

Using Emotional Intelligence to Elicit Better Requirements

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Agenda

- What is E.I. and Why is it Critical for Business Analysis
- Tracking Your Internal Experience, Real-Time
- Determining Your EQ
- Improving Our EQ In Eliciting Requirements

The Knack



***What is Emotional Intelligence
and Why it is Critical for
Business Analysis***

Emotional Intelligence, What is it?

EI Defined:

- Awareness of my emotions with the ability to manage them in effective ways.

Self awareness & Self management

- Awareness of others emotions with the ability to manage my emotions in relationship

Able to empathize & maintain relationships

Daniel Goleman: "Working with EI"

Self Awareness & Self Management

- **Self Awareness:** Knowing what we are feeling, thinking and wanting in the moment and using those preferences to guide our decisions.
- **Self Management:** Handling our emotions so that they facilitate the task at hand: being conscientious, delaying gratification to pursue goals; recovering well from emotional distress

Daniel Goleman: “Working with EI”

Empathy & Developing- Maintaining Relationships

- **Empathy:** Sensing what people are feeling, being able to take their perspective and cultivating rapport.
- **Developing & Maintaining Relationships:** handling emotions in relationships, reading social situations, networking, persuading, leading and negotiating.

Daniel Goleman: “Working With EI”

The Importance of E.I.

- *E.I. competencies accounted for 67% of the abilities deemed essential for effective performance for IT managers at Amoco.*
- *When combining this data with other studies, Emotional Intelligence mattered twice as much as I.Q. or expertise for effective performance.*

Daniel Goleman: “Working With EI”

How Important is IQ ?

- When I. Q. test scores are correlated with how well people perform in their careers, the highest estimate of how much difference I.Q. accounts for is about 25 %.
- This means that that I.Q. alone leaves 75 % of job success unexplained – in other words I.Q. does not determine who succeeds and who fails.

What are your most common business analysis challenges

List 5 common leadership challenges you face daily ?

1)

2)

3)

4)

5)

Put an X by the ones that are the most difficult to “fix”

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Is E.I. Impacting Performance on your team ?

Characteristics of high and low performers:

High

Low

Why is E.I. So Important ?

The changing demands of the work environment:

- Increased job complexity
- Greater interdependent work required
- More focus on teams
- Need for increased flexibility, collaboration and crossing boundaries

Center for Creative Leadership, 2005

***Tracking Your Internal
Experience, Real-Time***

Test Your Internal Experience

- Watch the video segment 2 times
This manager is talking to you, you report to her !
(This is your boss)
- Write down your internal experience
- Just notice what you feel, think, and want.



Determining Our EQ

How to Determine Your EQ Using The "EQ In-Action Profile[®]"

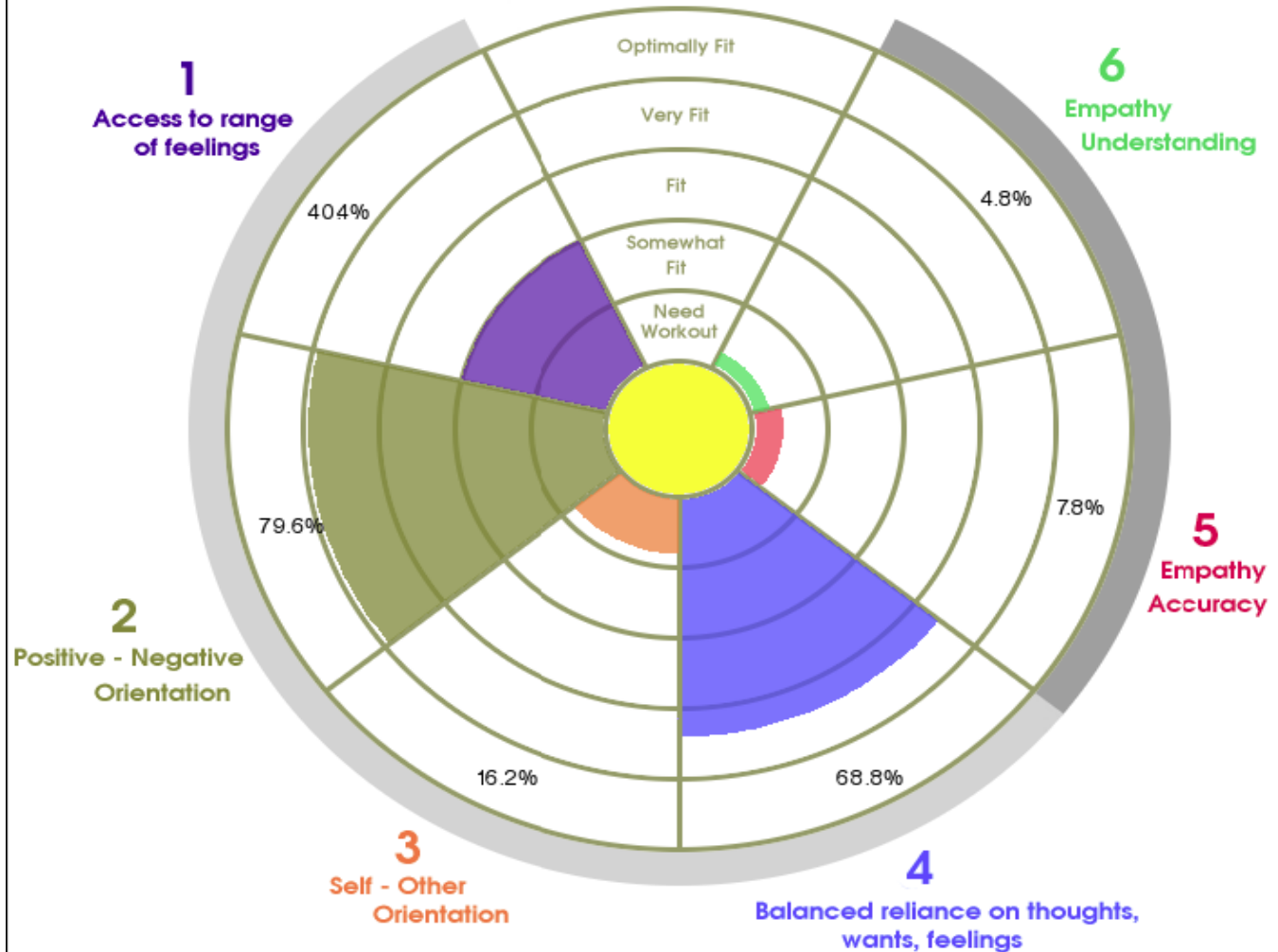
It Measures:

- 1) My internal reality, a “picture” of my real-time experience
- 2) How I interpret my experience in stressful situations
- 3) My capacity for Self-Awareness, Self-Management, and Empathy

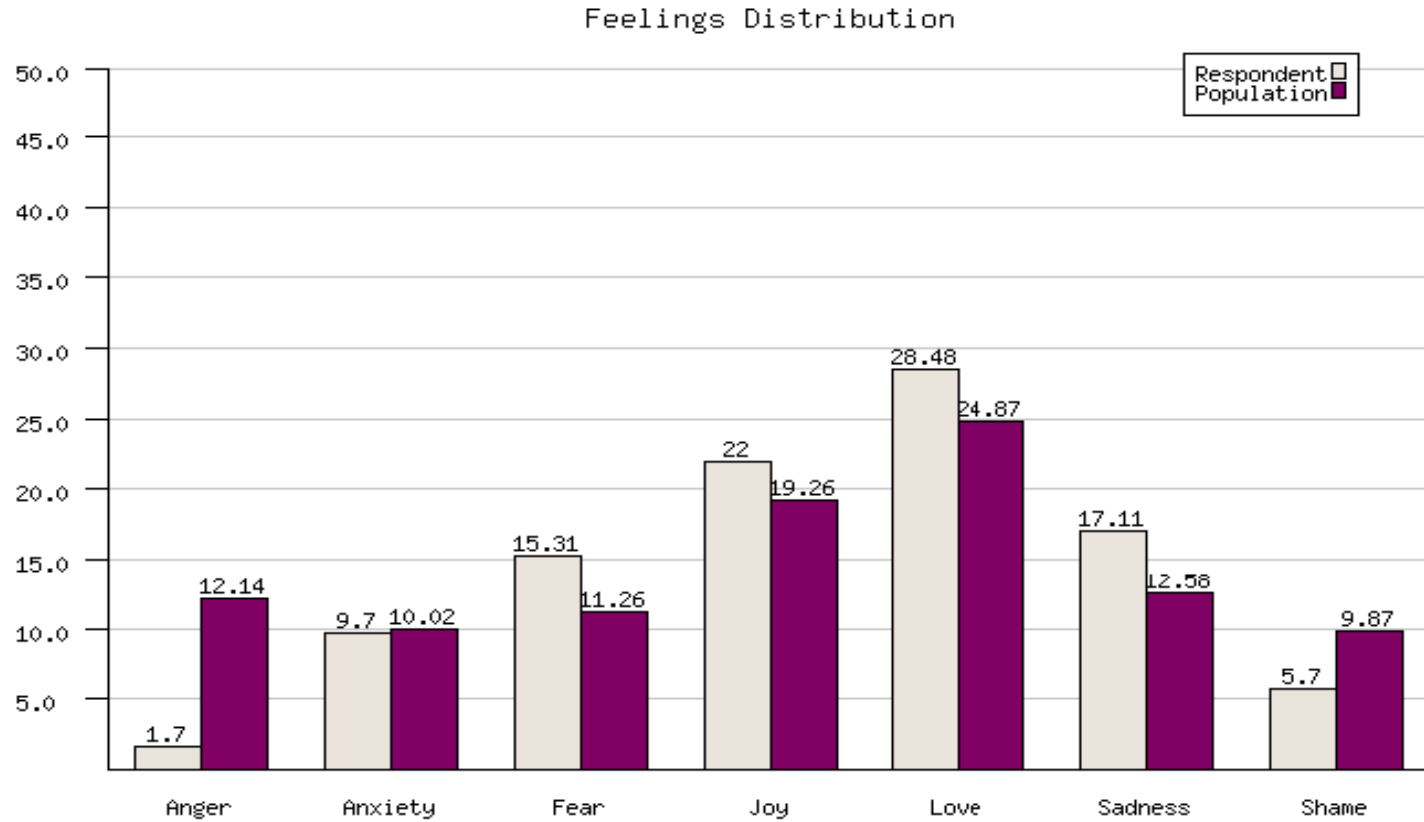
®EQ In-Action is a trade mark of Learning Technologies, Inc.

Your Fitness Profile

Six Dimensions of Self-Reflection & Empathy



Range of Feelings



Anger
2.18%

Anxiety
45.81%

Fear
85.48%

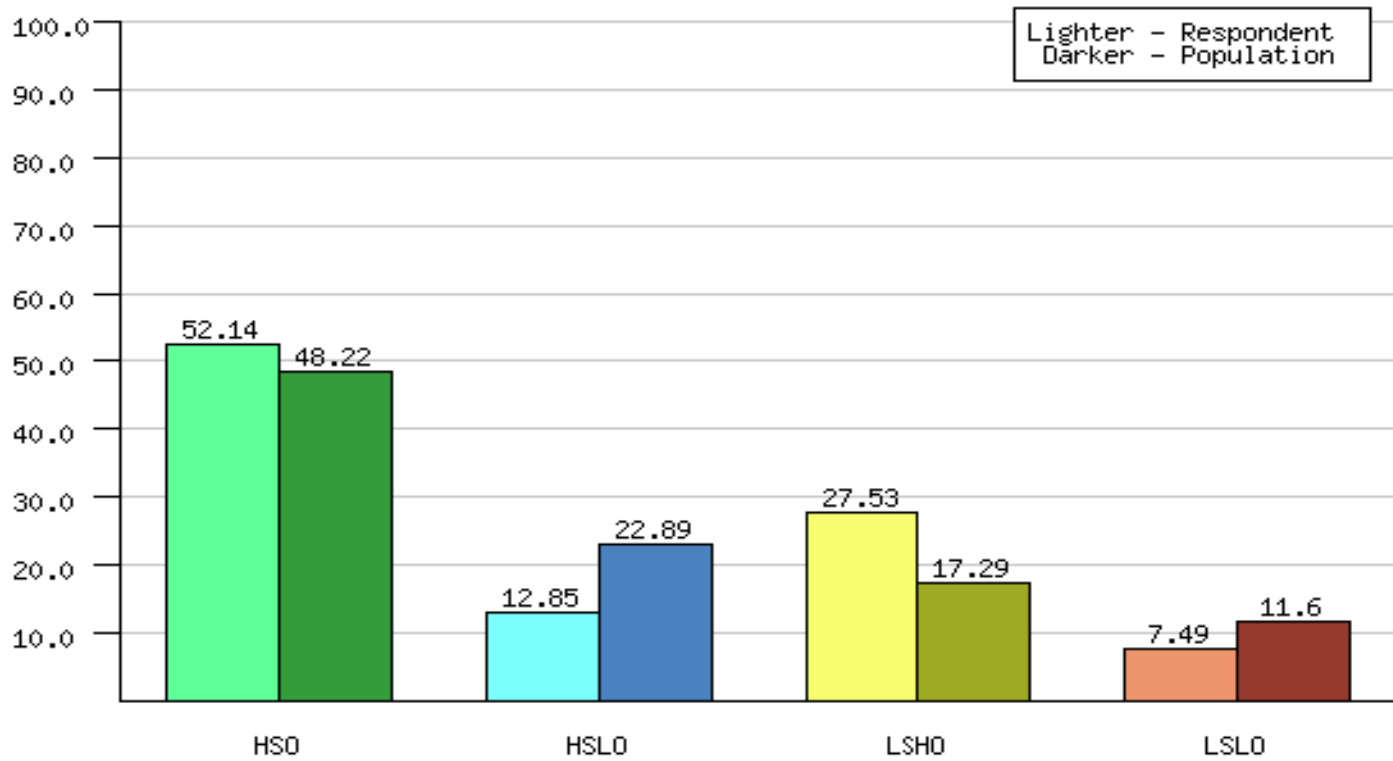
Joy
72.39%

Love
70.32%

Sadness
90.53%

Shame
12.86%

Relationship Strategies



Underdeveloped EQ Characteristics

- *Relationships are often unsatisfying*
- *Disconnects from others or stays in unhealthy relationships*
- *Highly reactive*
- *Low capacity for chaos*
- *Rigid or brittle under stress. May be immobilized, moody, resistant, or erratic*
- *Relationship healing is slow*
- *Low trust in self & others*

Highly Developed EQ Characteristics

- *Relationships are easy, enjoyable, & rewarding*
- *Connected*
- *Flexible–Resilient*
- *Relationships are easily repaired*
- *Wide tolerance for differences*
- *High trust of self & others*
- *Takes responsibility for Self*
- *Good listener*
- *Observing self is developed*

***How We Can Improve Our EQ to
Have a Positive Effect on
Eliciting Requirements***

Improving Our EQ

Self-Awareness

- ❖ Be Aware – Notice your experience
- ❖ Focus on my Self and well as Others
- ❖ Take responsibility for my choices
- ❖ Recognize *we all* see the world differently

Improving Our EQ

Self-Management

- ❖ Managing your internal states and impulses
- ➔ ❖ Keep disruptive emotions and impulses in check, pay attention to breathing
- ❖ Maintaining standards of honesty and integrity
- ❖ Be flexible in handling change

Improving Our EQ

Empathy:

- ❖ Awareness of others feelings, needs and concerns

→ ❖ Empathic Acknowledgement

- Combines listening, empathizing & acknowledgement

→ ❖ Anticipating, recognizing and meeting customer needs

- ❖ Political awareness

Listening Exercise, 2 People

- Pick a Partner and decide who will be Person A and who will be Person B.
- Person A tells a story about a time when they did a good job of eliciting requirements and what they did that helped them be successful. (Story will last for 90 seconds, until you hear the bell)
- Person B simply listens (does not talk and does not take notes). At the end of 90 seconds person B summarizes what they have heard AND any feelings that were expressed.
- When complete, reverse roles and repeat the exercise.

From: Janet Johnson "EQ Fitness Handbook"

Improving Our EQ

Develop & Maintaining Relationships

- ➔ ❖ Listen openly (stay non-judgmental)
- ➔ ❖ Use Active Listening
 - ❖ Negotiate and resolve disagreements
 - ❖ Build bonds and networks with people
 - ❖ Inspire and guide the people on your team
 - ❖ Know how to repair relationships

Bibliography

- Burley-Allen, Madelyn; Listening The Forgotten Skill
- Goleman, Daniel; Working With Emotional Intelligence
- Goleman, Daniel, et al; Primal Leadership
- Lewis, Thomas; A General Theory of Love
- Short, Ronald; Learning in Relationship

For More Information and Exercises to Improve Your EQ, Please Stop the Fissure Booth and Pick Up a Brochure.

Thank You !

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