

# The Good, The Bad, and the HR

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## Comptroller's Mission

**Make Government Work Better**

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The Emotionally Intelligent Leader


The Emotional Leader

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***“...Emotional intelligence is not fixed genetically nor does it develop only in early childhood... Emotional intelligence seems to be largely learned, and it continues to develop as we go through life and learn from our experiences.”***

**DANIEL GOLEMAN**

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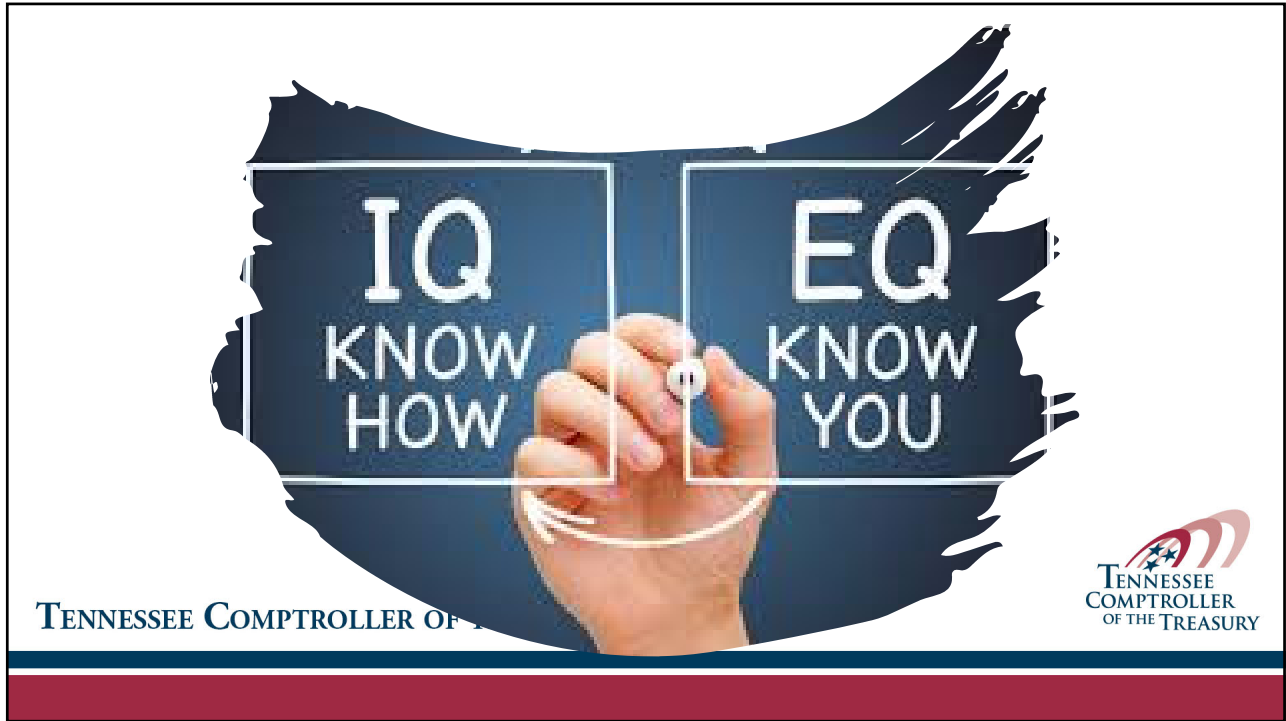


**IQ** determines 20-25%  
of business success

**EQ** determines 75-80%  
of business success

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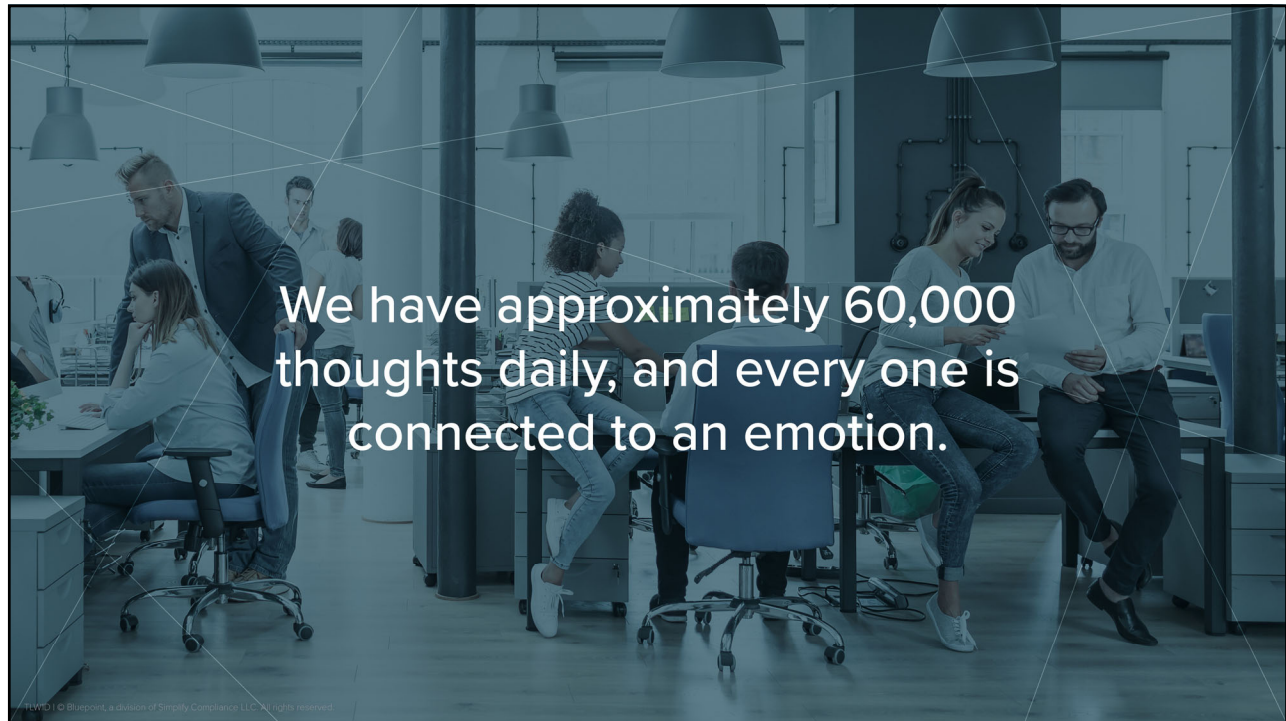




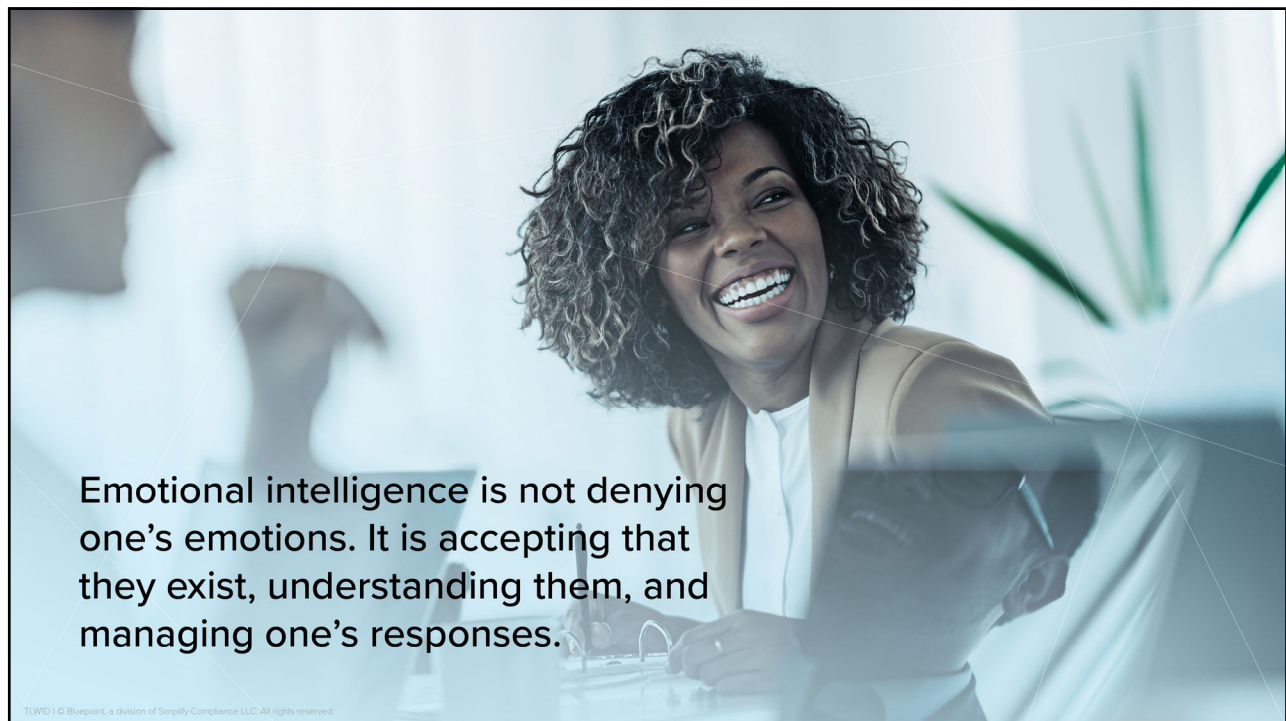
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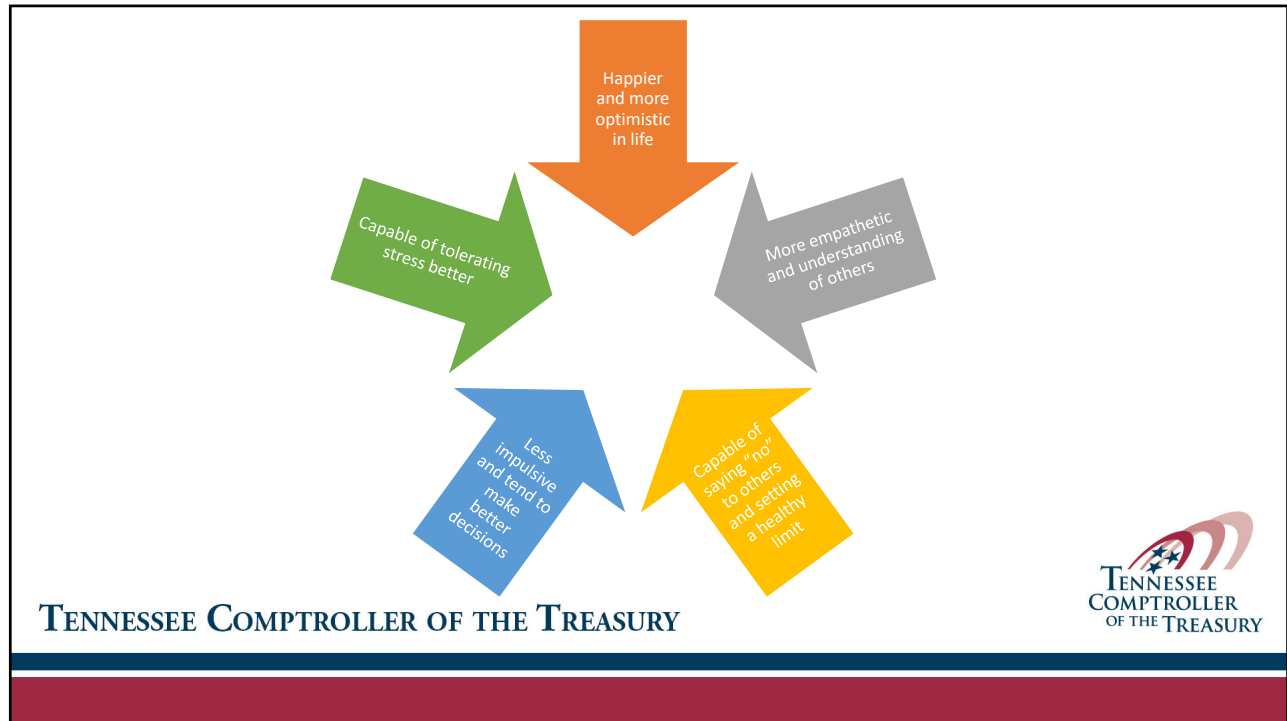




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Dealing with Difficult People  
Having Difficult Conversations

# The Bad

The illustration depicts a stressful office scenario. A person with dark curly hair, wearing a blue shirt and yellow pants, sits at a desk, looking distressed while talking on a phone. On the desk are a laptop, a stack of books, a pink box, and a potted plant. To the right, a man in a blue suit and red tie stands, shouting into a megaphone. Above him are speech bubbles containing a question mark and an exclamation mark. In the background, there is a clock showing 1:50 and a stack of books on a small table.

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~~A chain is only  
as strong as its  
weakest link.~~

When we all  
help each other,  
we all grow and  
get stronger  
together.

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## Teamwork


Just because someone is stronger than  
you, doesn't mean it weighs any less  
when they lift it.

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Ingredients for a civil conversation

- Empathy: Feel the viewpoint.
- Honesty: Speak the truth
- Respect: Value the voice
- Transparency: Clear intentions.
- Trust: Rely on reliability.
- VVV

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# Civility & Conflict

**HOW UNCIVIL BEHAVIOR SHOWS UP**

According to workers who experienced or witnessed incivility at work, the top 5 uncivil behaviors observed were:

1. Addressing others disrespectfully.
2. Interrupting or silencing others while they are speaking.
3. Excessive monitoring or micromanaging.
4. Ignoring others or paying little attention to others.
5. Unprofessional or disrespectful body language.

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## Difficult Conversations

- Feedback
  - Positive
  - Constructive
- Conflict
  - Fight, Flight, Freeze and Fawn responses



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## Civility & Conflict

### Fight Response

- Urge to punch something
- More hostile
- Tension in jaw or grinding teeth
- Desire to stomp or kick
- Attacking the threat
- Feeling hot or a burning sensation
- Crying

### Flight Response

- Dilated eyes
- Darting eyes
- Fidgeting
- Restlessness
- Numbness in hands or feet
- Increased heart rate



### Freeze Response

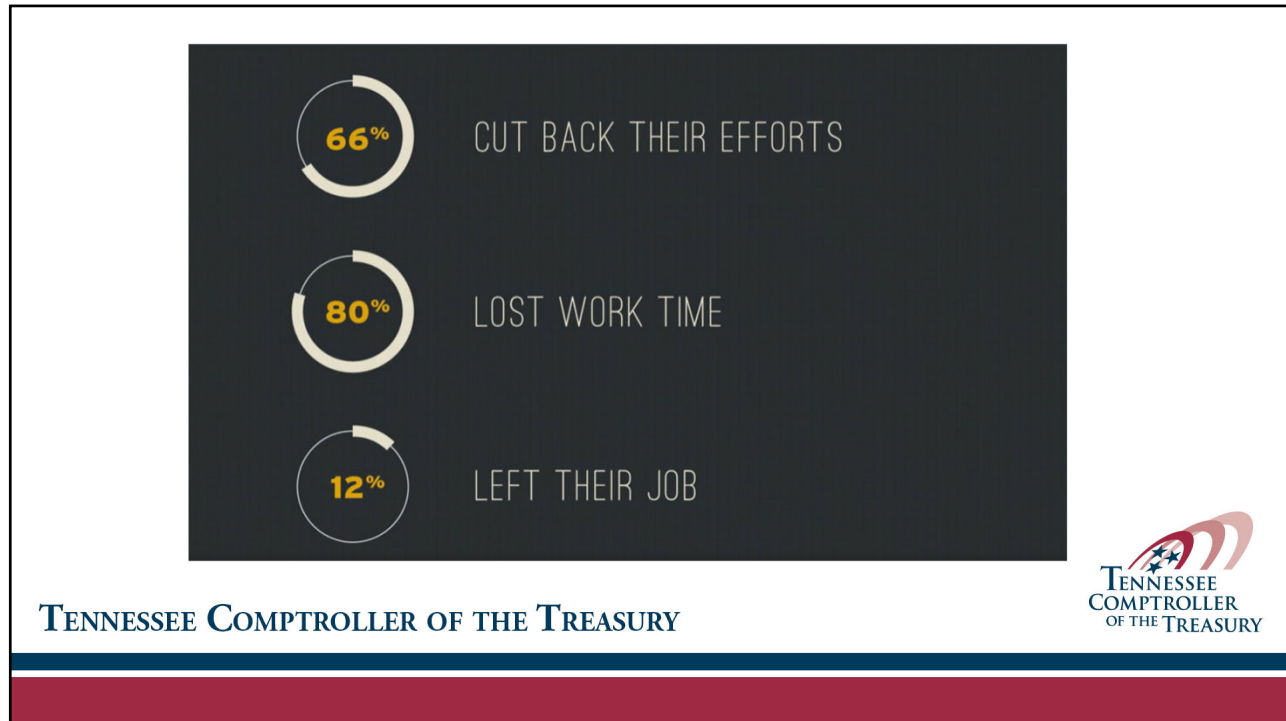
- Feeling stiff or heavy
- Imobility
- Heart rate fluctuations
- Tunnel vision
- Dissociation
- Alert/hypervigilant

### Fawn Response

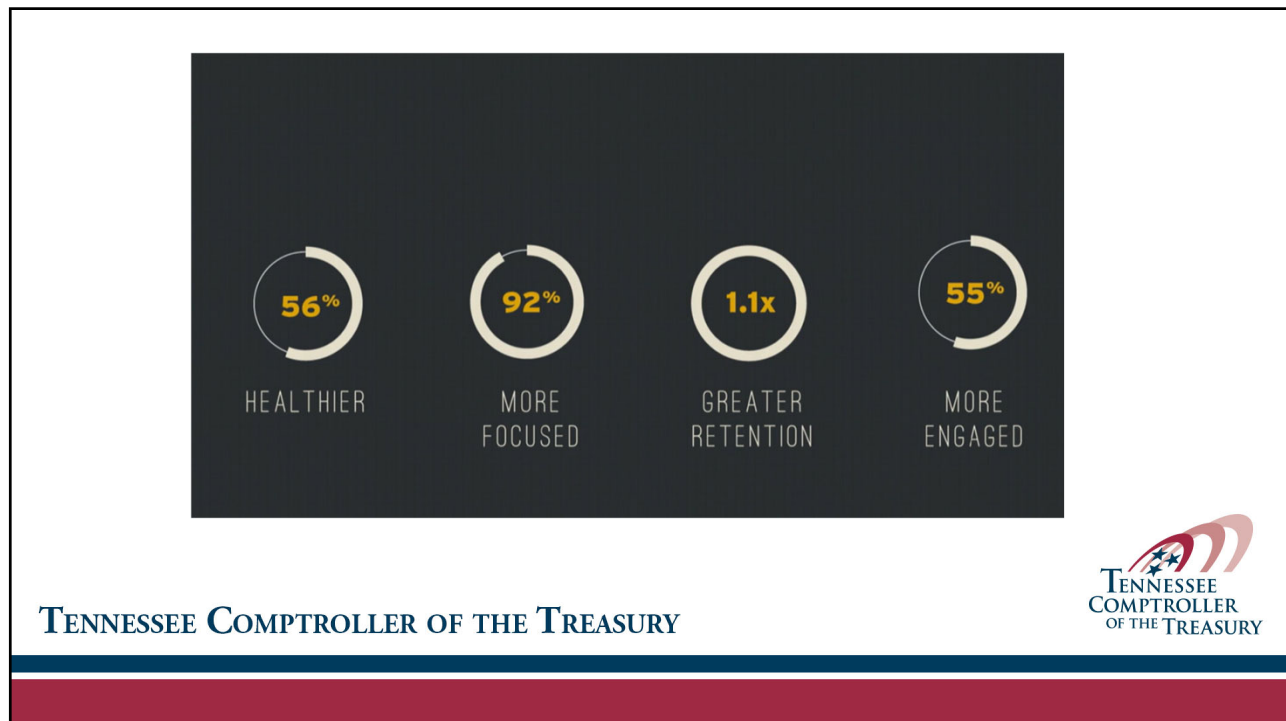
- Being overly helpful
- Being agreeable
- Submissive
- Smiling/laughing
- Flattery
- Seeking approval
- Dissociation



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# The HR

- Hiring the Right Candidate
- I-9's
- Timesheets
- Employment Laws



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## Hiring the Right Candidate

- Where do you post your jobs?
  - Indeed
  - Linked-In
- Interviews
  - Behavioral-based questions
- Selection
  - Job role fit
  - Culture fit




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## What to Ask and Not to Ask - Age

### Age:

#### Instead of:

- When did you graduate?
- When do you intend to retire?

#### Ask:

- Do you meet the minimum age requirements for the job?
- Can you supply transcripts of your education?

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## What to Ask and Not to Ask - Disability

### Disability:

#### Instead of:

- Do you have a disability?

#### Ask:

- Can you perform the duties listed in the job description, with or without accommodation?
- If a worker has an obvious disability or reveals a hidden disability, you may ask the applicant to describe or demonstrate how he or she would perform job duties.

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## What to Ask and Not to Ask - Race

### Race:

Questions about race during an interview are prohibited.

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## What to Ask and Not to Ask – Religion & Creed

### Religion:

Employers may ask questions and receive information about religion only when a bona fide occupational qualification exists, such as when hiring a clergy person for a religious establishment.

### Creed:

Creed is the shared beliefs of a community, which may include beliefs within a religion.

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## What to Ask and Not to Ask – Sex/Marital Status

Sex/marital status:

**Instead of:**

- Are you married?
- When do you plan to start a family?
- Do you have children?

**Ask (if job relevant):**

- Are you available to travel as required by the job description?
- Can you work overtime with little notice?
- Can you work evenings and weekends?

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## What to Ask and Not to Ask – National Origin/Citizenship

National origin/citizenship:

**Instead of:**

- Are you a citizen of the U.S.?
- What country are you from?
- Where is your accent from?
- What nationality is your last name?

**Ask:**

- If you are hired, are you able to provide documentation to prove that you are eligible to work in the U.S.?

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## Important Employment Laws

- Family Medical Leave Act
- Americans with Disability Act
- At-Will employment
- State and Federal Employment Posters



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## QUESTIONS?



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