conversation back on track.

## HOW TO TAP INTO EMOTIONS AS A SALES TECHNIQUE

When it comes to sales, emotions play an important role. With selling, emotions win over logic most of the time. The ability to walk in your customer's shoes and to be able to change a buyer's emotional state can increase your influence and profit potential. The ability to buy into a buyer's emotional state can help a salesman to have genuine communication with clients and to create good solid relationship.

Reading the emotional state of a customer can make or break a sale. If you read emotions accurately it can help to bond a relationship with the client and create trust. Building trust can increase the quality of that relationship. If you read the emotions incorrectly it can break a sale or it can be a turn off to a customer.

The stronger the relationship between a buyer and a seller, the higher the likelihood of making that sale turning into reality. The weaker the relationship, the less likely it will unfold to be a successful sale. In the end it boils down to relationships, especially in face-to-face sales.

## WHAT IS LEFT OUT CAN BE MORE IMPORTANT THAN WHAT IS BROUGHT IN

From an emotionally intelligent perspective what we leave *out* from a conversation can be more important than what is brought *in*, to a conversation. When we are emotionally intelligent, we know what things to *bring in*, to a conversation and what things to *leave out*.

Here is an example of a prospective sale between a real estate agent and a buyer. The prospective buyer tells you that she is looking into buying a new place following the death of her husband. If you immediately start talking about your husband and how excited you are, to go to Hawaii to celebrate your Golden Jubilee, is that going to help you make the sale? Or is that a turn off? Were you practicing self-awareness in relating to the raw pain experienced by the client? Probably not. Self-awareness is the ability to relate to our emotions as well the emotions of those around us. It makes us more attuned to what should be left out of a conversation.

When a customer expresses her grief about losing her husband, a self-aware realtor would leave out the snippet about her 50<sup>th</sup> wedding anniversary and the cruise that she is taking with her husband. A self-aware person knows that comment is out of place.

An emotionally intelligent realtor should be able to assess a buyer's mood and be "in the moment" to make a connection with the client. This emotional connection builds trust, which can increase her chances of making the sale.

An emotional increase can lead to a sale, whereas an emotional decrease can lead to losing a sale. The lack of emotional intelligence can lead to the losing of that sale. That client is not going to inform the realtor that the reason she didn't want to move forward with the closing of that house, was because of how an emotionally weak comeback line, even though that was precisely the reason why. The client felt wounded during an emotionally raw moment and walked away from the sale. Emotionally, it left such a hurtful impression in her, that she picked up the phone and called up a different real estate agent. The realtor might never realize that her wrong use of word choice was a turn off. The client is likely not going to send an e-mail saying indicating "you hurt me when you talked about your 50<sup>th</sup> wedding anniversary when I said my husband just died. You didn't even care."

What would have been a better way to gain the client's trust and leave her in a state of increase, thus increasing the chances of making the sale? When she said, "I am looking for a new home because my husband just died," one of the following actions could have left the client in a state of emotional increase.

1. Saying "I am very sorry. This must be a hard time."
2. Saying "I will pray for your husband. What was his name?"
3. Saying "My deepest sympathies."
4. Mailing a sympathy card

## MAKING THE CONNECTION BETWEEN BUYING DECISIONS AND EMOTIONAL STATES

People buy emotionally and justify logically. Buying decisions are nearly always the result of a change in the customer's emotional state. While information, facts, and research may help change that emotional state, it's the *emotion* that is important, *not the information*.

Emotional health and our financial health are linked together. Our emotional wellbeing is the unseen, unspoken, and powerful platform holding up our financial health. Financial emotional intelligence is *what* we feel about money and *why*. Think about the last financial decision that you made. Was it to buy a cup of coffee? An Amazon purchase? An online product for a massage? How strongly were your emotions attached to that decision? You may have bought it to feel good, to satisfy a frustration, or to quench your thirst, all of which have a direct impact on your emotions.

Often, people buy in, to the person, not the product. They buy in, to the person promoting the situation, not the situation itself. If you are buying a house, and if it is an in-person showing and not online, the person showing you the house plays a role with the outcome of the sale. A church trying to raise \$10 million dollars for a renovation is at the mercy of its congregation. The congregation makes the donation based on their relationship with the pastor not based on the architecture of the new wing that is being proposed. Their emotional states and how they feel about the pastor is the driving force behind whether or not they fund the church project.

## THE FIVE EMOTIONS THAT DRIVE OUR BUYING DECISIONS

All buying decisions stem from the interplay of five major emotions:

### 1. **Fear**

People buy into products and services based out of fear. When something is not working the way, it should be, fear creeps into the heart of a buyer. For example, if the brakes in your vehicle are making a squeaky noise and the car does not seem to halt properly it leads to fear that could result in a possible car accident. The next likely step would be to get it checked out at an auto shop. The primary emotion driving this decision is fear for your safety.

Fear also works when we feel danger coming our way. For example, someone living in a wooded area might fear rattle snakes every summer. Having been bit multiple times they may spend a good portion of the summer budget to purchase a snake repellent product from the hardware store.

### 2. **Frustration**

People want their lives to be easier. When something is not working right, they get frustrated. You might get frustrated when the larger size cereal box does not fit in your kitchen cupboard. Every morning when you try to wiggle it out, the cereal falls out and you have to sweep the kitchen floor. Out of frustration you now adjust your preference for the size of a cereal box and choose to buy a smaller size box. This is an example of our buying decisions being influenced by the emotion of frustration.

### 3. **Anger**

Anger drives people to give their business to some places and not others. If a customer feels like he was treated poorly he is unlikely to give his money to that business. When a customer reaches a breaking point, it can turn to anger. For example, if a hotel guest feels like he is treated poorly he might bring it up with management during his stay. If nothing comes of it, it could leave the guest in a state of anger. The next time that guest is in that same town he might decide to stay at a different hotel. The driving emotional state behind this decision would likely be anger.

### 4. **Hope**

Hope leads people to spend money. Hope is particularly powerful when people feel despair, when nothing else seems to work and they see a

glimmer of hope in a product or service that could improve the quality of their lives.

Here is an example of how hope can emotionally drive a person to spend money. A woman who has had arthritis for twenty years has been seen by over a hundred doctors in her lifetime to ease her pain. She has consumed every pill in the book. Still, her pain persists and is now, at a point of despair. Browsing online she reads about an alternative medicine called Ayurveda. This article springs hope within her. She taps into her retirement funds and spends three months seeking Ayurveda treatment in Sri Lanka, seeking wellness. This is how a hopeful feeling can artificially induce one to spend money.

## THE PROSPECT THEORY

The Prospect Theory was developed by Daniel Kahneman and Amos Tversky in 1979. Kahneman won the Nobel Prize for this theory in 2002. The Prospect Theory states that individuals would rather avoid losses than have similar gains. The reason being that losses create a stronger emotional connection than gains. This feeling makes a critical connection between emotional intelligence and building wealth and how it unfolds in our financial decision making on a daily basis.

Our fear for losses is greater than our joy for gain. Here is an example of how this emotional theory unfolds in our financial lives. Imagine that you have invested \$1,000 in hydro power stock. You have gained a \$1,000 in profit within 6 months. You have also invested \$1,000 in solar power, of which you lost \$1,000 in six months.

Which one is likely to have a bigger emotional impact on you? The gain or the loss? The loss. We tend to place a greater value on avoiding losses due to the negative emotional impact associated with a loss. The pain of losing \$1,000, for some people can never be compensated. For others this loss of \$1,000 can be compensated by gaining \$2,000. The relationship is asymmetrical. It boils down to how a gain or a loss makes us feel.

Here are three ways the Prospect Theory play out in building wealth:

1. We refuse to sell losing investments. We sell winning investments prematurely

2. We take bigger and bigger risks when losing to “get even”
3. We stay with the investments we already have because we don't want to risk losing it

The Prospect Theory applies in our daily handling of money. Every dollar gained makes us one unit happier, while every dollar lost makes us one unit sadder. Each dollar is like every other dollar. However, as we “win” or earn more dollars, each new dollar adds less to our enjoyment than the previously won dollar. The first few dollars gained make us feel the best. Thereafter, its emotional impact begins to fade.

For example, imagine that one of your financial goals was to make a million dollars. After thirty years of hard work, you finally accumulate a million dollars. Your first million is a milestone. It leaves you feeling ecstatic. By the time you make your 20<sup>th</sup> million, you are not as ecstatic as you were, when you made your first million. Why? Because as you earn more millions it adds less to our enjoyment than the previous million. The first three or four million may have made you feel great. Thereafter its emotional impact began to fade. It wasn't as powerful anymore.

A small loss seems to have a greater emotional impact than massive gains. As you look online at your bank statements where it says total account balance \$20,000,000, and you see right above it, a charge of \$30, which happens to be a bank error, what does your mind dwell on after that point? Are you still feeling ecstatic about the \$20 million or are you in an emotional frenzy calling up the bank to reverse the \$30? The pain of being wrongfully charged a \$30 fee seems to have a far greater impact than the gains of \$20 million. This is how powerful a negative emotion can be, on our financial wealth. A financial loss that is miniscule, in this case, \$30, can be far more powerful than a financial gain that is great, in this case \$20 million. That \$30 loss can have a deeper negative emotional impact and override the joys of having \$20 million in savings. Negative emotions are powerful in how we relate to our financial wellbeing.

MAKING THE CONNECTION BETWEEN NON-VERBAL BEHAVIOR  
AND EMOTIONS IN BUILDING WEALTH



Nonverbal behaviors can have an impact on financial decision making. Behavior such as clenching a fist or throwing something can be physical outbursts of anger and frustration. They can affect a person's financial decision making. Slouching one's head down during a business deal can produce feelings showing lack of interest, while a hunched shoulder can be a sign of indifference. Such nonverbal behaviors affect how we handle our wallets, the friends we associate with, and what types of financial decisions we make.

Here is an example that makes the connection between a person's nonverbal behavior and emotions in money habits. Imagine that you are in a doctor's waiting room, about to be seen for your back problem. If the doctor walks into the room and is hunched, yawns, and is looking at the wall clock as you express your ailment you might no longer feel as keen to part with your \$10,000 as you did when you walked in, to that clinic. You might change your mind and make calls to look for a different doctor.

The doctor's nonverbal behaviors of hunched shoulders, yawning, and looking at the clock failed to build trust within you as a patient, which impacted your decisions to not invest your money with him. His nonverbal behavior led you to feel like the doctor was not *for* you. Even though he was physically present in the room, he was emotionally distant in your heart. That's an example of a person's nonverbal behavior breaking trust and affecting a financial decision.

With the shift of nonverbal behavior comes a shift of mood. The act of moving the body can interrupt the emotional state a person is in and open up a different emotional state. Sometimes it can be a more receptive state and at others, a less receptive state. Learning to read the emotions behind a person's body language can be a useful skill in sales.

If a customer moves physically during a sales pitch, her level of emotional responsiveness is likely to shift as well. If your customer is leaning back on the chair with his arms crossed, you can say "hey do you mind leaning forward to show you what I have on my lap top screen?" To look at your lap top monitor the customer has to put his arms on either side and shift his torso closer to your desk. By encouraging the customer to look at your laptop you are breaking his train of thought. If the customer's arms are crossed and he is leaning back it is probably safe to think that his mind has begun to drift away from the sale. If you can pick up on that fairly quickly it is a narrow opportunity to change your buyer's emotional state. It

takes emotional intelligence to read the customer's mind, to break a negative train of thought, and quickly replace it with a thought that's relevant to the sale. It takes practice and extra effort to make an emotional intelligence connection at this level. Rarely does this type of connection happen by accident. It has to be intentional.

This shift of body posture can weaken the customer's current emotional state and shift his emotional mood, to become more receptive to the sales pitch. This technique, if effectively used, can shift a negative state to a more positive state, thus increasing the likelihood of a sale. What you are practicing, to encourage him to get up and lean forward towards your laptop is subtly changing the customer's nonverbal state of emotion, to a positive one, so that he is more likely to buy from you.

## FACE, NOT FLEE

Emotionally intelligent people face the ugliness of conflicts rather than run away from them. They are willing to see the reality of a situation for what it is, not for what they like it to be. They know that underneath every conflict is a learning lesson related to building wealth. In order to get to that learning lesson the conflict has to be tackled first. Emotionally intelligent people realize that conflicts don't define them; they reveal them.

Confronting and effectively tackling conflicts can be a money saver in the longer run. Avoiding conflicts can lead to money waste in work environments. When problems begin to surface, it is better to tackle them early on, than later on. When problems are small, they are usually easier to take care of, through early intervention. In an office setting such early interventions could be talking with the employee, setting up rules in place, changing work time shifts between different employees, trying out a different software program, or taking proper steps to minimize toxicity.

A conflict does not necessarily mean that something is inherently bad. Even if it is negative, being in denial about it or pretending as though it does not exist only increases its force. While avoiding a conflict might keep things peaceful for a while it rarely takes care of the problem in the longer run. Few problems automatically disappear. There may be problems where, by ignoring them, they might automatically disappear with time. Such problems are rare.

Just as it is easier to detect a dental cavity early on through x-rays and to do a filling, than to uproot the tooth altogether later on, most workplace problems are better to be dealt with early on, or else, they will keep growing until it may be too late or leads to irreparable damage. Emotionally intelligent people face conflicts early on. They don't flee from them.

## TIME MANAGEMENT IS MONEY MANAGEMENT

Emotionally intelligent people value time. For them time management is money management. Time is money. Here is how emotional intelligence and time management are connected. Emotionally intelligent people practice flexibility of thinking in time management. When we have healthy emotional intelligence, we know which method of communication suits to address a certain situation. Some people are better at face-to-face meetings while others are better with e-mails. Knowing which method of communication system to use with specific people can be a time and money saver.

Sometimes we exchange thirty-two different e-mail snippets back and forth over five days, when we could have gotten the answer by picking up the phone and having a two-minute conversation with someone. That is time waste that could have been avoided if the proper method of communication was used. To shift quickly from one communication system to another, from e-mail, to Zoom, to e-mail requires quick thinking, presence of mind and common sense. These are attributes of emotional intelligence.

Emotionally intelligent people are willing to go from an e-mail to a phone call to a Zoom call and face to face meeting within a matter of a few hours to save time and maximize efficiency. Remote workers are likely to think that e-mail and Zoom are the best forms of communication. If you are a remote worker, avoid falling into this trap. Simply because you work remotely, and you look at a screen twelve hours a day does not mean that you must never use the phone or that you must never have a face-to-face meeting. Emotionally intelligent people know which method of communication to use to get the best results. This increases their probability of bringing in profits.

Whether you work remotely or on site, before embarking on any task on auto pilot and proceeding in the communication method that you always

choose, take a few seconds of thinking time to ask yourself, “Will it save me a lot of stress and time if I handled that conversation face to face, rather than exchanging ten different e-mails back and forth over the course of three weeks?” Another thing to keep in mind is the person that you are dealing with. If you have interacted with the person before, then take a few seconds to think about a different method of communication that might be better suited for the person’s temperament.

## CONTRACTION OF TIME IN BUILDING WEALTH

Emotionally intelligent people are aware of the difference between the expansion and contraction of time. As the availability of time expands so does our management of the task. For example, if we have eight hours available to wash the dishes, we are likely to take those full eight hours to wash the dishes. We may feel tempted to drag the task in small chunks throughout the day. On the other hand, if we have twenty minutes to wash those same dishes, then we are likely to rush through it and finish that task within a smaller fraction of time.

Emotionally intelligent people work in the contraction of time, rather than the expansion of time. Like everyone else they have twenty-four hours a day, and they want to get the most from the day. In order to get the most from the day they allocate tasks in time contractions, not time expansions.

## STINGINESS AND EMOTIONAL INTELLIGENCE

The term “scrooge” was created for a reason. Everyone knows a scrooge. Did you ever have to deal with a relative who had \$20 million in a savings account while your credit cards were maxed, and yet, whenever you go out to eat, you are the one who pays the dinner bill while your filthy rich relative gives the tip? And even the tip is the least amount that is required by law. Have you ever known someone like that? You probably have.

Would you call that person frugal or cheap?

Stinginess is a type of emotional poverty. Some of the most generous people have very little financially, while some of the stingiest have a great deal of financial wealth. Stinginess gravitates among self-centered people. Some of the stingiest people are those with the fattest financial, bank

accounts. Conversely, some of the most financially generous people are those with lean financial bank accounts.

Stinginess is a type of financial manipulation. They get other people to treat them generously while feigning poverty the whole time. This type of lying helps to manipulate another person into parting with wealth while preserving their stash and watching it grow from behind the scenes. Stingy people have limited emotional intelligence and cannot conceive another person having more than they do.

Stinginess is a type of emotional manipulation. Stingy people mislead others through their words, behavior, and financial choices. They excel at misleading others about their finances in order for self-gain. People with this financial habit are excellent at using others to spend on them. Stingy people are very generous when someone else is doing the spending and they don't have to part with a penny. They become very stingy when they have to do any kind of spending, especially if the recipient is another person.

They also live financially poor on the outside, while amassing assets in the background. For example, they may shop at a thrift store and gladly accept the new dress you gift them, while having an oversupply of financial savings in the bank that you would never be able to amass in a lifetime. In the meantime, out of a good heart you may buy a brand new dress for the stingy person, assuming that they are completely broke because that is what you have been told.

Stinginess leads people to lose the purpose of living. They bring misery upon themselves and on others. They are at the extreme of saving. Excessive stinginess makes us lose our purpose in life. A parent who is obsessed with stinginess might look at the dollar cost and not buy the proper medication for a child, with the hope that the illness might automatically go away with a cheaper brand of drugs or no drugs at all. This is an example of losing priority and allowing the money to take over one's purpose of living. Such a parent would gladly allow someone else to buy the best quality drugs for their child, often, someone who may not have the same level of wealth as the mother. Yet, that person buying the best quality drugs may have a bigger heart. This is when money gets to us emotionally and engulfs us to a point of suffocation. Stinginess can be a deadly financial habit if it gets out of control.

## EMOTIONS UNDERLYING FINANCIAL STINGINESS

Stinginess is the opposite of generosity. While a generous person gives freely, often finding giving a pleasurable activity, a stingy person withholds and finds giving hard and uncomfortable. Even when they do part with money or an object, they will get the cheapest thing they can find at the store. Stingy people find it hard to give or lend money to others. They take more and give less. They go to great lengths to save money and hoard it. Stingy people earn the contempt of other people, while generous people earn the love and compassion of other people.

Stingy people usually love borrowing things from other people instead of buying their own. Once they borrow things, they always seem to forget to return it. This too is a manipulative way to hoard something they never paid for and get it for free. The underlying emotional principle is to get the most from someone else by giving the least.

Stingy people give cheap gifts. If they have to get a gift for someone's birthday, they will either get the cheapest gift they could find from the store or use a glittering gift wrap to cover something that has been lying in their house for ten years. Either ways, they spend very little or none at all. By buying the cheapest item they "feel" very little about parting with their money. By wrapping something useless that has been used and lying around the house they feel like their money has been untouched at all and it gives them a slight lift.

What stingy people fail to understand are the positive emotions associated with parting with wealth. There is a certain Dopamine effect, a feel-good reward pleasure rush that flows through us when we part with wealth to get something quality for someone else. Stingy people cannot relate to this principle. They are willing to tradeoff this "feel-good reward system" to preserve a few cents or dollars. Their ultimate worth of life is measured through money.

Stinginess is not the same as frugality. While frugality is an intelligent and efficient use of money, energy and resources, stinginess is a form of fear. It is a constant dread of not having enough or losing it all. It motivates a person not to give away his possessions even if giving them away won't cause them any problems. The primary reason why a person exhibits stinginess is that they feel insecure about money. This financial insecurity makes it hard for them to give away something that they 'believe' they lack.

Stinginess comes in other areas too. Some people are stingy with their knowledge. Ever known a neighbor, when you ask them for the contact of the plumber who they seem so satisfied with, and they respond, “Oh he retired.” Well, guess what. The plumber did not retire. Your neighbor is being stingy with sharing the contact information because he wants the plumber to share the skills only with him. He is stingy when it comes to giving you the phone number. On the other hand, if you are a generous person and your stingy neighbor asks you for your plumber’s contact information you will probably give it, without even thinking twice about it. If you are constantly sharing contact information of construction workers, handymen, and carpenters freely, your stingy neighbor will gladly take it. When stingy people meet generous people it typically leaves a rather disturbing emotional residue in that relationship. Hang around stingy people long enough and even the generous person will become stingy and come up with different barriers to become less giving, and more taking.

Financially stingy people are one-way streets. They like to receive and not give. Eventually their friendships lead to dead ends because financially stingy people do much of the taking and little of the giving.

## THE SENSATION OF SPENDING

There is an emotional sensation in spending. People suffering from stinginess are not able to feel this sensation. If they have it, they have dampened it or removed it altogether. Spending, when done wisely, makes us feel alive, refreshed, and renewed. With the wear and tear on life, the ability to spend is a healer. Stinginess adds to the wear and tear on life. Spending smoothens out that heavy toll.

Spending is also a way to connect well with other people. The majority of the world live in financial lack. A spending spirit helps to build that gap and connect. Spending also makes us feel like our hard work is worthwhile as there is a reward for it.

Financially generous people give their best to themselves and to others. When they buy a gift for another person, they are mindful that the gift is a reflection of themselves. Rather than getting the cheapest item in the store they get something nice, that may cost them some money, that will make the other person happier.

If they invite someone out, they balance the bill or treat the person out to lunch.

Their financial handling boils down to how they make another person feel. Financially generous people make the effort to leave other people in a state of increase.



## ABOUT THE AUTHOR

Preethi Fernando is an author, Keynote speaker, and founder of Leadista. She is the winner of Stephen King's Haven Foundation Award given to one author each year. Preethi is also a recipient of the Carnegie Fund for Authors, New York. She does consulting for corporations, healthcare associations, and nonprofits. Preethi's mantra for success is to keep rising, every time we fall.

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