

ANGELS, DEVILS & EMOTIONALLY INTELLIGENT COMMUNICATORS

by

Scott Warrick, JD, MLHR, CEQC, SPHR

Human Resource Consulting and Employment Law Services

(614) 367-0842: Office ♣ (614) 738-8317: Cell

www.scottwarrick.com

THE NEUROLOGY OF EMOTIONS

Which is Stronger ... Logic or Emotions?



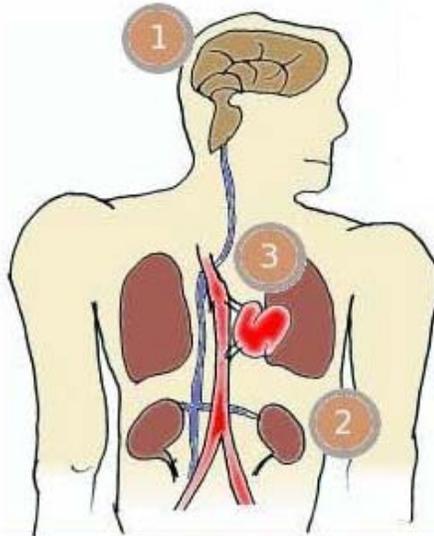
IQ vs. EQ

Why Are Emotions *SO* Much Stronger Than Our Logic?

FIGHT or FLIGHT

What happens in your body?

1.
We hear, see, taste, smell or feel a “danger” or stimulus. The brain instantly sends an alarm down our “Vagus Nerve” which goes directly to our adrenal glands, located right above our kidneys. We then get that “tightening knot” in our “gut.”



3.
The blood in the body is re-routed to the lungs, arms and legs, leaving the frontal lobes deprived of blood and the face “flushed.”

2.
The adrenal glands release epinephrine (adrenaline) into our body. This release of adrenaline will then speed up our heart rate. When our heart rate hits approximately 145 beats per minute, we go into full fight or flight.

- As illustrated in the above diagram, a stimulus of some kind enters the brain, either through the skin, eyes, ears, nose, or mouth. Your brain senses a danger from one of these senses, so the “fear” response is initiated. “Fear” is the primary and strongest emotion experienced by humans. This emotion of fear initiates our fight or flight response.
- One set of adrenal glands are located in your brain, or more specifically, your adrenal cortex. Adrenaline, or norepinephrine, is released directly into the **amygdalae at lightning speed, possibly as fast as 1/33,000ths of a second.**
- At the same time, since your body thinks it is under attack, your *vagus nerve* is immediately activated. Your vagus nerve acts like a kind of “express elevator” that carries sensory messages of impending danger directly to and from the brain and your adrenal glands, or our “adrenal medulla,” which are located just above the kidneys.
- The adrenaline then circulates throughout the rest of the body. This is why you get that tight feeling in your gut when you get nervous, such as when you see a “Troll” coming towards you, or on Sunday evening when you think about going back into that “hell hole” on Monday morning. This is your body going into fight or flight. It senses danger and it is trying to get you ready for battle. This adrenaline speeds up your heart rate and prompts the release of cortisol throughout your body ... which thickens your blood. Now you know why we have 20% more heart attacks on Monday morning than any other day of the week. (**Outside** the brain this adrenaline hormone is “**epinephrine.**” **Inside** the brain it is “**norepinephrine.**”)
- Once enough epinephrine has been released into the body and your heart rate reaches about 145 beats per minute, your body will go into full fight or flight. What does that mean? Your body’s “alarm” will be “sounded” and your amygdalae will commandeer your brain. Your

blood will be automatically “re-routed” to the large skeletal muscles in your legs, arms, and lungs, preparing your body to either do “battle” or “retreat.”

- When this distress continues to increase and our heart rate hits approximately 175, most of us become temporarily “autistic.” This is when we tend to have our “out of body experiences.” Everything slows down so we can give whatever is threatening us our undivided attention. Time seems to stand still. This reaction is designed to protect us whenever Fred was attacked by a saber tooth tiger. Its purpose is to focus our attention on nothing else but the tiger.
- As the “epinephrine” builds in our body and “norepinephrine” builds in our amygdalae, then...
- ***VIOLA!*** **FIGHT OR FLIGHT!**

Think about it. You just automatically re-routed the blood in your body to the large skeletal muscles in your arms, legs and lungs, but your body did not make any more blood.

So ... where did the blood leave?

That’s right: **THE BRAIN!** You are brain impaired!

The blood just left your frontal lobes. Again, it is important to understand that your body does not need your frontal lobes to live. You need your frontal lobes to think ... but as far as just plain old survival is concerned, they are expendable. So, when you go into “fight or flight,” the body treats your frontal lobes like an extra reservoir of blood.

This is also why our faces “flush” when we become angry. The blood leaves our face to go where the body feels it is needed ... which leaves us with a “cold” sensation in our face. This is where we get the feeling that our “blood runs cold.”

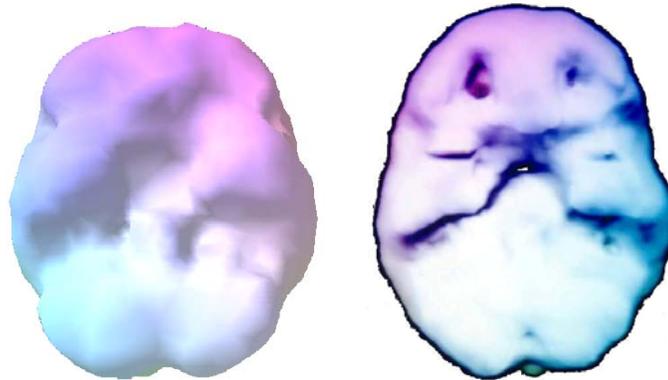
If your frontal lobes lack blood, then they will not function properly, which means you lose much of your ability to reason and make good decisions. We then go on “automatic” and “reactive” emotional functioning, which is why we revert to our primal instincts so quickly. This lack of blood in our frontal lobes is why we sometimes kick our cars when we get angry:

We’re nuts!

How quickly can you jump into a state of fight or flight? Within a matter of seconds.

Your heart can speed up anywhere from **10 to 30 beats per heart beat!** In other words, we can go into full fight or flight mode and become emotionally hijacked within a matter of seconds.

To illustrate this effect, below are two nuclear SPECT Blood Flow scans of the underside of a human brain. These scans reveal the amount of blood flow we have going to the various parts of our brain. As everyone knows, blood flow to the brain is absolutely critical if we are going to be able to think clearly and function as human beings. That is one of the primary problems with a stroke: A lack of blood flow to the brain.



The forehead at the top of the scan and the back of the brain is at the bottom. This is as if you were lying down in bed with the base of your head resting on the pillow and we are looking up through the bottom of your chin into the underside of your brain.

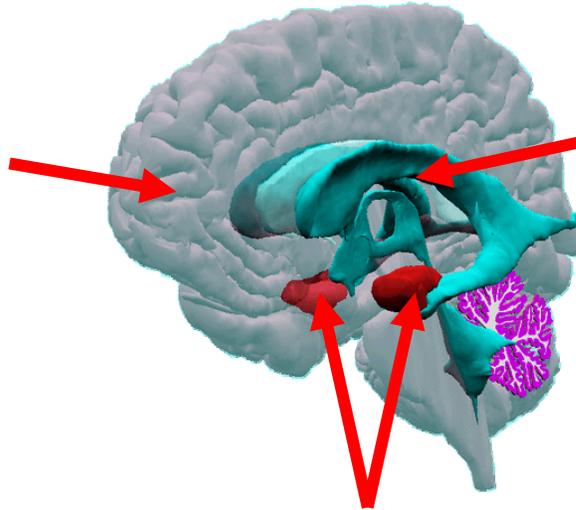
The scan on the left shows how a healthy normal brain *should* look. Notice how nice and “full” this scan appears. (Don’t pay any attention to the coloring. That doesn’t mean anything.) There are not any “holes” in this brain, which means it is getting nice even blood flow. Again, if you do not have a nice steady flow of blood into the brain, it will not work properly. Most everyone understands this concept because this is the problem with a stroke.

The brain scan on the right shows a very different image. In this scan, the person has become “agitated” and so it does not have proper blood flow to their frontal lobes . . . which is what we experience when our brain engages in the “fight or flight” response, to one degree or another. The blood has been “re-routed” to our lungs and large skeletal muscles. As a result, the blood flow to the frontal lobes has been greatly diminished so this person’s ability to reason and make good decisions is greatly impaired.

When there is reduced blood flow to certain areas of the brain, the brain appears as if it has “holes” in it. These are not really holes. What these images reveal is simply a lack of blood flow to the brain, which appears as holes in this nuclear brain scan. When this happens to us, our emotions overtake our logic. The amygdalae takes control of our actions because it is capable of triggering our emotions long before the frontal lobes even know what is happening. In other words, when we lose our temper and go into a blind rage, we have been “Emotionally Hijacked.”

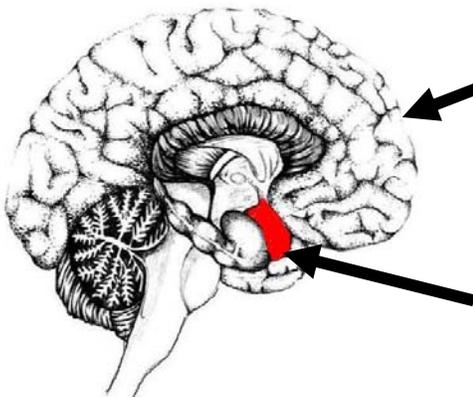
Different parts of our brain do different things, as shown in the following diagram:

Frontal Lobes:
Logical Center,
&
Emotional
Thermostat



Thalamus:
The Brain's
"Neural Junction Box"

Amygdalae: Emotions



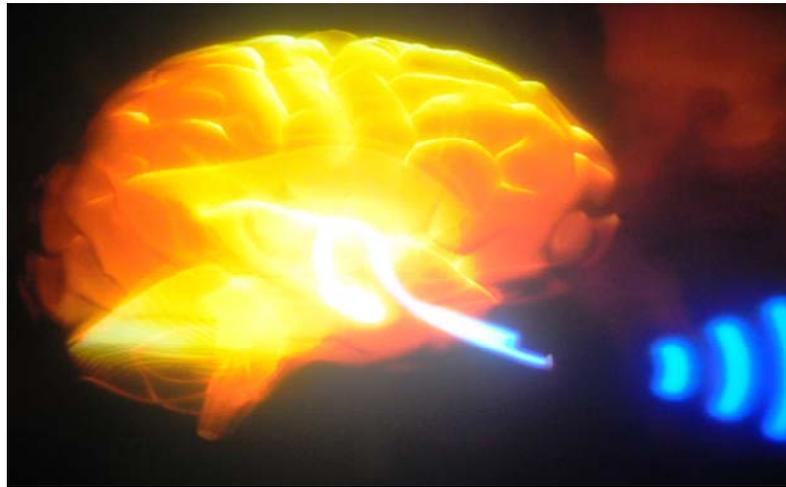
FRONTAL LOBES: LOGIC
1/16,000ths of a Second

- *Further from Brain Stem*
- *Loses Blood Supply in "Fight or Flight"*

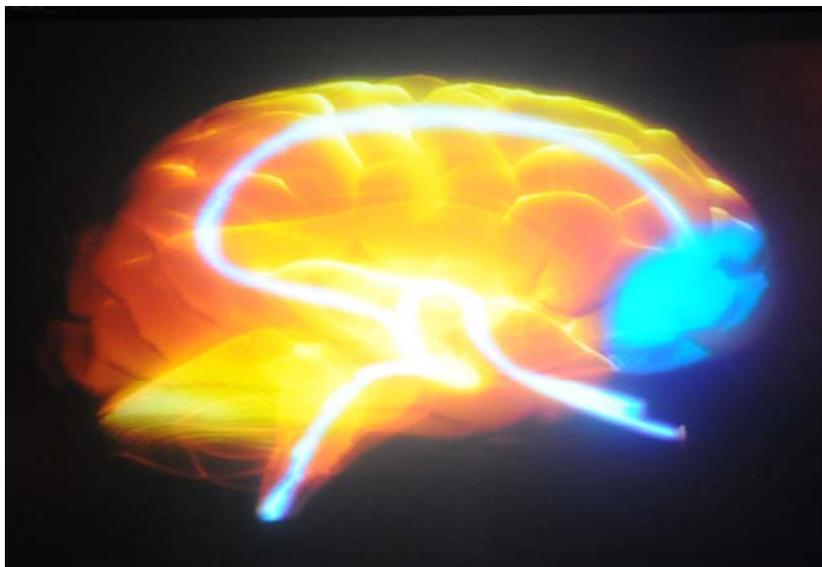
AMYGDALAE: EMOTIONS
1/33,000ths of a Second

- *Closer to the Brain Stem*
- *Retains Blood Supply in "Fight or Flight"*

COMPUTER IMAGE OF THE SPEED OF EMOTIONS



The stimulus enters the brain and goes to the thalamus, where it then takes the “Low Road” directly into the amygdalae, or the emotional center of the brain. As you can see, the “Low Road” to the emotional system takes the stimulus only 1/33,000ths of a second ... which is “lightening” fast.



The stimulus enters the brain and takes the “High Road,” where it is finally delivered to the frontal lobes of the brain, or our “Executive Center.”

As you can see, the stimulus taking the “High Road” to the logical brain takes at least twice as long to reach the frontal lobes as it does to reach the emotional center of the brain.

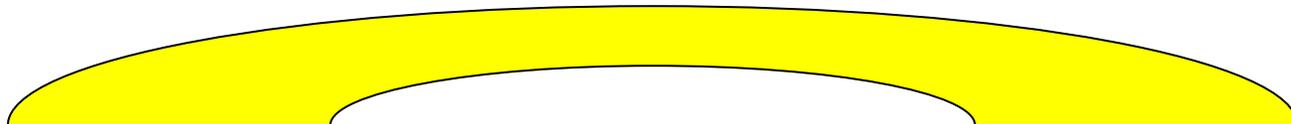
This is a primary reason why our emotions are so much faster than our logic.

WHY EMOTIONALLY INTELLIGENT COMMUNICATION?



Verbal 柔術 (or “Verbal Jujitsu”)

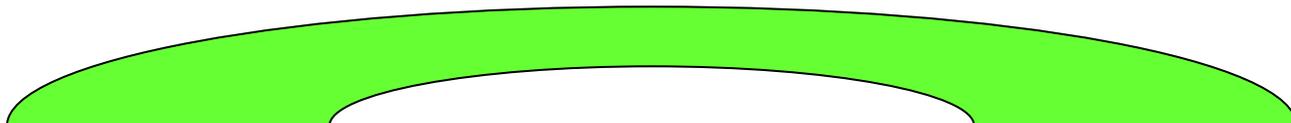
THE MACRO LEVEL NEED



What is in this for the ORGANIZATION?

70% to 80% of how successful *YOUR ORGANIZATION* will be depends on how well the employees working in the organization masters these Emotional Intelligence/Tolerance Skills.

THE MICRO LEVEL NEED



What is in this for ME?

REASON #1

Emotional Intelligence/Tolerance is the KEY to *YOUR* success.

70% to 80% of how far *YOU PERSONALLY* will advance in your career and how happy you will be in life depends on how well you master these Emotional Intelligence/Tolerance Skills.

REASON #2

Your Health!

Cigarette smoking has a mortality factor of 1.6. That means smoking cigarettes will increase your chance of dying prematurely by 60%. (Everyone has a mortality factor of 1.0, since at some point, everyone is going to die.)

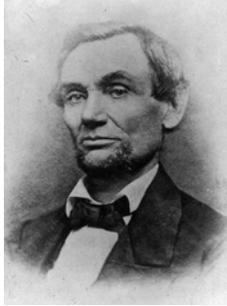
However, distress from other humans or from feeling threatened can increase your mortality factor from 1.0 to 2.0 ... ***doubling*** your chance of dying prematurely, which is 40% worse than smoking.

What Is In This For Me? YOUR HEALTH!

HEALTH RISK #1: HEART DISEASE AND STROKE

HEALTH RISK #2: GETTING SICK!

HEALTH RISK #3: AGING BEYOND YOUR YEARS



1860



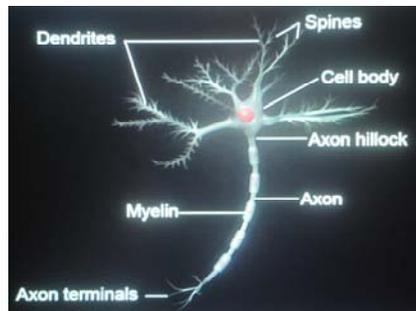
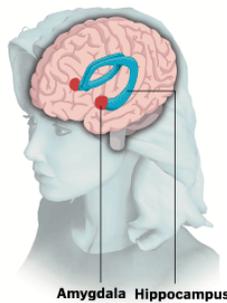
1864



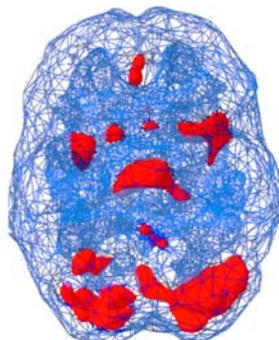
1865



HEALTH RISK #4: MEMORY LOSS



HEALTH RISK #5: MENTAL IMPAIRMENTS



IT ALL BEGINS WITH EMOTIONAL INTELLIGENCE

EMOTIONAL INTELLIGENCE

I know what I am good at and what I am *not* good at, so I can admit my shortcomings. As a result, I am in control of my **EGO and EMOTIONS**, so I can control my impulses and I can remain focused on my true **GOAL**. I can communicate as an **HONEST RESPECTFUL COMMUNICATOR**, I am able to build real **TRUST** with the people around me and I am able to engage in **EMPATHIC LISTENING**. In the end, **I** am in control of my **EGO and EMOTIONS** instead of them controlling me.

As a result, I can allow others to have their opinions without me feeling threatened. In the end, I am more tolerant of others and their opinions because I am comfortable with myself. So, a culture of tolerance for others' ideas becomes the norm. "Bullying" drops way off throughout the organization.



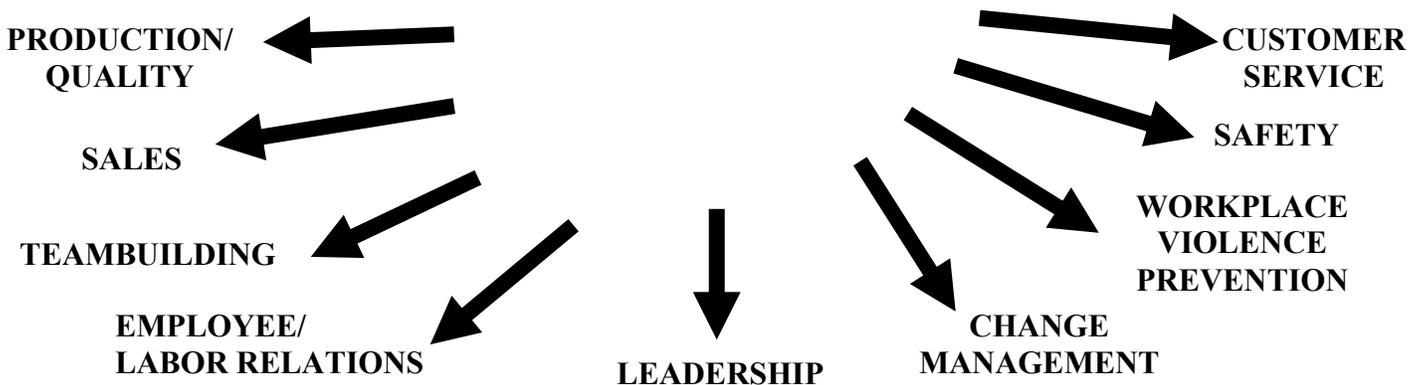
Since I am an Emotionally Intelligent and Tolerant person, I can communicate with others without feeling threatened. So, communication "opens up" in the organization.



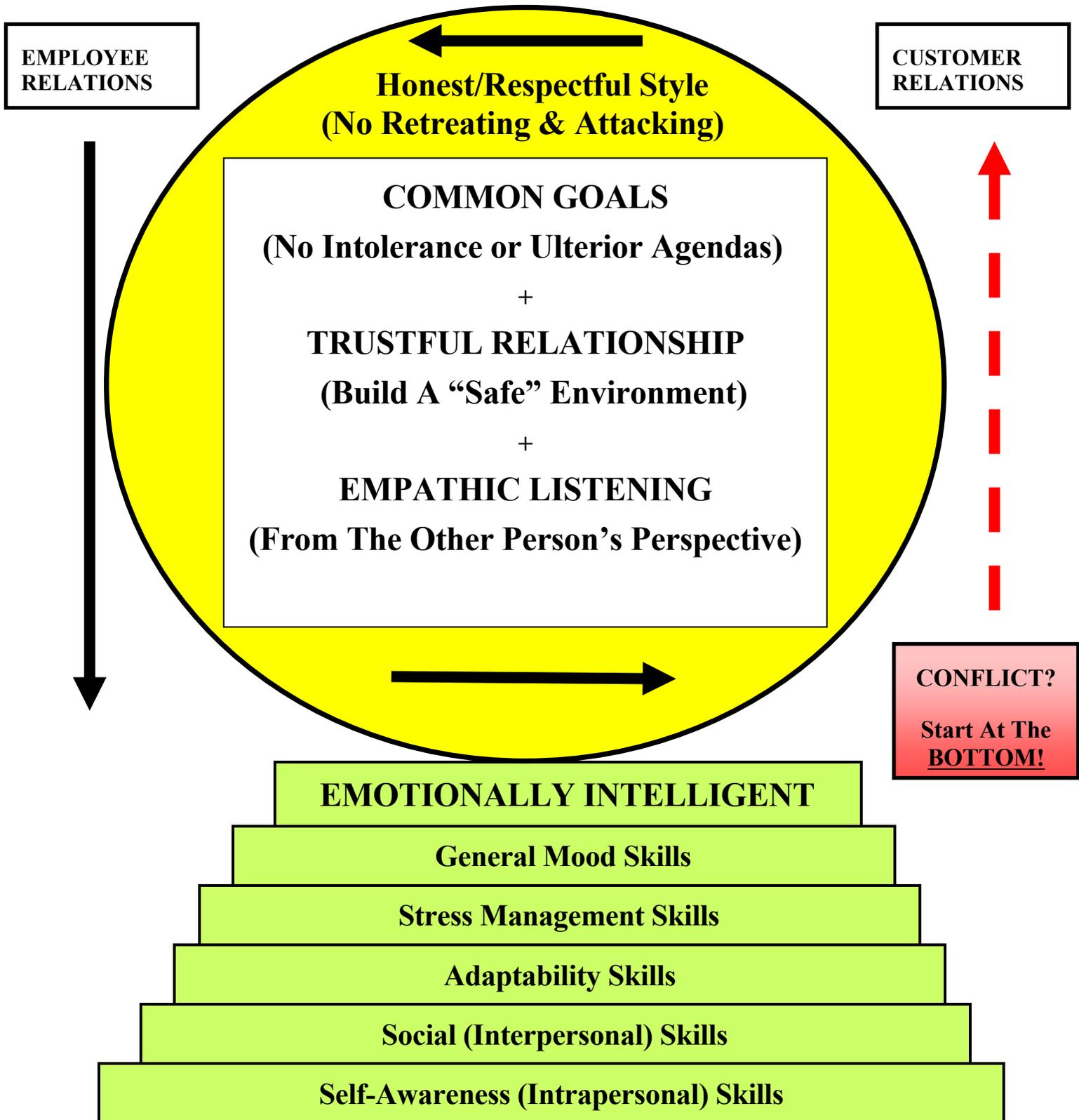
Others can now bring their different opinions and viewpoints to the table. Since my organization has a cultural basis of Emotional Intelligence, we are more tolerant of others when they voice a contrary idea.

We consider and value the perspectives of other people, rather than adopting a "kill the messenger" mentality. In this type of environment, the diverse ideas we all have helps the organization because "trust" is established: It is "safe" to speak up and voice a contrary opinion in an Honest Respectful manner, which allows the organization's other programs to flourish. As a result, the organization enjoys a free flow of ideas.

In the end, we are not offended by someone simply disagreeing with us. Since we can control our egos and emotions, **LOGIC** can prevail, so we do not sabotage our own goals in an effort to "stick it" to others.



E.I. COMMUNICATION MODEL



EI Communication (“Verbal Jujitsu”) Model Skills

So, what are these “Four Basic Skills” of any successful Emotional Intelligence and Tolerance Program?

I. HONEST/RESPECTFUL COMMUNICATION (No Retreating or Attacking)

- A. **COMMUNICATION STYLE #1: No Retreating (FLIGHT RESPONSE): “Tattlers” & “Gossipers” & “Passive Aggressives”**
- B. **COMMUNICATION STYLE #2: No Attacking (FIGHT RESPONSE): “I tell it like it is!” or “I feel very strongly about this!!!”**
- C. **COMMUNICATION STYLE #3: Honest Respectful Communication (EMOTIONALLY MATURE)**

Employees must be trained in **Honest Respectful Communication**... which means communicating with **EMOTIONAL INTELLIGENCE** ... or controlling one’s **“Fight or Flight Response.”**

1. WHAT IS HONESTY?

- **WHAT IS HONESTY?** Do we **SEEK OTHERS OUT** when we are upset ... or do we simply allow the problem to “fester” and spread into the way we perceive others? Do we spread this anger and distrust throughout the organization?
- **WHAT IS HONESTY?** Do we tell others that everything is “OK” when our stomach is really churning in anger?
- **WHAT IS HONESTY?** Do we tell others that they are doing a good job when they are really failing?

2. “TEEING UP” THE CONVERSATION: KEEPING OTHERS OFF THE DEFENSIVE WITH “REWARDS” AND “PARROTING”

“Teeing Up” a conversation means protecting the receiver’s self-esteem as much as possible. This first means giving the receiver a “reward.” Giving the receiver a “reward” **does not** mean that you agree with their point of view ... only that you understand it. You **validate** and **respect** their opinion.

Throwing little “bombs” at each other occurs when we degrade another person’s opinions because they differ from ours.

The difference between “rewards” and “bombs” are obvious:

“REWARDS”

- “I understand all of the other varying opinions in the room, but I am afraid I have to disagree...” or
- “I appreciate what everyone is saying, but ...” or
- “I do not intend to offend you, because I respect your point of view ...”
- “I can see both points of view here, but I think I need to voice my opinion as well ...”

“BOMBS”

- “Oh, my God! You are dumber than I thought you were.”
- “That is a really ignorant point of view.”
- “Where did you come with that idea?”
- “All intelligent people agree with this ...”
- “You just do not understand.”

3. **“PARROTING”: ENSURE COMMON UNDERSTANDING: REPEAT BACK TO THE INDIVIDUAL WHAT YOU THINK YOU HEARD**

In High Stakes Poker situations, we need to do even more to “tee up” our conversations with those people who disagree with us in order to make sure that the other side is given the respect of being understood. How do we do this?

“Parrot” back what they said until they agree that you do understand.

We need to restate back to the other person what they said and make sure they agree that we truly do understand them before moving on with our opinion. Restating someone’s position back to them accurately requires more care than simply rewarding or validating their opinion.

Whenever we disagree with someone, the other person’s first assumption is almost always that we did not understand what they said. In the other person’s mind, they cannot believe that someone would disagree with their point of view, so surely you simply misunderstood their message. So, they interrupt us and try to restate what they meant to tell us in an effort to help us understand ... to enlighten us. When we disagree with another person, we simply assume there must be a misunderstanding. I mean, I have a rational and logical point of view here. Surely, if you understood what I was saying, you would agree.

As a result, this restating and restating of our various positions goes on and on and on forever.

However, if I can restate someone's point of view to them, and they agree that I truly do understand what they just said, then this constant restatement of positions can be avoided. The issue of "you don't get it" or "you weren't listening to me" disappears. True understanding flourishes. In other words, I know you understand what I am saying ... you just disagree.

Feeling understood ***IS*** respect and esteem.

Additionally, when I restate to you what you just said to me, then many misconceptions are also cleared up. Therefore, in most instances of disagreement, both sides actually share many common beliefs and opinions. However, our emotions take over and we cannot see where we might agree with one another. Solutions stem from mutual interests and goals. When we can see where the true common ground lies, **WIN-WIN** solutions emerge.

4. **BUILDING UNDERSTANDING: CONTRASTING & PARALLELING**

Since people "hear what they fear," **Contrasting** can be used to address these fears directly. In **Contrasting**, you tell people what you ***do not*** mean to say. We work so hard to tell people what we mean that the message never registers. Tell people what you do not mean to imply.

- "I am not telling you that you are fired."
- "I am not telling you that you are at fault here."

In **Paralleling**, you line up your goals with the person you are talking to in an attempt to get them to see that your goals are the same.

- "***Your*** goal is to continue working here ... ***my*** goal is to see that you continue working here."
- "***Your*** goal is to have a better work place ... ***my*** goal is to see you have a better workplace."

Since people "hear what they fear," **Contrasting** can be used to address these fears directly. In **Contrasting**, you tell people what you ***do not*** mean to say. We work so hard to tell people what we mean that the message never registers. Tell people what you do not mean to imply.

- "I am not telling you that you are fired."
- "I am not telling you that you are at fault here."

In **Paralleling**, you line up your goals with the person you are talking to in an attempt to get them to see that your goals are the same.

- “*Your* goal is to continue working here ... *my* goal is to see that you continue working here.”
- “*Your* goal is to have a better work place ... *my* goal is to see you have a better workplace.”

D. IDENTIFYING AND ADDRESSING HYPERSENSITIVE CATCHERS

1. How do we eliminate the “**KILL THE MESSENGER**” approach to problem solving?
2. “Would a “**REASONABLE PERSON**” in the community have been offended?”
3. In other words, would the average person in the community be terribly offended if this disagreement or incident was on the front page of the local paper? If not ... then live with it. That is life. You are hypersensitive.
4. The True Sources of **HYPERSENSITIVITY: “MACS” and “NACS”**
 - **Machiavellians**: The **ENDS** justifies the **MEANS**: “My cause is just ... so I have a right to act this way if I want!” This is how religious extremists find the moral superiority to fly airplanes into the World Trade Center, to bomb abortion clinics, and so on.
 - **Narcissists**: I am better than anyone ... so I have a right to treat you however I want! Examples? Leona Helmsley, Marie Antoinette, etc.

II. COMMON UNDERSTANDING = COMMON GOALS = WIN-WIN SOLUTIONS

A. CONTROL EMOTIONS AND FOCUS ON THE COMMON GOALS

Controlling **EMOTIONS** and **EGOS** allows us to have a **COMMON UNDERSTANDING** of our **COMMON GOALS**, which helps keep us focused. As a result, we are able to see the **WIN-WIN** solutions based upon these **COMMON GOALS** ... rather than focusing on our differences, which results in **WIN-LOSE** or even **LOSE-LOSE** solutions.

B. FIND COMMON UNDERSTANDING AND COMMON GOALS, WHICH LEADS TO WIN-WIN SOLUTIONS

Why don't we strive to find **COMMON UNDERSTANDING** and **COMMON GOALS** to get **WIN-WIN** solutions? **INTOLERANCE and ULTERIOR AGENDAS ... or EMOTIONAL CHILDREN.**

C. INTOLERANCE and ULTERIOR AGENDAS

1. INTOLERANCE TOWARDS OTHERS DESTROYS OUR GOALS

- **OBJECTIFICATION IS BIGOTRY**
(“BULLYING” = “HARASSMENT” = “BIGOTRY”)
- This skill allows the person to spot bigotry when it occurs in themselves and others. If you can’t spot bigotry in all of its various forms, then how can you spot it **before** it comes out of your mouth?
- So, how do you spot “bigotry”? It is easy. It happens whenever we group an entire class of people together and objectify them, like when we say such things as:
 - ▶ “All those people are cheap,”
 - ▶ “All those people are stupid,”
 - ▶ “All those people are drunks,”
 - ▶ “All those people are ... etc.,”

Whenever you are talking about the culture of an individual ...

“Always when you say always you are always wrong”

2. **ULTERIOR AGENDAS** Do we have people whose goal is not to service the public or to make the best widget in the world ... but to do as little as possible ... to make it to 5:00 pm ... to “stick it” to a coworker, etc.? Such ulterior agendas act to sabotage the organization’s true goal.
3. **NEITHER INTOLERANCE OR ULTERIOR AGENDAS SHOULD BE TOLERATED.** They **DESTROY** Goals!

D. DO YOU ASK BEFORE YOU FORM AN OPINION?

1. Do You “**RUSH TO JUDGMENT**” and **INSTANTLY LABEL** Others?
2. Do the **FACTS** Only Get In The Way of Forming An **OPINION**?

E. DEFINE ROLES & RULES ... OR YOU WILL GET “SILOS.”

III. TRUST/RELATIONSHIP BUILDING

A. TRUST IS BUILT THROUGH “CONFLICT” ... NOT THROUGH AGREEMENT

B. REDUCING “ANTS” (AUTOMATIC NEGATIVE THOUGHTS)

1. Typically, when humans encounter someone they are not familiar with, they revert to their body’s primal reaction of ANTs, or “**Automatic Negative Thoughts.**” In short, what I do not understand or do not trust, I fear. For instance, if I do not trust my boss, then I get a chill up my spine (an ANT) every time he calls me into his office. However, as I get to know my boss better, as I learn that I can disagree with him and that is OK, just as with President Lincoln, trust builds. I then tend to give my true opinion more and more. That is how trust grows through Honest Respectful Conflict.
2. Likewise, learning more about specific people and cultures eliminates these ANTs, which is a fundamental principle for effective communication.
3. When I do not trust you...my natural primal human reaction is to be defensive and afraid. I have “ANTS,” which are “Automatic Negative Thoughts,” so I will tend not to be honest with you. The more trust we have between us, the fewer ANTs pop into my head when it is time for a difficult conversation.
4. However, as I make deposits into your “Trust Account,” which means I **show you** that I mean you no harm, then trust begins to emerge. In other words, **no one believes what you say. They watch what you do.** Building Trust and a Relationship with others comes through **BEHAVIOR and HONEST REPECTFUL CONFLICT** ... not through words.
5. **WHAT IS TRUST?**
 - You **KNOW** That I Do Not Mean You Any Harm ... and
 - You **KNOW** I Can Help You.
6. “**Trust**” occurs when you believe that I do not mean you any harm. **THAT** is trust. When you tell me that I am wrong, if I trust you, which means I believe that you are telling me this information in an effort to help me or to help me reach my true goals, then I will be much more apt to listen to you. However, if I think you are just telling me this information in an effort to make me look bad, or to get me into trouble or to bully me (intolerance), then I simply will not listen. Why? I do not believe your true motive is to help me. I do not trust you.

C. EDUCATE...EDUCATE...EDUCATE...

- First, mastering this skill allows the person to research and learn about others who are different. Educating yourself about others helps to destroy stereotypes. Where do we get our stereotypes? From our “MSU” files (“Make Stuff Up”). We humans carry with us an “MSU” file that is filled with all the stereotypes we have ever been told. Educate ... educate ... educate, or learning about each other, which is what culturally-based diversity programs do, replaces the MSU file with reality and facts. In other words, if I don’t know any Irish people, I reach into my “MSU” file (“Make Stuff Up”) when I meet someone from Ireland and pull out a stereotype, which is probably that all Irish are drunks. Education corrects this problem.
- Therefore, the more I learn about someone else, the more I reduce the “MSU” (Make Stuff Up) file I carry around with me, which is full of **STEREOTYPES. TOLERANCE INCREASES.**

D. TEAMBUILDING...TEAMBUILDING...TEAMBUILDING

- You cannot build a true team without also building trust. If there is no trust, then egos will be fragile. As a result, people tend not to speak up for fear of hurting someone else’s feelings or out of fear of repercussion.
- Again, “silos” will kill team because the leaders of the silos establish their own “roles and rules” for the group. Many times, these “roles and rules” contradict the organization’s “roles and rules.”

IV. EMPATHIC LISTENING (COMMON UNDERSTANDING)

A. SEEK FIRST TO UNDERSTAND, THEN SEEK TO BE UNDERSTOOD

- Listen **FIRST**...but listen from **THE OTHER PERSON’S PERSPECTIVE!!!**
- Beware of the “**Semmelweis Reflex**,” which is to **REFUSE** to see things from any perspective than your own. (**Beware: UNCONTROLLED EGO!!!**)
- Engage in “**Empathic Listening**,” which is to listen from the **other person’s perspective**. This means you have to put yourself in the other person’s shoes. How do they see it? Why do they see it that way? Of course, in order to do this, you have to be able to put your ego into your back pocket. You have to actually have to believe that the other person’s opinion and perspective matters ... maybe as much as yours.

- Again, in order to ensure that you truly do understand the other person's perspective, and to demonstrate to the other person that you do indeed understand their point of view, repeat their opinion back to them. Far too many disagreements go unresolved simply because we do not feel the other person understands us. This tactic does much to alleviate this hurdle.

B. EMPATHIC LISTENING PROCESS

1. Listen from the *OTHER PERSON'S* perspective **FIRST?**
2. ***"PARROT" Back What You Think You Heard To ENSURE COMMON UNDERSTANDING***
3. Give the person **"rewards"** as you ...
4. You Do Not **LECTURE** or **ADVISE**, but instead ...
5. Make **CONFIRMING STATEMENTS & ASK QUESTIONS** to ensure understanding.

C. PERCEPTION: HOW OUR SENSES, OUR EYESIGHT AND OUR MEMORY IS FLAWED

If we can learn how to use these skills, then it does not matter who we encounter. We will simply use the Emotionally Intelligent Communication Skills to deal much more effectively with that other person ... regardless of their age, race, sex, etc.

Of course, once we learn how to use these skills, we *then* need to learn about the various cultures we might encounter. However, this "Cultural Training" should be centered on applying the EI Communication/Tolerance Skills. Everything we learn from now on should be centered on these Four EI Communication/Tolerance Skills. Why?

Because nothing good happens ... and nothing works if you are trying to do it with **EMOTIONAL CHILDREN.**

So...why doesn't EVERYONE follow these principles?

Can you control your EGO? Can you control your EMOTIONS?

Can You Act Like A BIG PERSON?

The answer for most people is "No," they can't.



Scott Warrick, JD, MLHR, CEQC, SPHR
Human Resource Consulting and Employment Law Services
(614) 367-0842 Office ♣ (614) 738-8317 Cell ♣ (614) 367-1044 FAX

www.scottwarrick.com

CEO Magazine's 2008 Human Resources "Superstar"

Nationally Certified Emotional Intelligence Counselor

2008, 2007, 2006 and 2003 SHRM National Diversity Conference Presenter

Scott Trains Managers and Employees ON-SITE in over 40 topics

Scott uses his unique background of **LAW** and **HUMAN RESOURCES** to help organizations avoid legal pitfalls while also helping them improve their employee relations and communication skills.

Scott travels the country presenting his revolutionary "**Emotional Intelligence, Tolerance & Diversity for White Guys ... And Other Human Beings: FINALLY A Program For Everyone.**" This one of a kind **SKILL-BASED** program creates an atmosphere of open communication so we are better able to resolve all kinds of conflicts in our organizations.

Scott's unique program is the ONLY Diversity/Tolerance Program in the country approved by HRCI-SHRM for STRATEGIC SPHR Credit because unlike most other EI/Diversity/Tolerance Programs, this program goes right to YOUR BOTTOM-LINE.

Scott's clients include the Adena Health Systems, St. Rita's Hospital, Ohio Department of Administrative Services, the Office of Housing and Urban Development, the Bayer Corporation, The Ohio State University, Area Agency on Aging, the Nebraska Army/National Guard, Heinz Frozen Foods, Boeing, EBMC, Honeywell, International Truck & Engine, MTD Products (Cub Cadet, Troy-Bilt & Bolens Lawn Products), etc.

Scott's academic background and awards include:

- Capital University College of Law (Class Valedictorian (1st out of 233))
- Masters degree in Labor and Human Resources and B.A. in Organizational Communication: The Ohio State University
- The Human Resource Association of Central Ohio's Linda Kerns Award for Outstanding Creativity in the Field of Human Resource Management and the Ohio State Human Resource Council's David Prize for Creativity in Human Resource Management

Solving Employee Problems BEFORE They Happen!

For more information on this and other programs by Scott, just go to www.scottwarrick.com