



High Performing Systems, Inc.



Dr. Dick Thompson:

When Stress Takes Away Your Emotional Intelligence


Science-Based Consulting Assessments Training



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# Welcome

Today's Presenter:



**Henry L. (Dick) Thompson, Ph.D.**  
President & CEO


Moderator:



**Debra Cannarella**  
Director of Operations

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## Stress and EI Expertise

- ❖ **Emotional Intelligence**
  - Leading Certification Provider of EQ-i and MSCEIT Assessments
  - EI Feedback and Coaching to thousands of leaders across 35 years
  - Publisher of the Team Emotional and Social Intelligence® (TESI®) instrument
  - Co-author of *The Handbook of Developing Emotional and Social Intelligence*
- ❖ **Stress**
  - Dr. Thompson was a Subject Matter Expert for the Military on stress on the battlefield
  - Training on Decision Making Under Stress for leaders in high-stress environments
  - Publications and tools include *The Stress Effect* and the ARSENAL Assessment

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# Agenda

- ❖ Introduction
- ❖ Stress Overview
- ❖ Emotional Intelligence Overview
- ❖ Stress-EI Research
- ❖ Mitigation Techniques
- ❖ Q & A
- ❖ Wrap-Up

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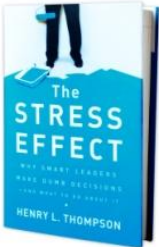


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# The Stress Effect

The Stress Effect is the change in human performance resulting from exposure to stress.


When stress goes up, IQ, Emotional Intelligence and decision making effectiveness go down!

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## When Stress Happens


A Cascade of Hormones is Released

- ★ Increased adrenaline
- ★ Increased heart rate
- ★ Increased blood pressure
- ★ Increased blood sugar
- ★ Capillary restriction (skin)
- ★ Internal blood “pooling”
- ★ GI motility
- ★ Pupil dilation
- ★ Sweating
- ★ Nervousness
- ★ Dry mouth
- ★ Decrease in digestion
- ★ Others ...

Prefrontal Cortex Dysfunctions	
Loss of sociability	Emotional responses
Greatly reduced interaction	Habits invoked
Reality testing drops	Sensory focus
Empathy goes down	Amygdala begins to take over
Flexibility reduced	

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## Emotional Intelligence

A person’s innate ability to perceive and manage his/her own emotions in a manner that results in successful interactions with the environment and, if others are present, to also perceive and manage their emotions in a manner that results in successful interpersonal interactions.

---Dick Thompson, Ph.D., 2005

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## Emotional Intelligence Instruments



**EQ-i<sup>2.0</sup>**  
assess. predict. perform.



**Emotional Intelligence Appraisal™**  
THERE'S MORE THAN IQ











**EQ 360**  
assess. predict. perform.











**BOEI**  
Benchmark of Organizational Emotional Intelligence (BOEI)

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**EQ-i<sup>2.0</sup>**  
assess. predict. perform.




The diagram is a circular model of Emotional Intelligence. At the center is a blue circle labeled "Emotional Intelligence". Surrounding it are four quadrants: "SELF-PERCEPTION" (top, red), "SELF-EXPRESSION" (right, orange), "INTERPERSONAL" (bottom, green), and "STRESS MANAGEMENT" (left, blue). Each quadrant contains specific skills: Self-Perception (Self-Regard, Self-Actualization, Emotional Self-Awareness, Independence, Assertiveness); Self-Expression (Emotional Expression); Interpersonal (Interpersonal Relationships, Empathy, Social Responsibility); Stress Management (Flexibility, Stress Tolerance, Optimism). The outer ring of the diagram is divided into four segments: "EMOTIONAL & SOCIAL FUNCTIONING" (top and bottom), "WELL-BEING" (left and right), and "PERFORMANCE" (top-right and bottom-left).

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Based on the original BarOn EQ-i authored by Reuven Bar-On, copyright 1997.


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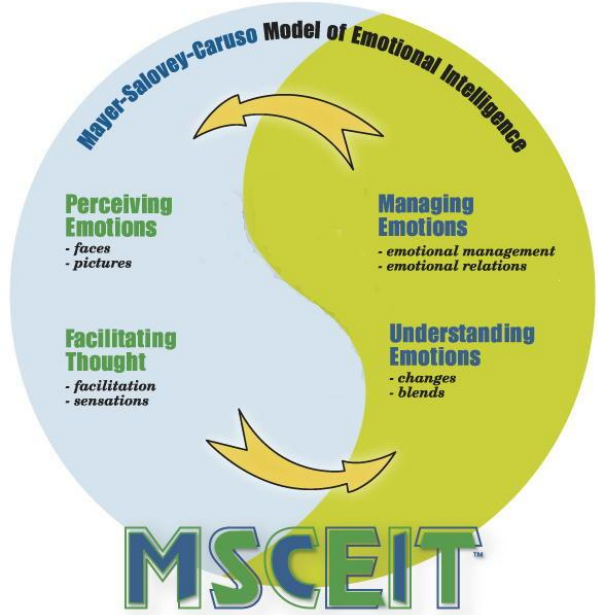


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Mayer-Salovey-Caruso Model of Emotional Intelligence

**Perceiving Emotions**  
- faces  
- pictures

**Managing Emotions**  
- emotional management  
- emotional relations


**Facilitating Thought**  
- facilitation  
- sensations

**Understanding Emotions**  
- changes  
- blends

**MSCEIT™**


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# How does Stress Take Away your EI?

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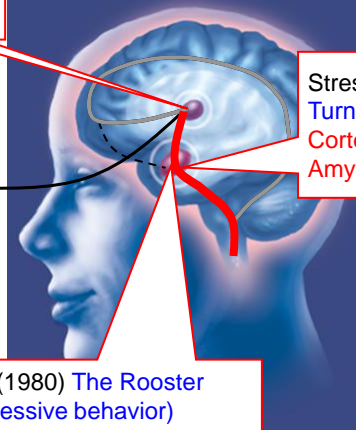
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## EI & Stress: High Road “Off” – Low Road “On”



Stress:  
Turns “Off” the Pre-frontal Cortex and Turns “On” the Amygdala.


Thompson (1980) **The Rooster Effect** (aggressive behavior)  
Thompson (1982) **Baby Crying and Aggression**  
Thompson (1983) **Sleep Deprivation and Emotions**



**Skippy Rules!**

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## Self-Report Instruments & Mindset

*Some people have trouble finding the right mind-set for answering the MBTI. The setting in which they answer the questions may influence them to report their “work self,” “school self,” “ideal self,” or some other self that is specific to external demands. (McCaulley, Quenk & Hammer, 1998, p. 108)*

- ❖ Ware, Rytting & Jenkins, 1994 (MBTI—work)
- ❖ Thompson & Walsh, 2000 (MBTI—Job/Home)
- ❖ Thompson, 2002 (FIRO Element B—Job/Home)
- ❖ Thompson, 2003 (FIRO Element B—Stress)
- ❖ Thompson, 2006 (EQ-i—Stress)
- ❖ Thompson, 2007 (MBTI—Stress)
- ❖ Thompson, 2007 (MSCEIT—Stress)


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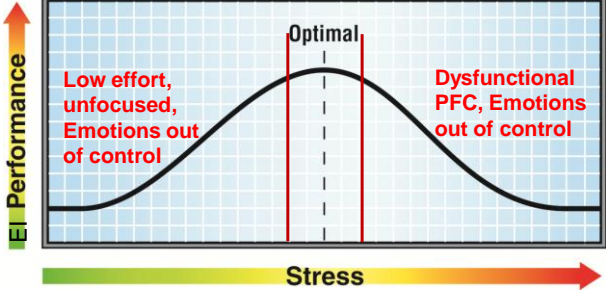


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## Optimal Stress for EI


Robert M. Yerkes



Yerkes—Dodson, 1908


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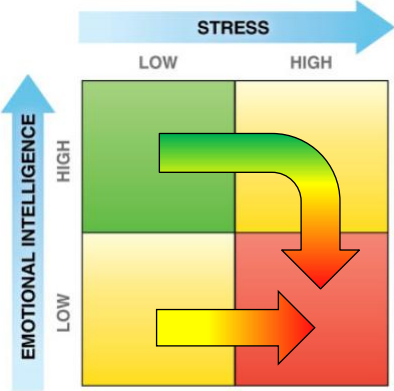
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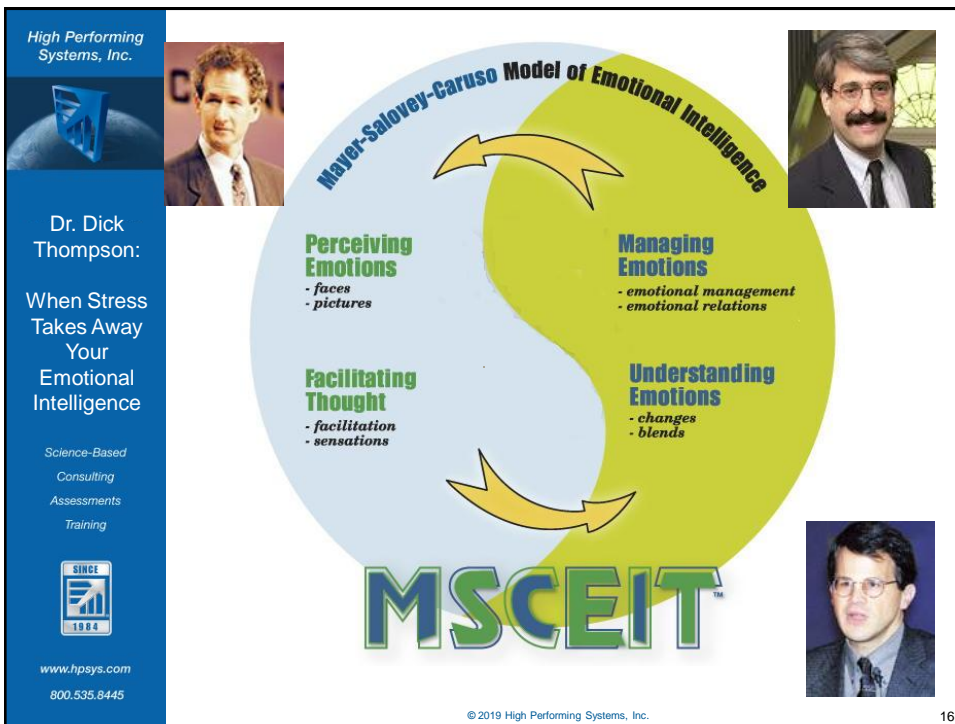
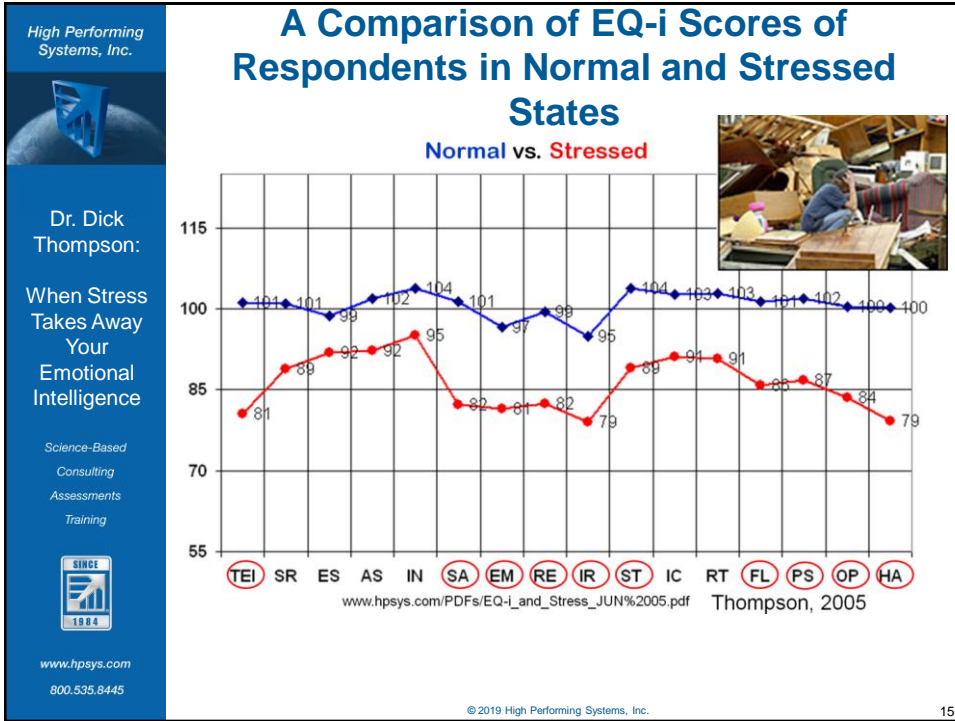
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## Stress – EI 2 x 2



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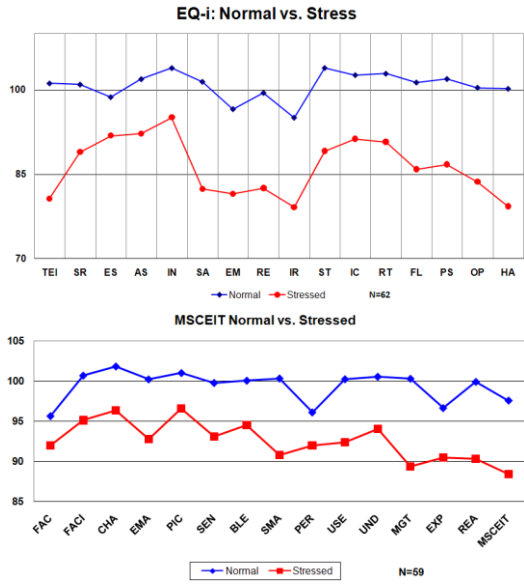




## Stress and EI

EI instrument scores tend to drop dramatically when the instrument is completed under “stress.”

Responses to emotional situations while under “stress” change both quantitatively and qualitatively in a less emotionally intelligent direction.



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# Stress Mitigation Strategies for Retaining Emotional Intelligence

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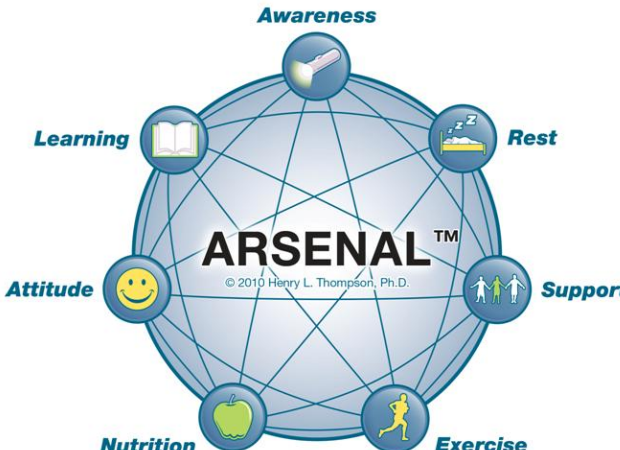
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## ARSENAL™: The 7 Best Practices




**ARSENAL™**  
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Take the ARSENAL™ free and receive a feedback report. See link at end of presentation.


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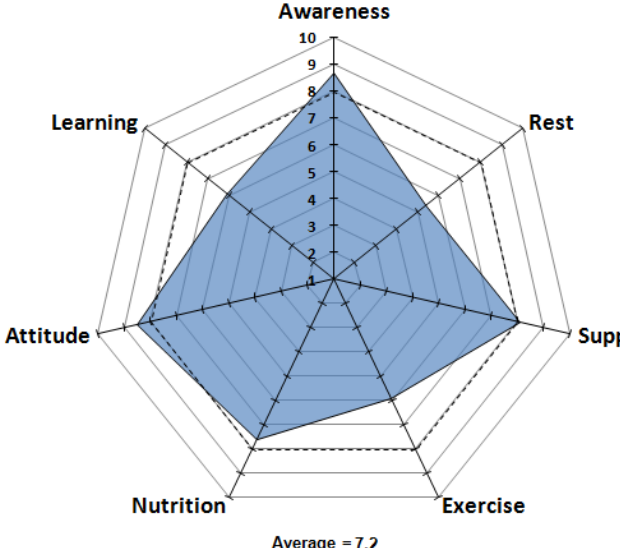
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## Case Study: Senior Leader



**Average = 7.2**

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## Some Other Ways to Build EI

- ❖ Work on stress management
- ❖ Get an EI coach & take a valid assessment
- ❖ Put containment around areas causing you trouble
- ❖ Build your self-awareness

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## How leaders can help people under high stress

- ❖ Be a role model
- ❖ Provide stress management training
- ❖ Recognize people are becoming stressed and change the situation
- ❖ Encourage people to get enough sleep
- ❖ Add a stress section to each meeting
- ❖ Simplify everything
- ❖ Set short-term goals for teams/employees

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# Thank You!



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**Dana Smith**  
*Director of Marketing*

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