

Get your mind right...

Emotional Intelligence for the Turf Professional ☺ ☹

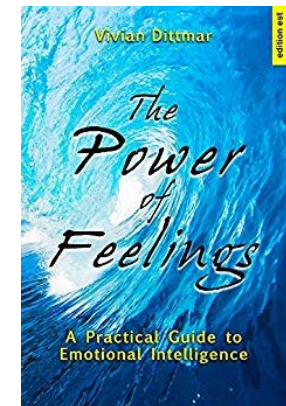
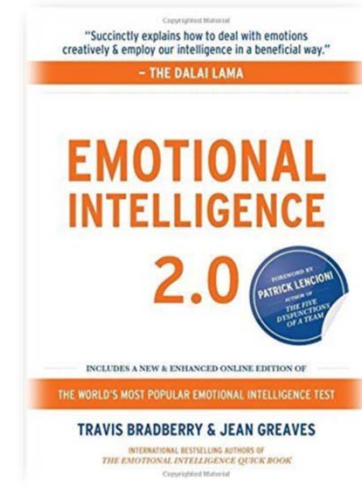
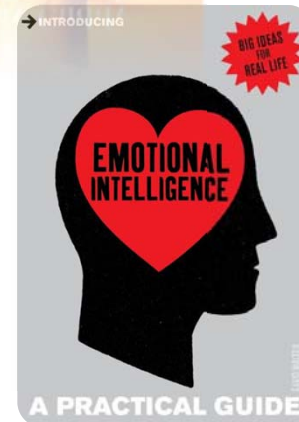
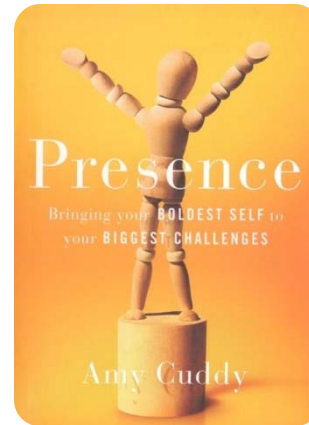


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Adapted from:



e·mo·tion [ə'mōSH(ə)n] NOUN

Emotions (plural noun) -
a natural instinctive state of mind deriving from one's
circumstances, mood, or relationships with others.

Intensity of Feelings	HAPPY	SAD	ANGRY	AFRAID	ASHAMED
HIGH	Elated Excited Overjoyed Thrilled Exuberant Ecstatic Fired up Passionate	Depressed Agonized Alone Hurt Dejected Hopeless Sorrowful Miserable	Furious Enraged Outraged Boiling Irate Seething Loathsome Betrayed	Terrified Horried Scared stiff Petrified Fearful Panicky Frantic Shocked	Sorrowful Remorseful Defamed Worthless Disgraced Dishonored Mortified Admonished
MEDIUM	Cheerful Gratified Good Relieved Satisfied Glowing	Heartbroken Somber Lost Distressed Let down Melancholy	Upset Mad Defended Frustrated Agitated Disgusted	Apprehensive Frightened Threatened Insecure Uneasy Intimidated	Apologetic Unworthy Sneaky Guilty Embarrassed Secretive
LOW	Glad Contented Pleasant Tender Pleased Mellow	Unhappy Moody Blue Upset Disappointed Dissatisfied	Perturbed Annoyed Uptight Resistant Irritated Touchy	Cautious Nervous Worried Timid Unsure Anxious	Bashful Ridiculous Regretful Uncomfortable Pitied Silly



What is Emotional Intelligence?

- the **ability** to recognize and understand **emotions** in **yourself** and **others**; and your ability to use this awareness to **manage** your **behavior** and **relationships**.

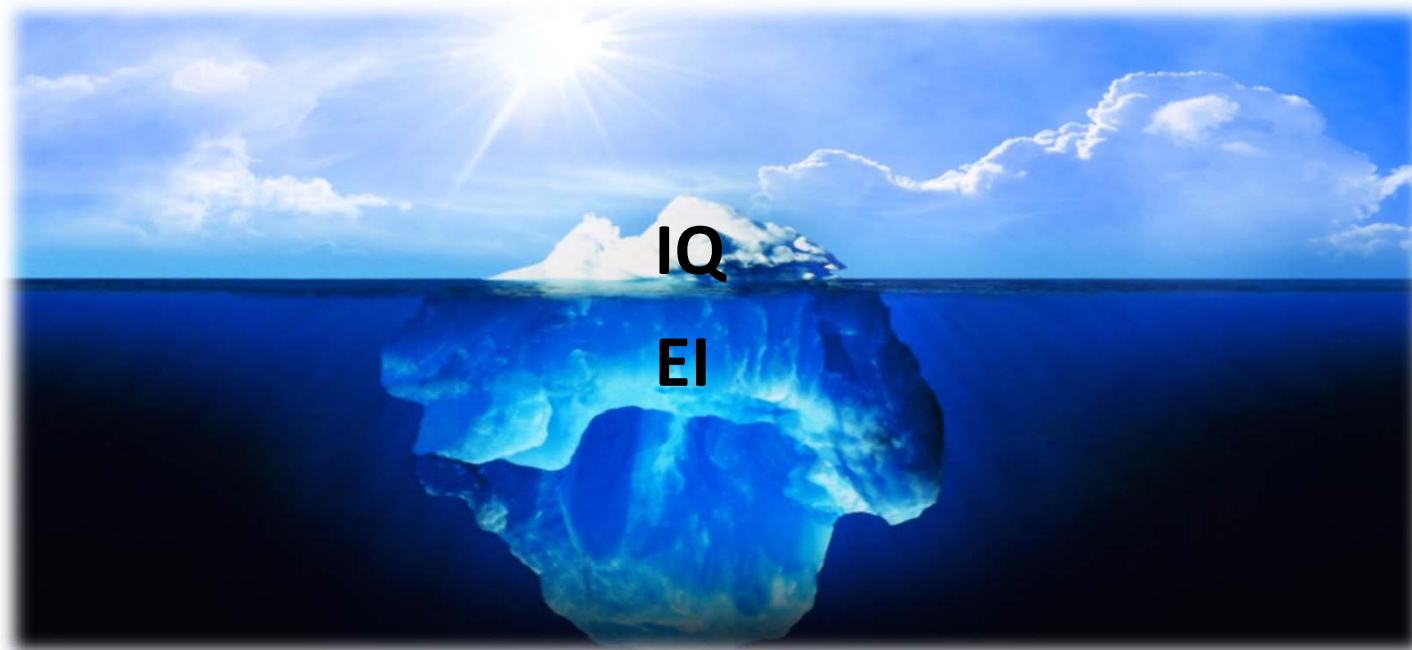
It's the foundation for critical skills.



EI



Why is EI important?



4 Skills:

Type of Competence	SKILL	SKILL
Personal Competence →	Self-Awareness	Self-Management
Social Competence →	Social Awareness	Relationship Management



1. SKILL - Self-Awareness:

Accurately **perceive** your own emotions, and how you **react** in situations.

- ✓ Self-confidence
- ✓ Awareness of your emotional state
- ✓ Recognizing how your behavior impacts others
- ✓ Paying attention to how others influence your emotional state



2. SKILL - Self-Management:

Use your **awareness** of emotions to stay flexible and **direct** behavior **positively**.

- ✓ Getting along well with others
- ✓ Handling conflict effectively
- ✓ Clearly expressing ideas and information
- ✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully



3. SKILL - Social Awareness:

Accurately pick up on **emotions** in **other people**; **understand** what is really going on with them.

- ✓ Picking up on the mood in the room
- ✓ Caring what others are going through
- ✓ Hearing what the other person is “really” saying



4. SKILL - Relationship Management:

Use your emotion **awareness** (yours & others) to **manage interactions** successfully (conflict).

- ✓ Getting along well with others
- ✓ Handling conflict effectively
- ✓ Clearly expressing ideas/information
- ✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully



Creating Positive Changes

	Recognition	Regulation
Personal Competence	Self-Awareness <ul style="list-style-type: none"> ✓ Self-confidence ✓ Awareness of your emotional state ✓ Recognizing how your behavior impacts others ✓ Paying attention to how others influence your emotional state 	Self-Management <ul style="list-style-type: none"> ✓ Getting along well with others ✓ Handling conflict effectively ✓ Clearly expressing ideas and information ✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully
Social Competence	Social Awareness <ul style="list-style-type: none"> ✓ Picking up on the mood in the room ✓ Caring what others are going through ✓ Hearing what the other person is "really" saying 	Relationship Management <ul style="list-style-type: none"> ✓ Getting along well with others ✓ Handling conflict effectively ✓ Clearly expressing ideas/information ✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully



Maximize your Self-Awareness:

#1 – Stop Treating your feelings as Good or Bad



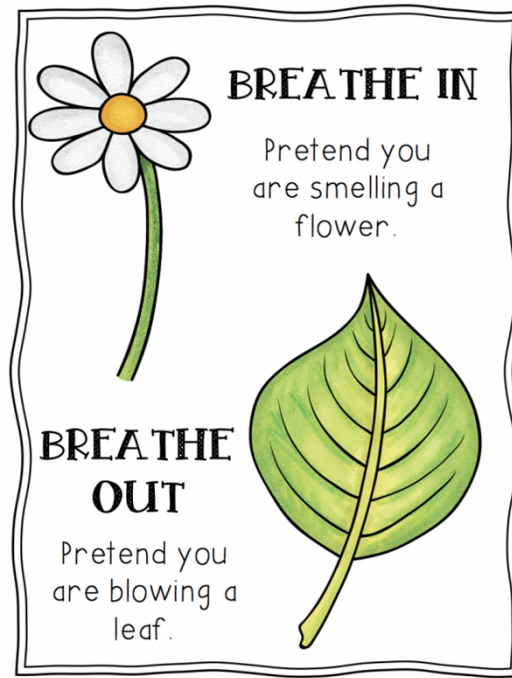
Maximize your Self-Awareness:

#2 – Reflect: get to know yourself under stress



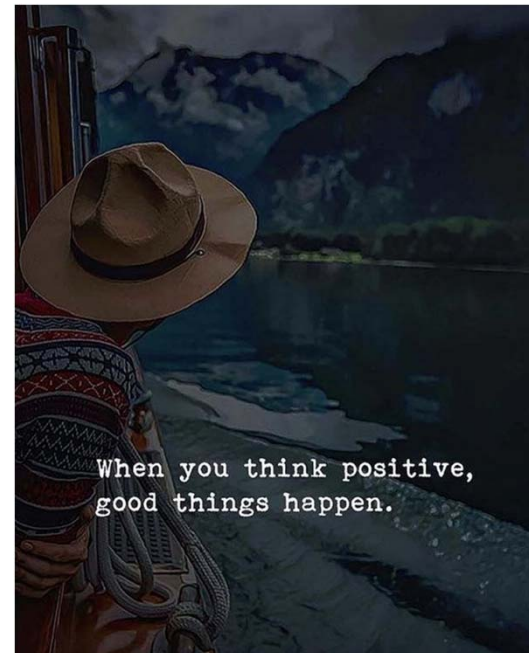
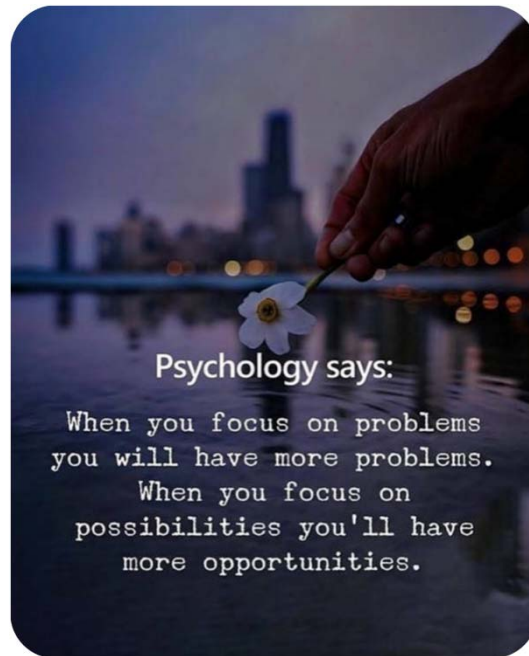
Maximize your Self-Management:

#1 – Breathe Right



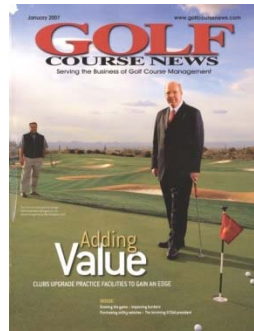
Maximize your Self-Management:

#2 – Take control of Your Self-Talk



Maximize your Social Awareness:

#1 – Watch Body Language



Maximize your Social Awareness:

#2 – Practice the Art of Listening



Maximize your Relationship Management:

#1 – Take Feedback Well



Maximize your Relationship Management:

#2 – When you Care, Show it!



If you
light a
lamp for
someone
it'll also
brighten
your path



Putting it all together, learning from others...

Chris Carson; Golf Course Management, October 2018, page 28

FRONT NINE

Chris Carson

(business)

Pay attention to the signals

As a young superintendent... I made the mistake of speeding through caution signs, and I paid some heavy prices for those decisions.

When I was taught to drive, my dad told me that when traffic lights turn yellow, it means caution and to slow down. He told me that it pays to have patience when driving and that speeding up to get through a traffic light is a good way to have an accident—or worse. I've followed that advice throughout my life behind the wheel, and though there have been times when I've stepped on the gas, for the most part I follow this simple guidance.

As a young superintendent, on the other hand, I made the mistake of speeding through caution signs, and I paid some heavy prices for those decisions. In an early instance, I had mowed a sick practice putting green through a tough summer, and when Labor Day rolled around, I was thrilled I could finally aerify and fertilize the weak turf and "make it stronger." It was a poor decision. The green quickly crashed and died once I punched holes in it and dragged in sand, a death that was inflicted due to my lack of experience and inability to read the signs. It was a painful way to learn that when turf is weak, back off, have some patience and continue to nurse it to the point where it can benefit from and withstand cultivation.

I've made similar mistakes by lowering the height of cut on turf in the middle of a hot summer for an important event by drying out greens below the wilting point to make them firm.

I've dealt with crew problems abruptly instead of thoughtfully. Of all of my mistakes in my 40 years in turf, the ones that involve my dealings with my crew are the most painful to look back on. On three occasions I've reacted snappily and without thought to a situation with a crew member, and I know the damage that resulted was to a human being who could not fight back because I was their boss. In each instance, I immediately apologized with sincere regret, and though I don't regret the lasting damage, I know I have not been a person in a way that I would not wish to be treated. The signs were the same each time: a surge of anger, a rush of adrenaline and a lashing out of emotions.

I've learned that for me there are other, subtler signs that show up prior to that point of crisis. In times of severe stress, specifically

during the middle of a tough summer, I find I develop a slight stammer and have to slow down when I speak. It's not something others might notice, but it's a warning sign to me to take a deep breath, maybe get away for a day to regroup, and then refocus on the smooth running of the green department at my club. I am happy the average tenure for the crew at Echo Lake Country Club is almost 15 years, and I like to think my awareness of my foibles and my desire to treat others as I wish to be treated has something to do with that.

In 2008, when the Great Recession hit, it didn't take a financial genius to understand that our club, like most, was about to be hit by hard times. I had a good knowledge of the finances of our club, and when a budget task force was put together, I offered my assistance. I told the group I saw what was imminent and that I had a number of suggestions to help us weather the impending financial stress. When I went into one of the early meetings with a menu of ways the green department could help the club get through the difficult time ahead, the committee and board of trustees were appreciative of my professional response to a tough situation.

The signs were obvious, yet I had a friend who dealt with the situation in a different way, demanding new equipment and asking to adjust his budget. His employment ended soon after this, and he told me, "Looking back, I wish I had reacted the same way."

As my club worked through its problems, other signs began to show up—the light turned red, and I was able to take for and receive the restoration of most of the previous year's hope that we never see another crisis as we had in 2009, but the lesson I learned is that we need to be aware of the finances of our club, how it raises funds for operating and capital and to make our budget requests with an eye on the overall health of our employer.

I've made my share of mistakes, but I've learned that when the light turns yellow... stop on the brakes!

Chris Carson is the GCSSAA Class A superintendent at Echo Lake Country Club in Westfield, N.J. He is a 33-year member of GCSSAA.

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