

## Do's and Don'ts for Emotionally Intelligent Decision Making<sup>1</sup>

<i>Using Questions to Guide Conversations</i>	<i>Examples</i>
Use open-ended questions that cannot be answered with a simple yes or no: <i>Who, what, when, where, and why</i> questions.	<b>Good:</b> What is going on? Why are you taking this stance? <b>Bad:</b> Is something wrong?
Use open questions to invite the other person's thinking.	<b>Good:</b> What are you thinking? <b>Bad:</b> Do you think you might be...?
Can you see the "why"?	<b>Good:</b> We see it as an expense. Why? You seem angry. Can you tell me what is bothering you? <b>Bad:</b> I think you are angry because...
Try to understand the other person's rationale.	<b>Good:</b> Please help me understand how you came to this conclusion. <b>Bad:</b> I think you came to this conclusion because...
Focus on information that provides input to help design the workability of the discussion.	<b>Good:</b> What is the total price? Is it in our budget? <b>Bad:</b> You are changing too much. This doesn't seem right.
Help the other person articulate their feelings about a specific issue.	<b>Good:</b> How do you feel about the plan? <b>Bad:</b> Do you agree with the plan?

<i>Emotionally Unintelligent Statements</i>	<i>Examples</i>
Force the other person into seeing things your way.	Can't you see why this must be done my way? You must see why my position makes sense.
Put the other person on the spot, regardless of the context.	Are you saying my logic does not make sense? No, you are disagreeing with me, right? Are you saying you are inflexible on this issue?
Continue heated jabs with high emotional triggers.	Well, you are always wrong. Haven't we spent enough time on this ridiculous plan you proposed?
Ask impulsive, distracting or "stream of consciousness" questions that occur to you on the spot.	Should we also discuss these additional topics? Should we invite others into the discussion to see what they think?
Ask questions that appear clean but are really loaded.	If we don't do what I am proposing, will we have any good options left? Here's my analysis. Tell me if you disagree.

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