

It's Not Personal!

Understanding Why People Behave the Way That They Do

An introduction to the
SUCCESSFUL WORK RELATIONSHIPS Seminar Series



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with Robert Pennington, Ph.D.



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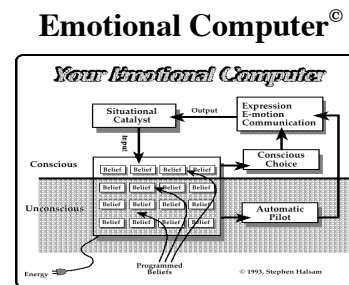
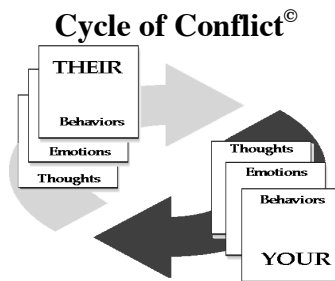
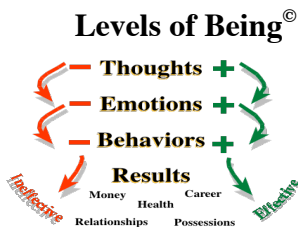
It's Not Personal! – Understanding Why People Behave the Way They Do!
 With Robert Pennington, Ph.D., Psychologist and Partner with Resource International

Everyone has customers, co-workers and family who become difficult from time to time. One thing that makes them more difficult for us to deal with is our own unconscious habit of 1) feeling uncomfortable, 2) making negative judgments (about them, or course!) and 3) taking it all so personally. Unfortunately, you can't control your initial, habitual negative reaction to anyone or anything. Fortunately, you can control your next response, often leading to the possibility of more positive results.

This insightful, entertaining presentation uses concepts drawn from the Cycle of Conflict[®], the Myers-Briggs Type Indicator (MBTI), The Levels of Being[®] and The Emotional Computer[®] along with the presenter's thirty-five year study of human behavior. With humor and practical down-to-earth examples, participants experience the inescapable realization that the behavior of others is never personal – even when they mean it to be!

Presented by one of Meeting Professional International's Platinum Presenters, educational psychologist Dr. Robert Pennington, you can count on this program making a powerful difference for your organization. Consistent ratings include: "One of the best programs I have ever attended", "I wish my spouse could have attended", and "I wish my boss would have attended". Dr. Pennington's unique ability to present complex concepts in readily understood language leaves them wanting more – guaranteed!

Models Presented



Objectives:

1. Participants will understand an unconscious, habitual three-step process that must be overcome: 1) feel uncomfortable, 2) make negative judgment, & 3) take it personally.
2. Participants will understand the power of unconscious beliefs in affecting how everyone communicates.
3. Participants will know three questions that eliminate most misunderstandings: "I can tell this is important, what is it you want me to know?" "Is there anything else?" and "Is that all?"
4. Participants will be able to remember and apply at least one bi-polar MBTI dimension with a co-worker, supervisor or family member.

What People Do That Gets On My Nerves

Thinking about your relationships at work, what is it that people do or don't do that gets on your nerves and makes your job harder? Make a list of the characteristics, behaviors, and emotions which people exhibit that you wish they did not. What types of people and what things do they do that really gets in your way?

Their	Thoughts	Your
	Emotions	
	Behaviors	

Understanding Emotions

(A Key To Understanding Why People Behave The Way They Do)

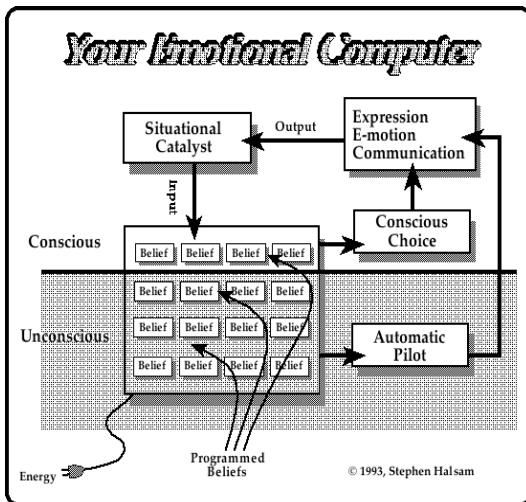
by Robert Pennington & Stephen Haslam

<http://www.robertpennington.com>

<http://www.stephenhaslam.com>

Every one experiences emotions at work. We get frustrated with bosses giving more work when they don't understanding how much work we already have. We get upset with co-workers who don't do their jobs, so we can't do ours. We get angry with irate customers who don't realize we are only trying to help. We worry about an uncertain future.

But with all these emotions, most people don't think they have anything to do with how they are feeling. They believe their emotions are a result of an external cause, i.e., the circumstances or situations of their lives or the behavior of others. It looks that way because that's how you have been taught to think about emotions. It just isn't true.



The goal is not to never have any negative emotions though. That's not possible. The goal is to recognize them faster and move through them quicker. That is realistic...but how?

First, recognize you've got something to do with it. Consider EMOTION as Energy in MOTION. That's what it feels like doesn't it, an energy moving through your body? The root word is 'emote', which implies the direction the energy is moving - out. Emotions are an attempt to express outwardly, to express what we believe.

If your belief is unconscious then you act on automatic pilot. If conscious, then you have some choice. In either case, how you feel is a reflection of how you think. Your negative thoughts produce negative emotions. Your positive thoughts produce positive emotions.

So, emotion is not something that happens to you. Emotion is actually something you are doing. If you experience an emotion then you've got something to do with it. Be curious about thoughts that precede emotion.



Second, understand laws exist about emotions just like there are laws about physics. As mysterious as it seems, every emotion you have is a result of some thought that preceded your emotion. The only exceptions to this rule are if you have some chemical or neurological damage that throws everything out of whack. But if you have a healthy body then how you think causes how you feel. How you feel affects how you behave. And, how you behave produces results. It's just a law.

Third, accept that any choice to change how you feel will always come after the fact. That's because you can't control your initial reaction to anything! Your habits are too powerful. But you can control your second thought and in that is your saving grace.

- Reconsider beliefs that produces harm to anyone, including yourself. Like Gerry Jampolsky says in his very popular book, Love is Letting Go of Fear, "I am never upset for the reason I think". If you think of why you are upset, and you are still upset – then that isn't the reason. If you don't like how you are feeling, you might be able to change the world or change yourself and feel better. But if you aren't willing to reconsider the "truth" of one of your beliefs then you can't change the resulting emotion.

- Keep a journal, a record of your emotion. Use the journal to bring your unconscious to conscious. Ask yourself questions of your emotions to understand your underlying beliefs. Don't ask, "Why am I feeling this way". It is difficult to answer such a question. Rather make guesses. Am I feeling hurt because they didn't do what I wanted? Am I unhappy because I'm not perfect? Am I angry because they don't understand my challenges? When you ask the right question you will know it is the right answer.

- Talk with friends. Don't talk with people who gossip and just reinforce the idea you are a victim. Talk with people who are interested in understanding what they have to do with how they are feeling. Develop friendships with people who are interested in recognizing negative emotion and moving through it faster.

- Read books and listen to audio recordings. There are lots of authors and speakers who have the latest insights and guidance for living a more effective life emotionally. Find some. Listen or read what they have to say. If you like it, listen repeatedly. Find out what they read or who they listen to.

- Get counseling. What you don't know (about you) could be what is harming you. Don't put up with pain. If you are not waking up each morning like Charles Filmore, author of The Twelve Powers of Man, who was quoted when he was 94 as saying, "*I fairly sizzle, with zeal and enthusiasm, and spring forth with a might faith to do the things that are to be done by me today!*" then you might consider counseling.

Definitions of Emotions

Anger	Loss of control over others and attempt to regain it. Corollaries of anger = frustration, irritation, annoyance, aggravation, indignation, impatience.
Boredom	Not taking responsibility for your own happiness or for your own entertainment. Not doing what you want to do or doing what you don't want to do.
Confusion	Laziness of mind to keep from taking action or making a decision because of fear about the consequences.
Embarrassment	Feeling that another will think something about me that I would not want them to think. Feeling that what I am is defined by what others think of me.
Fear	Entertaining a fantasy of a danger that is not happening at the moment of the fear.
Grief	Loss of opportunity to interact with a source of attention or love, often fear over an undelivered communication.
Guilt	Indulging in a concern over a past situation in order to avoid taking action now. Fantasized repetition of the action which continues the harm of the fact that you did something you believe is not in your best interests.
Hate	Misplace expression of importance, protecting myself because of how a person may have influence over me or those for whom I care, when I don't feel safe or when I feel hurt by another.
Hurt	Punishing yourself when someone is not doing what you want him or her to do.
Jealousy	Feeling inadequate to a known or unknown competitor. Believing in your own inferiority and fearing that someone else will agree with you by comparing you to another.
Loneliness	Placing responsibility for your happiness on another person.
Regret	Feeling inferior because you believe you have performed poorly.

Nine Step Process for Mastering Emotions

Managing Emotions

I. Awareness of Doing an Emotion

Whether happy or unhappy we are taught that the events of our lives cause how we feel. Our culture teaches us that emotions happen to us. The truth is that emotions are not something that happens to you. Emotions are something that you are doing. There is a moment when you decide that a particular emotional response is the action to take in a given situation. Becoming aware of the onset of an emotion in the present leads to an ability to choose a better more productive emotional response in the future. It requires a lot of practice.

II. Honest Description of an Emotion's Purpose

An honest description of all emotions as actions you are choosing to take is necessary for overcoming the misperception of yourself as a victim. You have been taught to use your emotion in an attempt to change or influence your surroundings. An honest and accurate description of your emotional/action will aid in your ability to be responsible for how you feel and to be more successful in how you affect your surroundings.

III. Acceptance of Response/Ability for Your Emotions

You feel what you choose to feel -- unless you have some chemical or neurological damage. You can assume total responsibility for what you feel and what you express. What 'they' did may be very wrong, but that does not obligate you to feel a particular way in response. You cannot control your initial reaction to anything - don't even try. You can learn to accept responsibility though thus giving yourself the ability to respond in new and more caring ways, for yourself and others. You can always clean things up.

Managing Thoughts

IV. Identification of Facts Vs. Beliefs

Our cognitive perceptions about what is true in our lives cause our emotional responses. Perceptions are comprised of attitudes, prejudices, judgments, and beliefs that we think are true. Ascertain the exact facts about the incidents in your life, separate from your beliefs about these facts is the beginning of freedom.

V. Identification of Beliefs about Your "Self"

A primary influence on your abilities to deal successfully with life's challenges is your own beliefs about you! By identifying the distinction between the facts and your beliefs about the facts, you will uncover irrational and unproductive beliefs about yourself. When your self-defeating beliefs are examined with a loving and understanding eye, they may very well change.

VI. Acceptance of Responsibility for Your Thoughts

Having discovered negative self-beliefs, you may ask yourself whether it feels good to hold such beliefs. Your answer will always be 'No'. That should tell you something. Recognize that, for whatever reason, you have chosen to accept an irrational self-defeating belief in the past. You can choose to believe something more positive in the future. Your thoughts are not determined by others or by what happens around you. Your thoughts result from your own choice. Change and growth occur by taking responsibility for what you are choosing to create within yourself. Choose to continually be making better choices.

Managing Behaviors

VII. Identification of Your Desired Behavioral Goals

Behavior is motivated by conscious and unconscious desires. Becoming conscious of your goals as implied in your behavior leads to more responsible and successful attainment of your desired outcomes.

VIII. Relationship between Your Present Behavior and Your Desired Goals

The way you behave when you are upset is often counterproductive to your goals. Identifying the relationship between your present course of action and your goals will increase the possibility of choosing the most appropriate behaviors for attaining greater personal and professional success.

IX. Acceptance of Responsibility for Behavior

Creative behavior results from acceptance of responsibility for emotions, thoughts and behavior. Effective self-management results from an ability to chose more appropriate behavior in response to conflict situations and to put your choices into action - every day!

The Myers-Briggs Type Indicator

The Myers-Briggs Type Indicator (MBTI) is based on a theory about personality types developed by Swiss psychiatrist Carl Jung. Two American homemakers, Katherine Cook Briggs and Isabel Briggs Myers, expanded and elaborated on Jung's theory and developed an inventory to help people determine their psychological type. The MBTI is today the most widely used psychological inventory in the world.

Uses of the MBTI Indicator (Check which interest you the most.)

- ❑ To create a climate where differences are seen as interesting and valuable, rather than as problematic.
- ❑ To help individuals find direction for their lives by understanding the strengths and gifts of their preferences.
- ❑ To learn approaches that are most likely to earn agreement and cooperation from each type.
- ❑ To help couples learn the value of both their differences and similarities.
- ❑ To help individuals follow their different roads to excellence without external disparagement or internal guilt.
- ❑ To help group members recognize, appreciate, and make use of the strengths of each type in the group.

Online References Here are a few of the hundreds of MBTI sites:

CPP MBTI products site: <http://www.cpp-db.com/products/mbti/index.asp>

Bibliography listing: <http://www.ibiblio.org/personality/faq-mbti.html>

Center for Application of Personality Types;

<http://www.ibiblio.org/personality/faq-mbti.html>

Self Assessment by Personality Pathways:

http://www.personalitypathways.com/type_inventory.html

Association for Personality Type: <http://www.aptcntral.org/>

Identifying Your Type

E Extroversion

Introversion I

Energized by
outer world

Energized by
inner world

S Sensate

iNtuitive N

Work with
known facts

Look for
possibilities and
relationships

T Thinking

Feeling F

Base decisions
on impersonal
analysis and logic

Base decisions
on personal values

J Judging

Perceiving P

Prefer a
planned, decided,
orderly way of life

Prefer a flexible,
spontaneous
way of life

Very Clear Clear Moderate Slight

Slight Moderate Clear Very Clear

E or I S or N T or F J or P

1. "Self-Assessment" Type (above) _____

2. "Work Situations" Type (pg 4, 5) _____

3. "Indicator" Type _____

4. "Best Fit" Type _____

Effects of MBTI Preferences on Work Situations

Extraversion

- o Like variety in action
- o Often impatient with long, slow jobs
- o Am interested in the activities of my work and how other people do it
- o Often act quickly, sometimes without thinking
- o When working on a task, find phone calls a welcome diversion
- o Develop ideas by discussion
- o Like having people around

___ **Total Extraversion (E)**

Introversion

- o Like quiet for concentration
- o Prefer working on one project for a long time uninterrupted
- o Am interested in the facts/ideas behind my work
- o Like to think a lot before I act, sometimes without acting
- o When concentrating on a task, find phone calls intrusive
- o Develop ideas by reflection
- o Like working alone

___ **Total Introversion (I)**

Sensing

- o Like using experience and standard ways to solve problems
- o Enjoy applying what I have already learned
- o May distrust and ignore my inspirations
- o Seldom make errors of fact
- o Like to do things with a practical bent
- o Like to present the details of my work first
- o Prefer continuation of what is, with fine tuning
- o Usually proceed step-by-step

___ **Total Sensing (S)**

Intuition

- o Like solving new complex problems
- o Enjoy learning a new skill more than using it
- o May follow my inspirations, good or bad
- o May make errors of fact
- o Like to do things with an innovative bent
- o Like to present an overview of work first
- o Prefer change, sometimes radical, to continuation of what is
- o Usually proceed in bursts of energy

___ **Total Intuition (N)**

Thinking

- o Use logical analysis to reach conclusions
- o Can work without harmony
- o May hurt people's feelings without knowing it
- o Tend to decide impersonally, sometimes paying insufficient attention to people's wishes
- o Tend to be firm-minded and can give criticism when appropriate
- o Look at the principles involved in the situation
- o Feel rewarded when job is well done

___ **Total Thinking (T)**

Feeling

- o Use values to reach conclusions
- o Work best in harmony with others
- o Enjoy pleasing people, even in unimportant things
- o Often let decisions be influenced by my own and other people's likes and dislikes
- o Tend to be sympathetic and dislike, even avoid, telling people unpleasant things
- o Look at the underlying values in the situation
- o Feel rewarded when people's needs are met

_____ **Total Feeling (F)**

Judgment

- o Work best when I can plan my work and follow my plan
- o Like to get things settled and finished
- o May not notice new things that need to be done
- o Tend to be satisfied once I reach a decision on a thing, situation, or person
- o Reach closure by quickly deciding
- o Seek structure and schedules
- o Use lists to prompt action on specific tasks

___ **Total Judgment (J)**

Perception

- o Enjoy flexibility in my work
- o Like to leave things open for last minute changes
- o May postpone unpleasant tasks that need to be done
- o Tend to be curious and welcome a new light on a thing, situation, or person
- o Postpone decisions while searching for options
- o Adapt well to changing situations and feel restricted without change
- o Use lists to remind me of all the things I have to do someday

_____ **Total Perception (P)**

Working Together--- What's Your Style?

Extraverts like to chat.

Introverts want none of that.

Sensing types are right there.

iNtuitives are off somewhere.

Feeling types like the connection.

Thinking types strive for perfection.

Judging types need to put deadlines into their plan.

Perceiver's finish it whenever, and however, they can.

How to Be a Better Co-Worker

If your co-worker is an **I** ... don't assume that because they're quiet, they dislike you, or that because they don't initiate conversation, they don't want to talk to you. If you have something to say, say it quickly, concisely and be right to the point.

If your co-worker is an **E** ... give them verbal acknowledgment that they're doing a good job, and be fairly direct about what has to be done; it helps to initiate conversation.

If your co-worker is an **N** ... try to conceptualize about things that aren't down to earth or practical. Talk about what your objectives and goals in life are, or the long-range purpose of a project.

If your co-worker is an **S** ... stay aware of what's going on. Know the facts and figures. Be realistic and in touch with what's going on.

If your co-worker is a **T** ... work on your skills. Make sure that you talk in a very logical, analytical, deductive manner; no beating around the bush or talking about intangibles such as feelings or "what's right."

If your co-worker is an **F** ... establish trust and a good working relationship before expecting to work together in a productive manner; be harmonious and concerned about feelings.

If your co-worker is a **P** ... surprise them sometimes with new and creative ideas and goals for the future; if you're too heavy on deadlines or schedules, they may "freak out."

If your co-worker is a **J** ... make them aware that you know what the deadline is and that you plan to finish on time. Don't take criticism personally!

MBTI Type Descriptions

ISTJ Doing what should be done	ISFJ A high sense of duty	INFJ An inspiration	INTJ Everything has room for improvement
ISTP Ready to try anything once	ISFP Sees much, shares little	INFP Performing noble service to society	INTP Love of problem solving
ESTP Ultimate realists	ESFP You only go around once in life	ENFP Giving life an extra squeeze	ENTP One exciting challenge after another
ESTJ Life's administrators	ESFJ Hosts and Hostesses of the world	ENFJ Smooth talking persuaders	ENTJ Life's natural leaders

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Services Provided

RI consultants enhance your organization's success by addressing two fundamental psycho/social challenges: 1) Unexpected and often undesirable change, and 2) The inevitable tensions among co-workers and between co-workers and customers. RI blends psychological insight and practical business know-how in a number of ways:

Keynote presentations: With background in one-on-one counseling and executive coaching, RI speakers combine personal and business experience with humor to give meaningful, memorable presentations. <http://www.resource-i.com/bios.html>

Organizational Assessment: When employees perceive a new system or training as a response to their needs, they have less resistance and more motivation to participate. RI's organizational diagnosis utilizes The Concerns Based Adoption Model (CBAM) that addresses employee concerns for Self, Task, and Impact. <http://www.resource-i.com/cbam.html>

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Consulting and Coaching: RI partners and associates have over 50 years of combined experience in organizational development, helping executives be better leaders. <http://www.resource-i.com/services.html>

RESOURCE INTERNATIONAL Founders

Robert Pennington, Ph.D., <http://www.robertpennington.com> is an educational psychologist, a former faculty member of three universities, and a four-time recipient of the Mental Health Association's Outstanding Speaker Award. His programs have become standard for Fortune 100 companies, government agencies, military organizations, educational institutions, and nonprofit foundations. Dr. Pennington involves his audience directly, making complex issues understandable in a delightfully common-sense manner.

Stephen Haslam <http://www.stephenhaslam.com> has a unique background as a martial arts instructor, actor, and business manager, making his presentations lively, hard-hitting, practical and entertaining. Mr. Haslam developed *The Martial Art of Business Communication*, a unique approach to resolving conflicts by reducing resistance, gaining leverage, and increasing cooperation. He has trained and consulted in 20 states and 19 countries.

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Presentations and Trainings

Enhancing Personal Effectiveness: Participants examine physical, emotional, and mental ineffectiveness, and learn to turn their automatic stress reactions into the pro-active *Stress Management Response*.™ Step by step processes are followed to transform worries into positive action steps, master emotional reactions, build positive habits, and be clear and calm in difficult situations. Participants complete an action plan to improve personal and professional effectiveness.

Successful Work Relationships utilizes *The Martial Art of Communication* to teach how to communicate clearly and effectively, and to inspire trust, confidence, and understanding. Employees learn to appreciate the strengths of different personal styles, to not take differences personally, and to enhance their own blind spots.

Other Topics Include: The Martial Art of Business Communication, 21st Century Leadership, Valuing Diversity, Team Building, Successful Presentation Skills, Balancing Work and Home, The Psycho-Social Aspects of Safety. More can be seen at: <http://www.resource-i.com/programs.html>

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Stewart Morris, Jr. Stewart Title Guaranty

"Your energetic and humorous style made the practical techniques and suggestions you offered immediately applicable, both in our professional and personal lives."
Barbara Lane, Human Resource Management Association

"The material was professionally done, on target and delivered with such wit and charm we hated to have it end."
Neal Show, American Society for Training and Development

"Your highly interactive programs involve employees to apply models and techniques to real work situations."
Kathleen Kelley, Reliant Energy

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A list of RI references are available at: http://www.resource-i.com/about_reference.html