

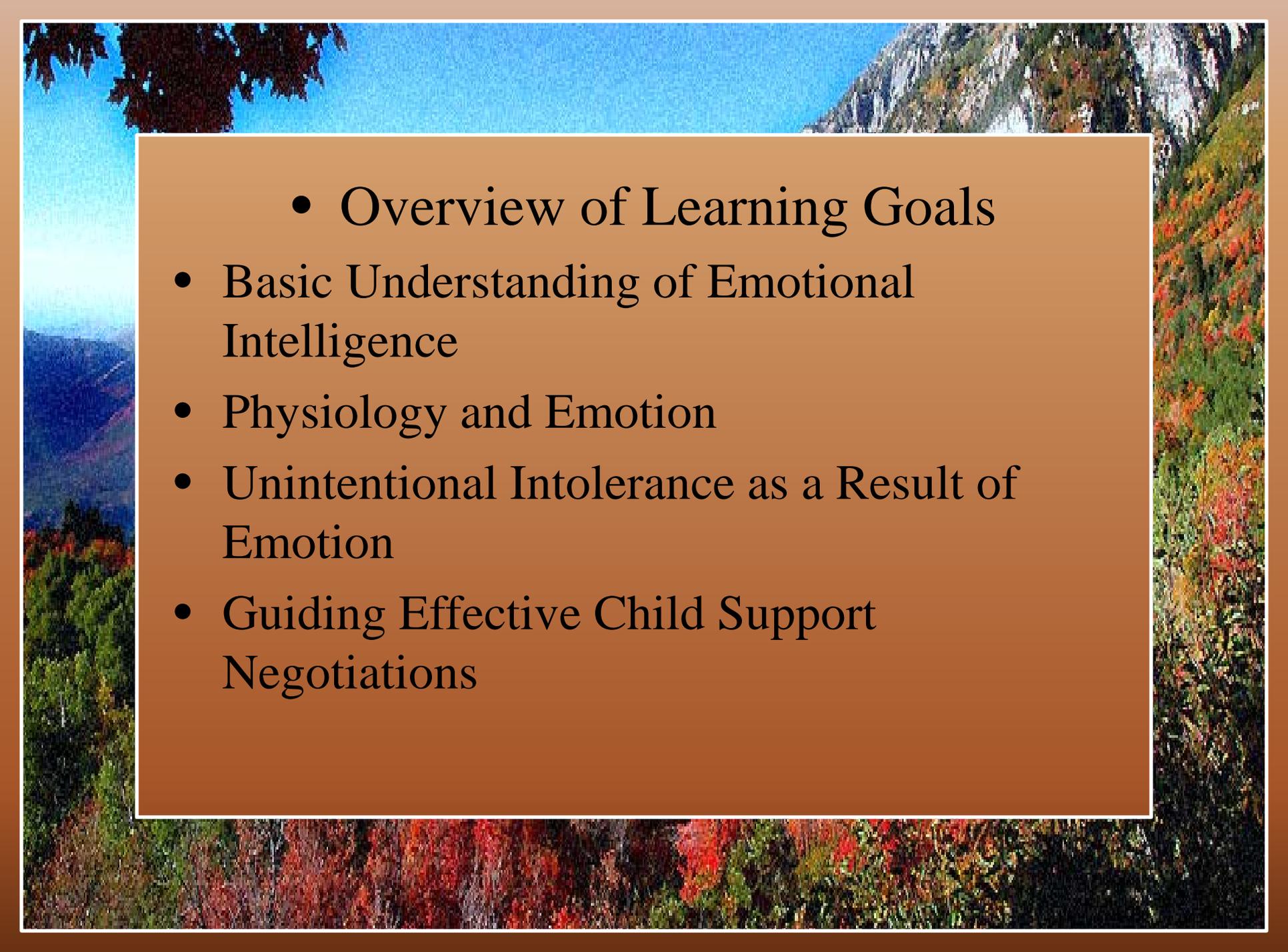


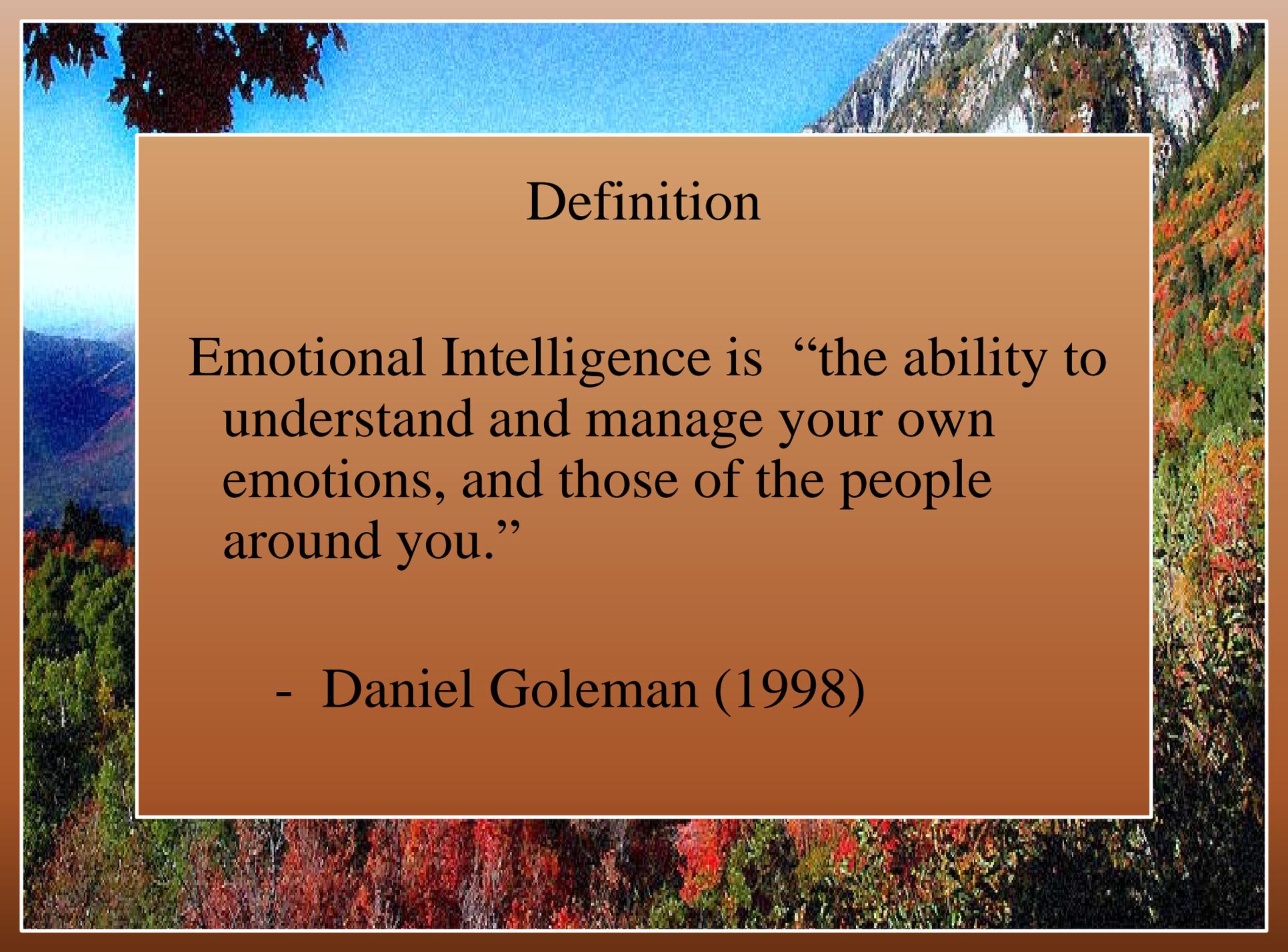
# UNINTENTIONAL INTOLERANCE

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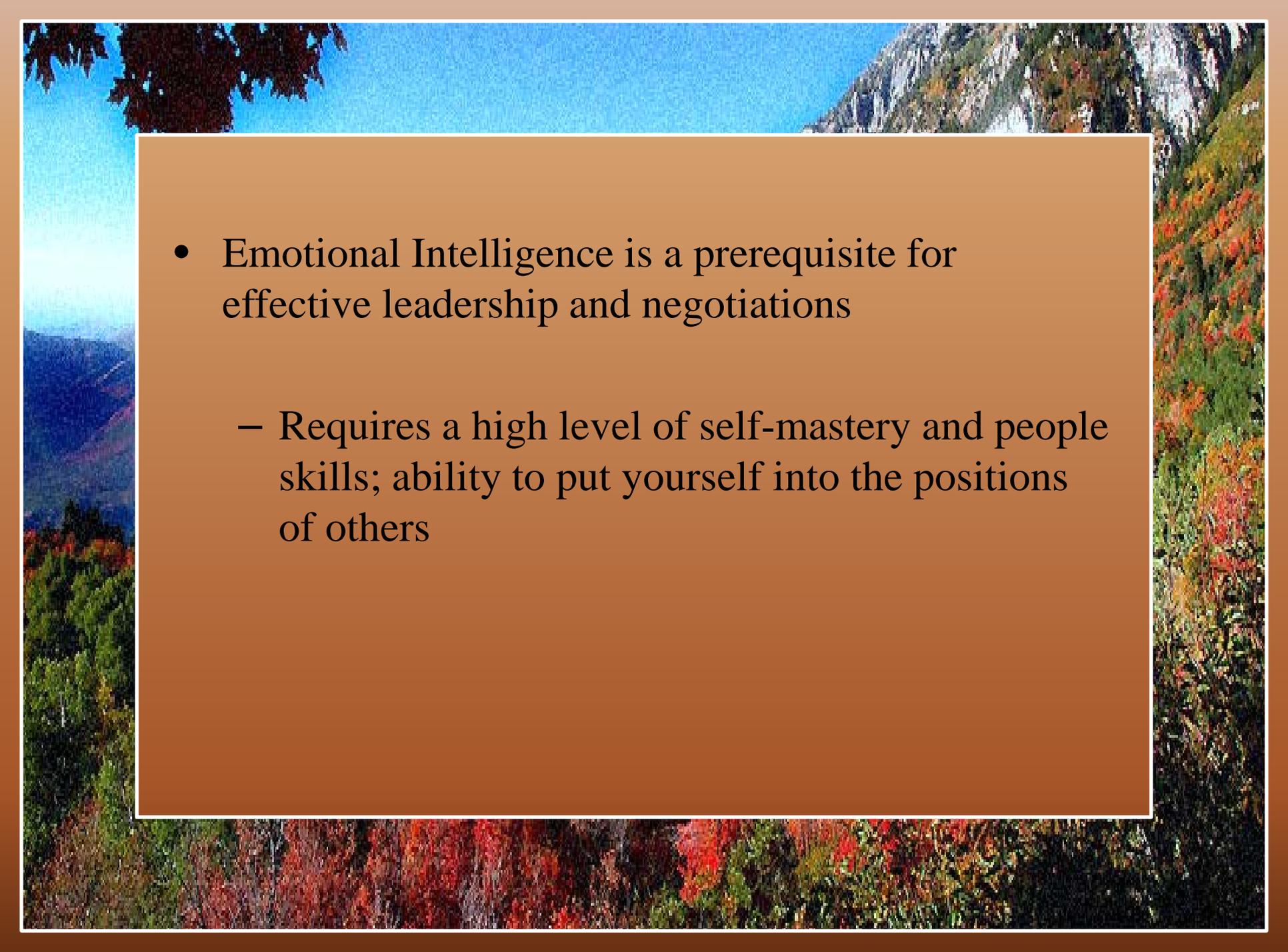
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- Overview of Learning Goals
  - Basic Understanding of Emotional Intelligence
  - Physiology and Emotion
  - Unintentional Intolerance as a Result of Emotion
  - Guiding Effective Child Support Negotiations



## Definition

Emotional Intelligence is “the ability to understand and manage your own emotions, and those of the people around you.”

- Daniel Goleman (1998)

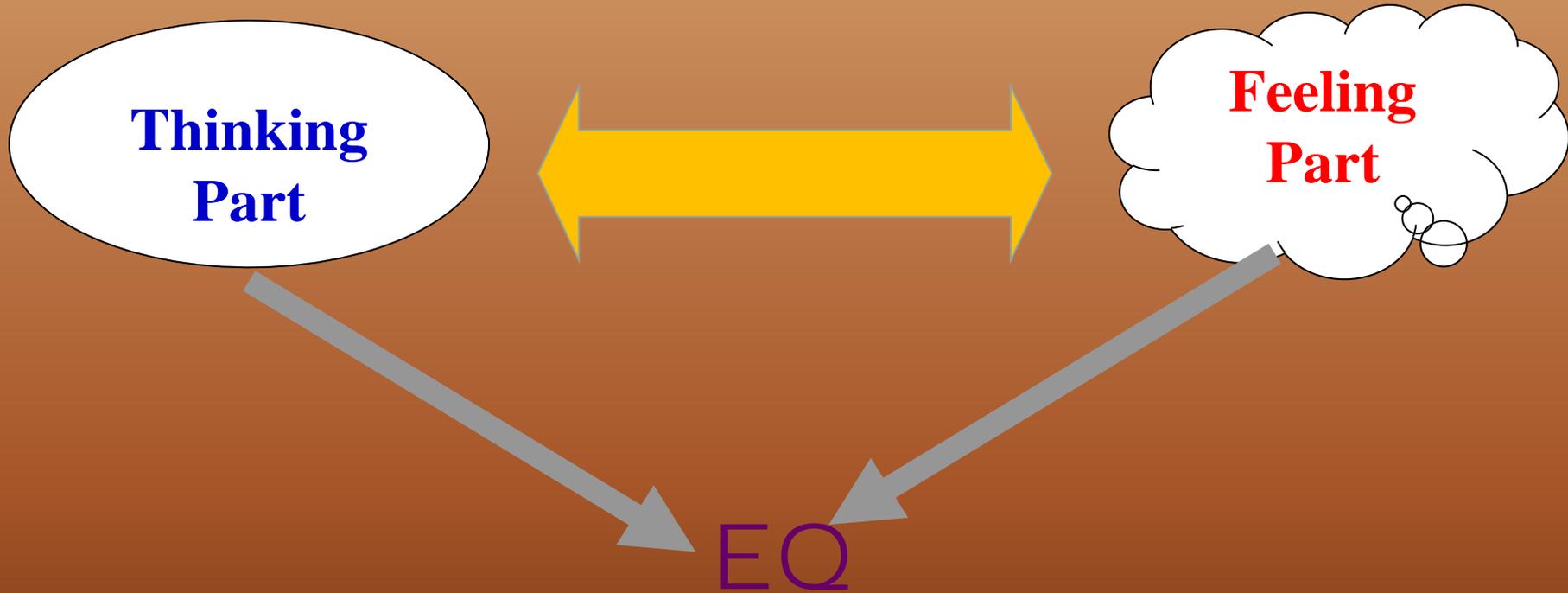
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- Emotional Intelligence is a prerequisite for effective leadership and negotiations
    - Requires a high level of self-mastery and people skills; ability to put yourself into the positions of others

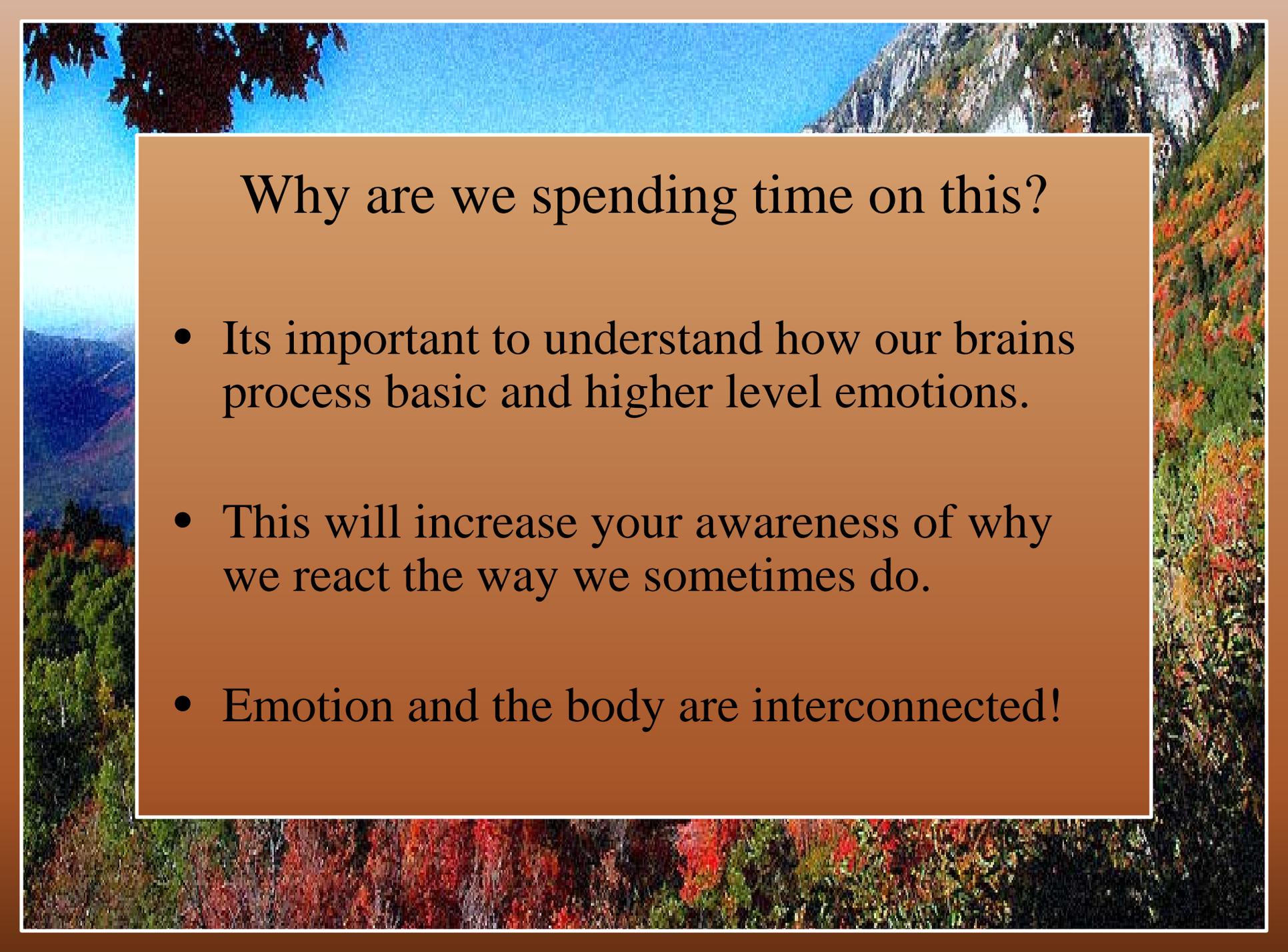
# Why do we care about this?

- EI is a prerequisite for effective leadership and negotiation
  - Requires a high level of self-mastery and people skills; ability to put yourself into the positions of others



# Where we want to be...the Goal

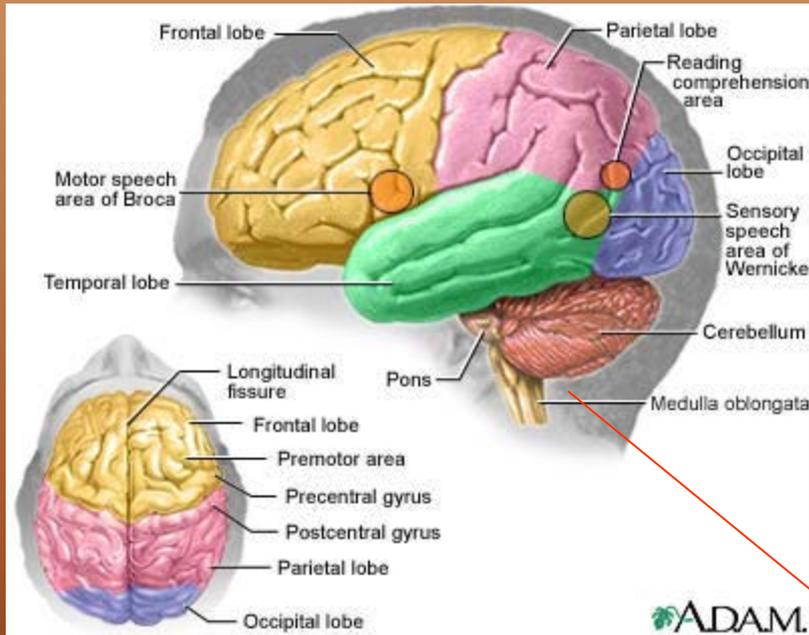


A scenic view of a mountain range with a valley and trees in autumn colors. The sky is blue, and the mountains are covered in green and yellow foliage. The foreground shows a dense forest of trees with vibrant autumn foliage in shades of red, orange, and yellow.

## Why are we spending time on this?

- Its important to understand how our brains process basic and higher level emotions.
- This will increase your awareness of why we react the way we sometimes do.
- Emotion and the body are interconnected!

# To Get at Emotion, go Deep

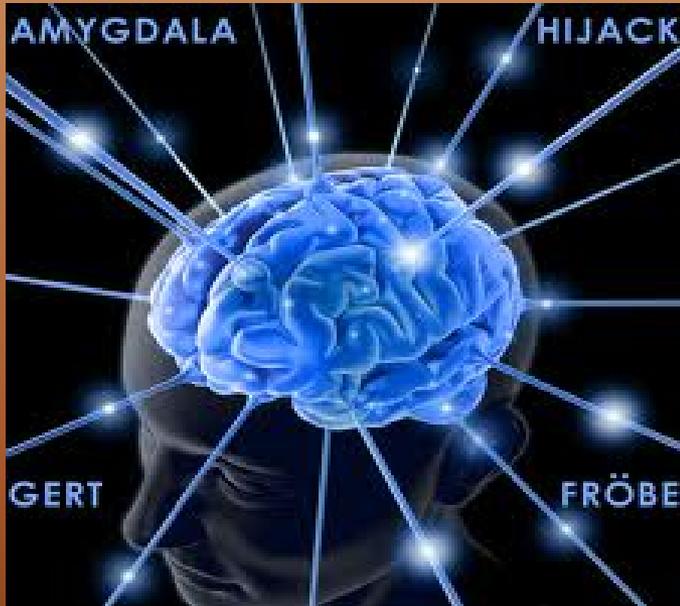


The main purpose of the innermost part of the brain is survival  
- The “fight or flight response”

The Amygdala is deep within the most elemental parts of the brain.



# An Amygdala Hijack in Action!

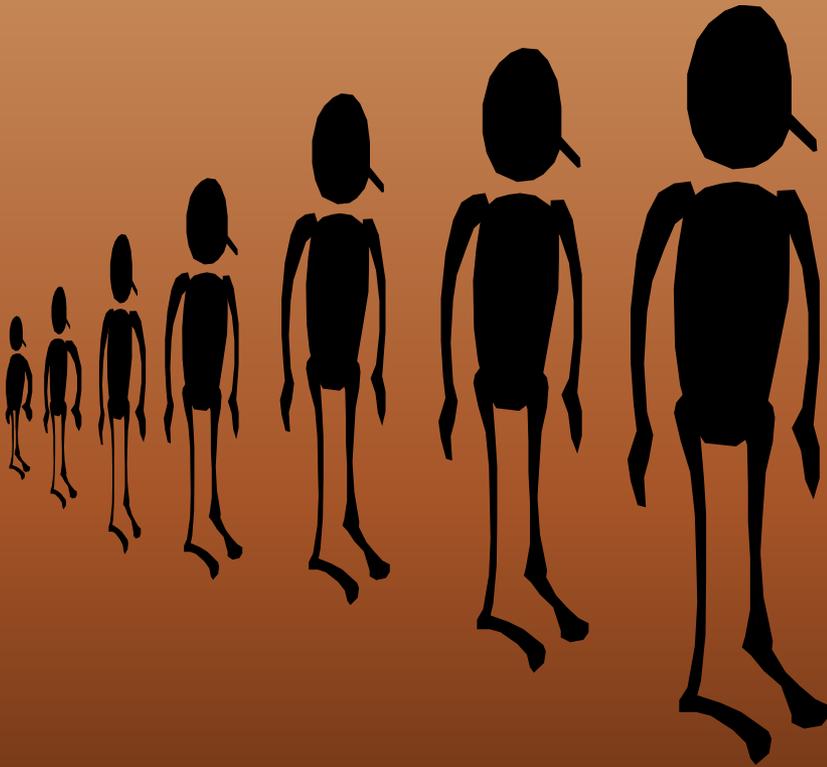


- Teenage Outbursts
- Seeing red/unable to think
- Irrational name calling between child support participants



# Basic Emotions--presumed to be hard wired and physiologically distinctive

- Joy
- Surprise
- Sadness
- Anger
- Disgust
- Fear
- Empathy (Not necessarily)



**...therefore, emotion has an evolutionary basis...**



- but basic emotions can overwhelm rational thinking...



# High Stress Context

- Court can be a complex and stressful environment where interpersonal interactions to both participants and staff are of paramount importance.
- EI mitigates the effects of stress.
- **Both Physiological & Psychological aspects at work here.**



# The Psychological side of Emotion

## The 4 Components of EI

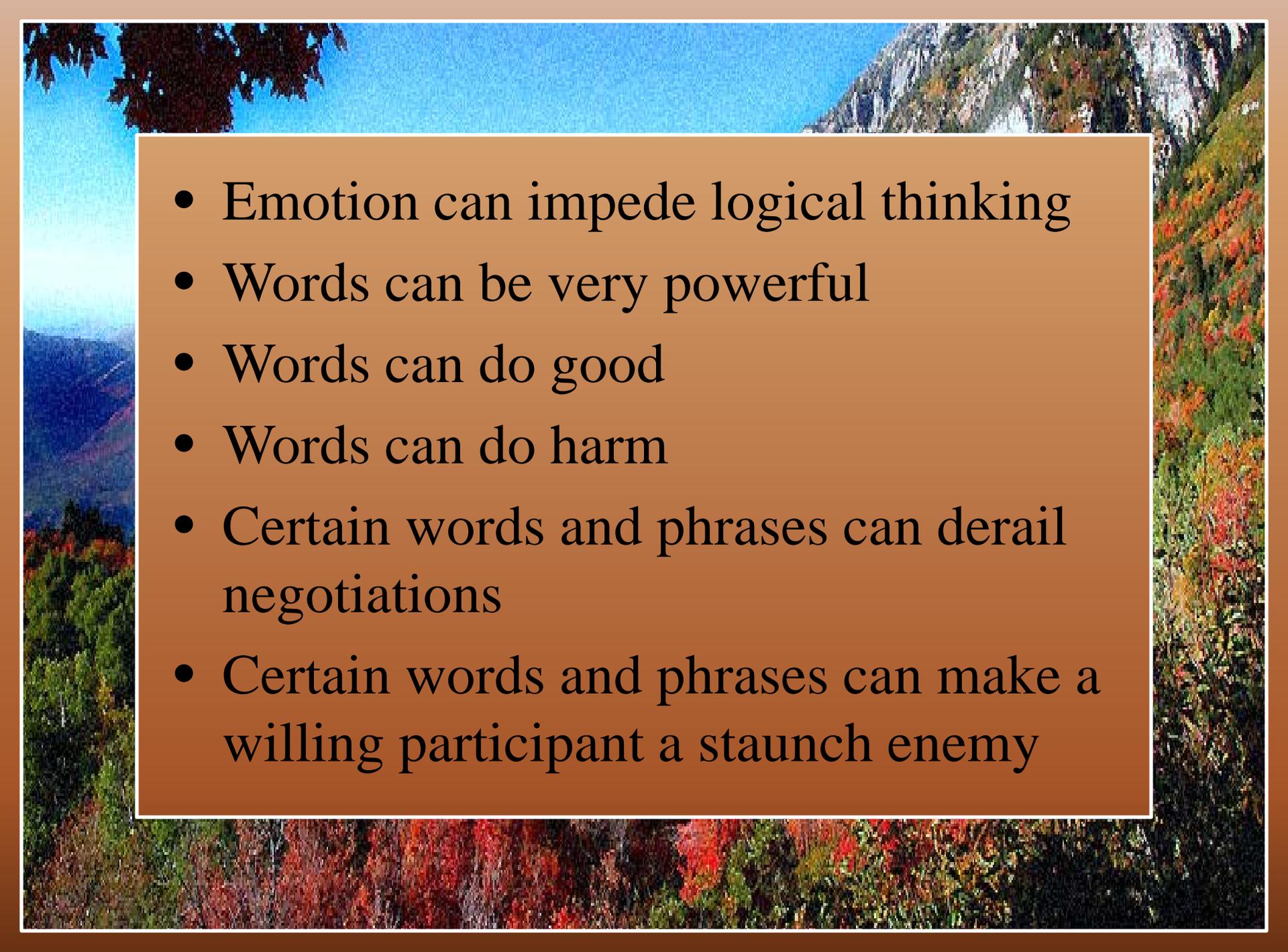
1. Self Awareness – *Recognizing Emotions*
2. Self Management – *Understanding Emotions*
3. Social Awareness – *Facilitating Emotions*
4. Relationship Management – *Managing Emotions*





–It's not what you say  
It's how you say it



- 
- Emotion can impede logical thinking
  - Words can be very powerful
  - Words can do good
  - Words can do harm
  - Certain words and phrases can derail negotiations
  - Certain words and phrases can make a willing participant a staunch enemy

# Emotions, Right Sized Orders & Negotiation

## *The Old Days*

- Highest Order Possible
- Force Payment
- Both Parents get hurt
- Could not pay = Deadbeat
- Did not receive = Underserved

## *Today*

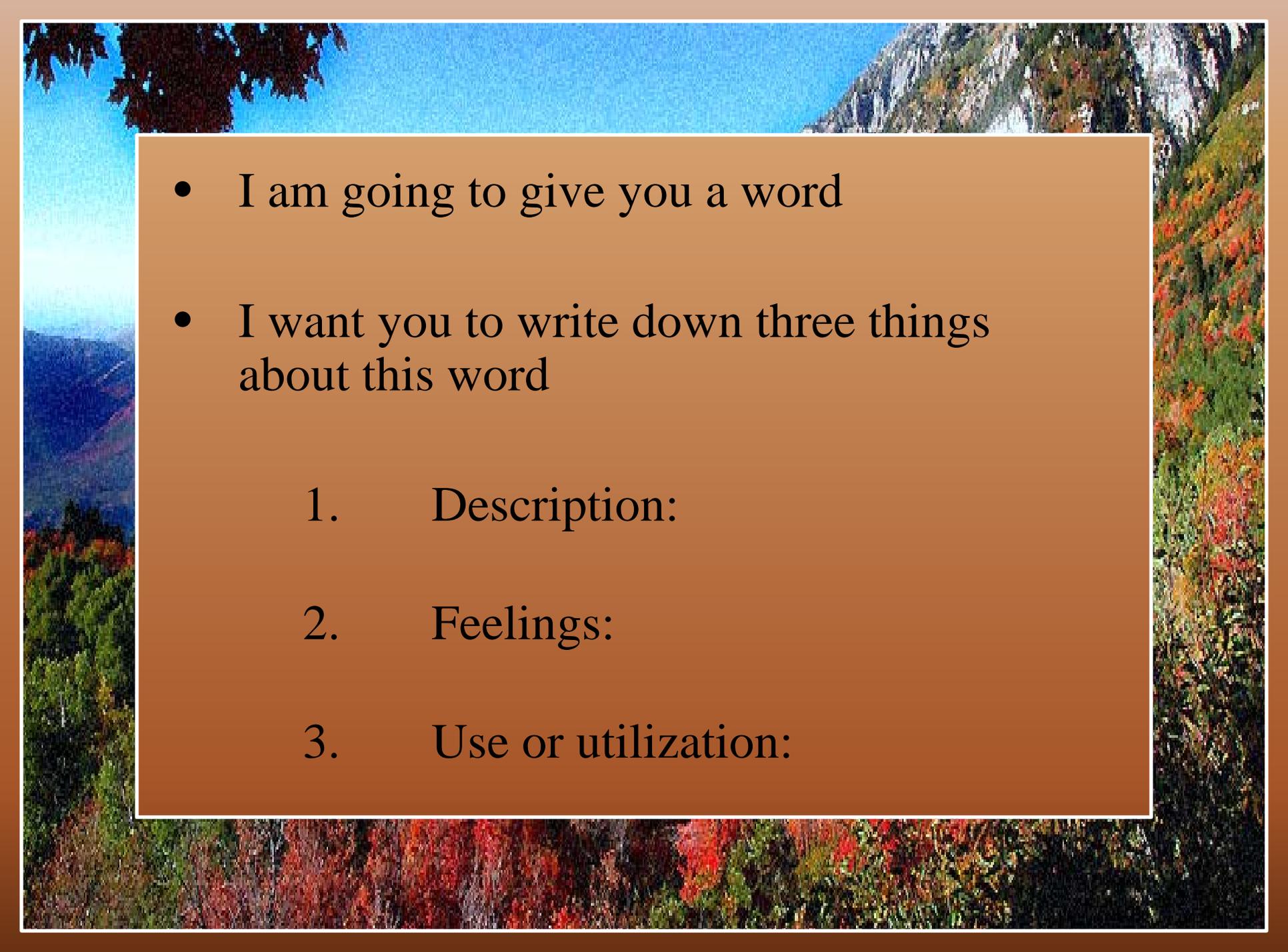
- Right Size Orders
- Order that is paid best helps families
- Respect concerns of both
- Treat both parents with respect



# Our Goal

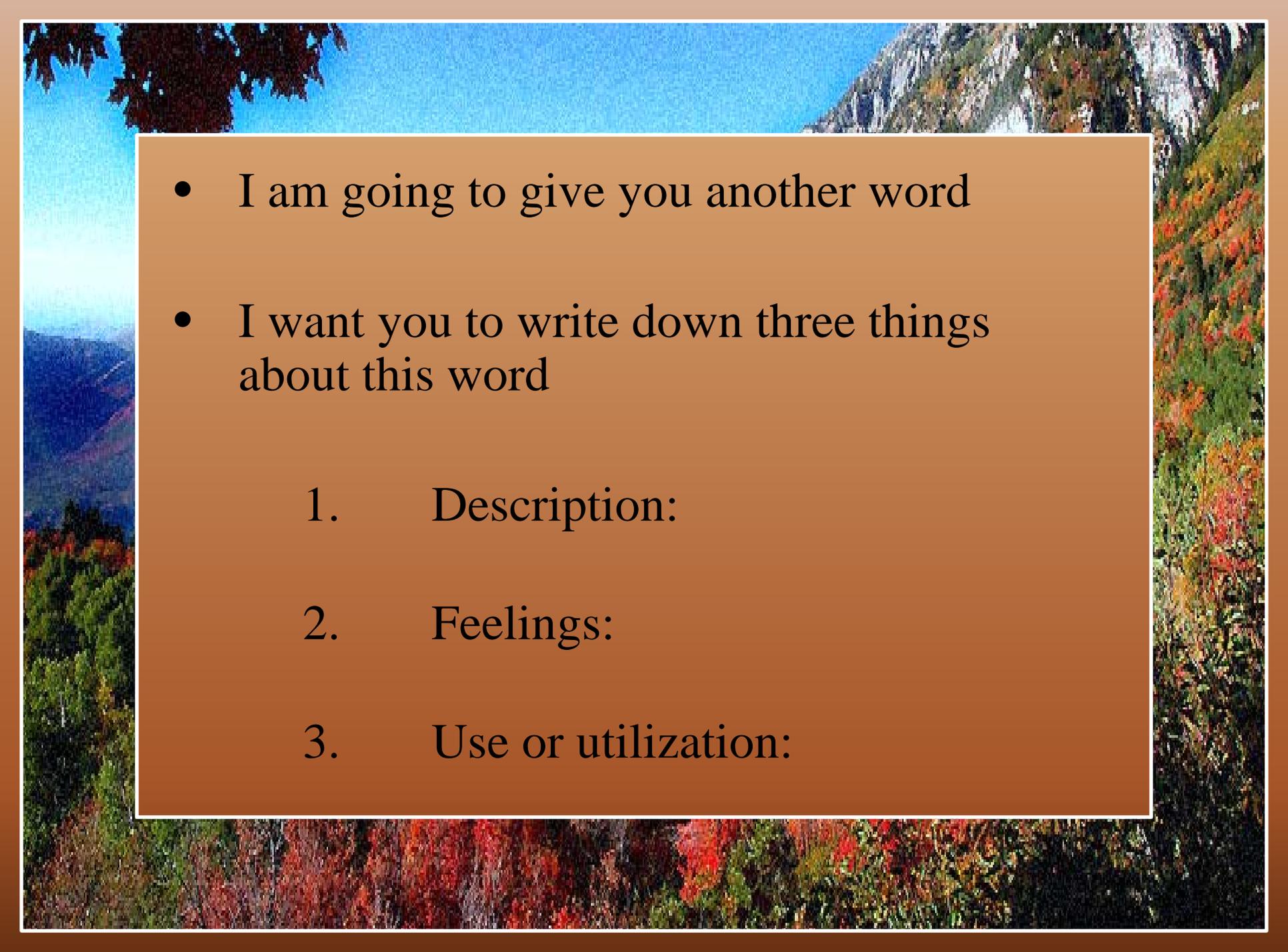
- To get both parents to provide for their children without hurting feelings or bringing up old injuries.
- Certain words and phrases can derail negotiations and the success of collecting child support.
- To facilitate effective negotiation based upon an understanding of the cause and role that emotion plays in child support discussion.



- 
- I am going to give you a word
  - I want you to write down three things about this word
    1. Description:
    2. Feelings:
    3. Use or utilization:

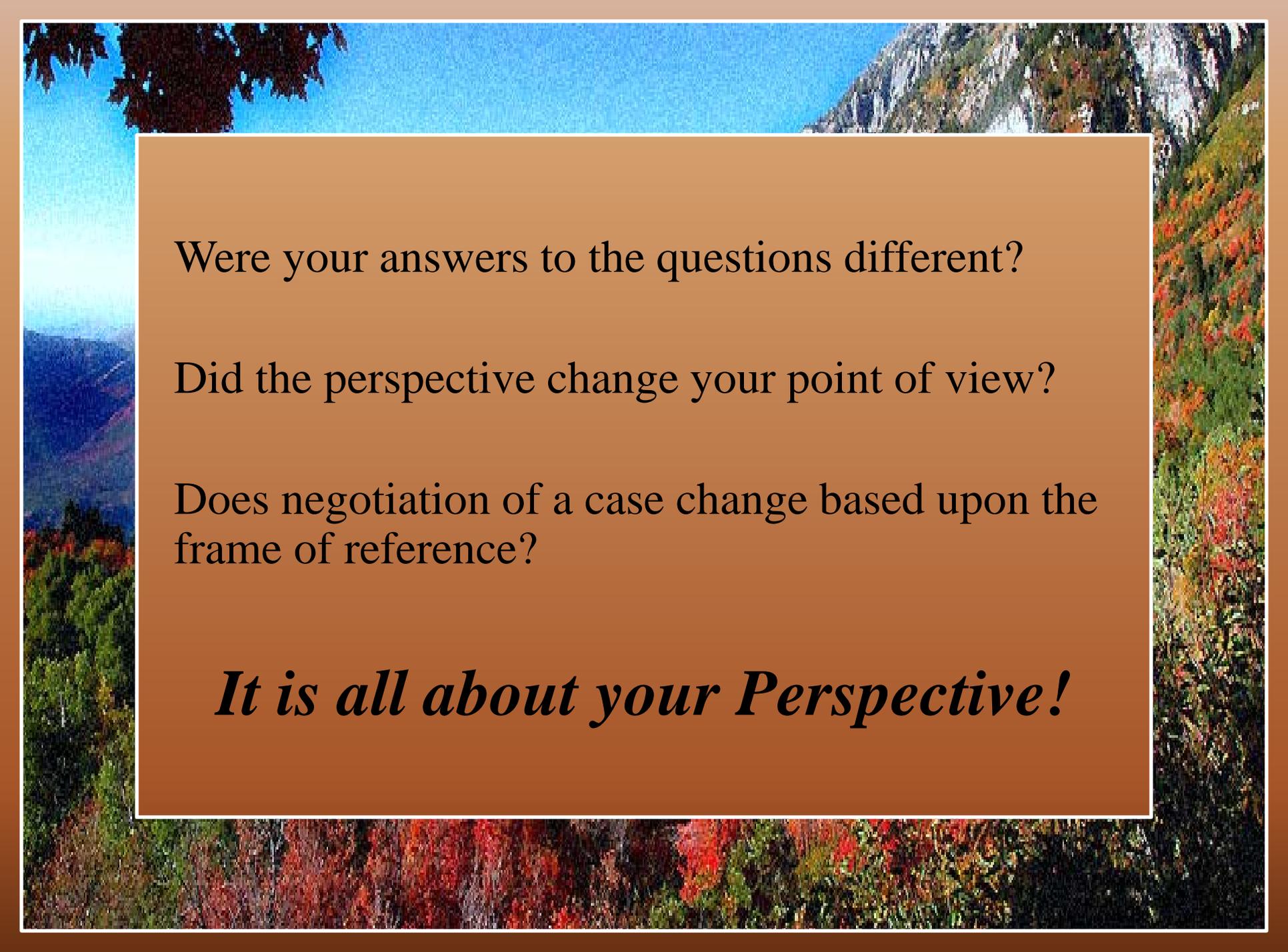
- The word is Apple



- 
- I am going to give you another word
  - I want you to write down three things about this word
    1. Description:
    2. Feelings:
    3. Use or utilization:

- The word is Apple



A scenic view of a mountain range with a valley and trees in autumn colors. The sky is blue, and the mountains are covered in green and yellow foliage. The foreground shows a dense forest of trees with vibrant autumn colors like red, orange, and yellow.

Were your answers to the questions different?

Did the perspective change your point of view?

Does negotiation of a case change based upon the frame of reference?

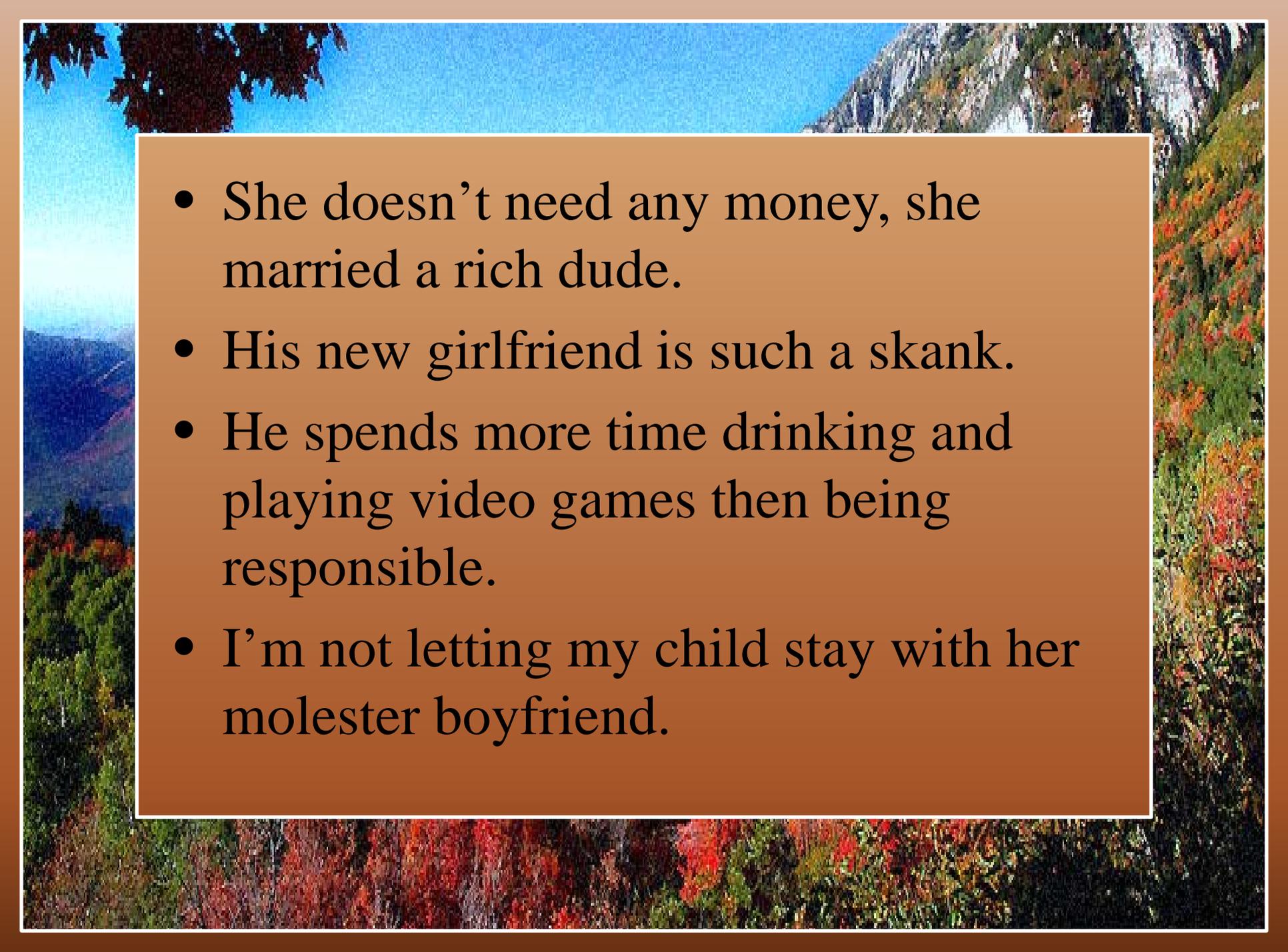
***It is all about your Perspective!***

- “I’m not going to pay for that @#\$%\_+&’s drug habit.”
- “I’d rather give the money directly to my kids rather than to the b\*\*\*\*\*!”
- “That \$%#\* is only getting paid to breed.”
- “He’s not good for anything but getting women drunk, high or pregnant.”
- “She doesn’t care about the kids, she used the child support money on her breast implant.”
- “He is not paying so he can’t see the kids.”

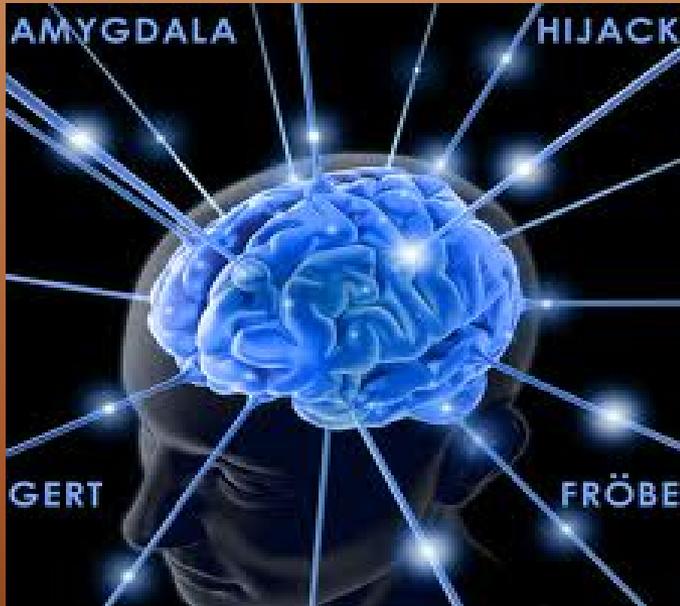


- “left the b\*\*\*\*, I left the baggage.”
- “That slut will never see a dime of my money!”
- “She took advantage of me.”
- “She’s a sleaze.”
- “Are you kidding? She raped me!”
- “He’s a deadbeat.”
- “The lying b\*\*\*\* said she was on birth control.”
- “Are you telling me I’m getting screwed now for the screwing I did 10 years ago.”



- 
- She doesn't need any money, she married a rich dude.
  - His new girlfriend is such a skank.
  - He spends more time drinking and playing video games than being responsible.
  - I'm not letting my child stay with her molester boyfriend.

# An Amygdala Hijack in Action!



- Irrational name calling/comments between child support participants
- Are *you* part of the problem or the solution?



## **Say This**

- Financially challenged
- Dealing with emotional issues
- Dealing with substance abuse issues
- Parent

## **Not This**

- Deadbeat parent
- Slut, whore, loose, ladies man, womanizer
- Alcoholic, drug abuser, dope-head, drunk
- Absent parent, non-custodial parent



## Say This

- Challenging
- Dealing with difficulties
- Let me help you with that
- Parent
- Working on a payment plan

## Not This

- Worthless
- More trouble that you are worth
- Stop it!
- Sperm-donor
- Delinquent



# Getting to Yes

- Studies show that more money is collected when parents get along.
- Most parents want to do the right thing and take care of their child, but may have barriers to paying support.
- Those barriers may be unhealed wounds between parents, behavioral health or substance abuse issues or inability to cope.



## Positional Bargaining

- Each parent opens up with their position on the issue.
- Parents bargain from different points and separate opening positions to try to reach an agreement.
- However each parent generally tries to convince the other they need the money more.

## Principal Negotiation

- Separate the people from the problem.
- Focus on interests rather than positions.
- Generate a variety of options before settling on an agreement.
- Base the agreement on objective criteria.



- I need the money because you left me high and dry and you have to pay for my child.
- I have to pay rent, food, clothing and you have to keep me whole



- I know it is difficult, it is difficult for both of us and I know you want to support our child.
- We share a child, we share the responsibility to provide for his/her needs.



- While money is the thing that we are most concerned with in Child Support Enforcement, it is usually the last thing on the minds of most parents.
- Custody, visitation, child care, educational choices, medical choices, health, scheduling, transporting kids to and from school, athletic or music practice can consume a parent.

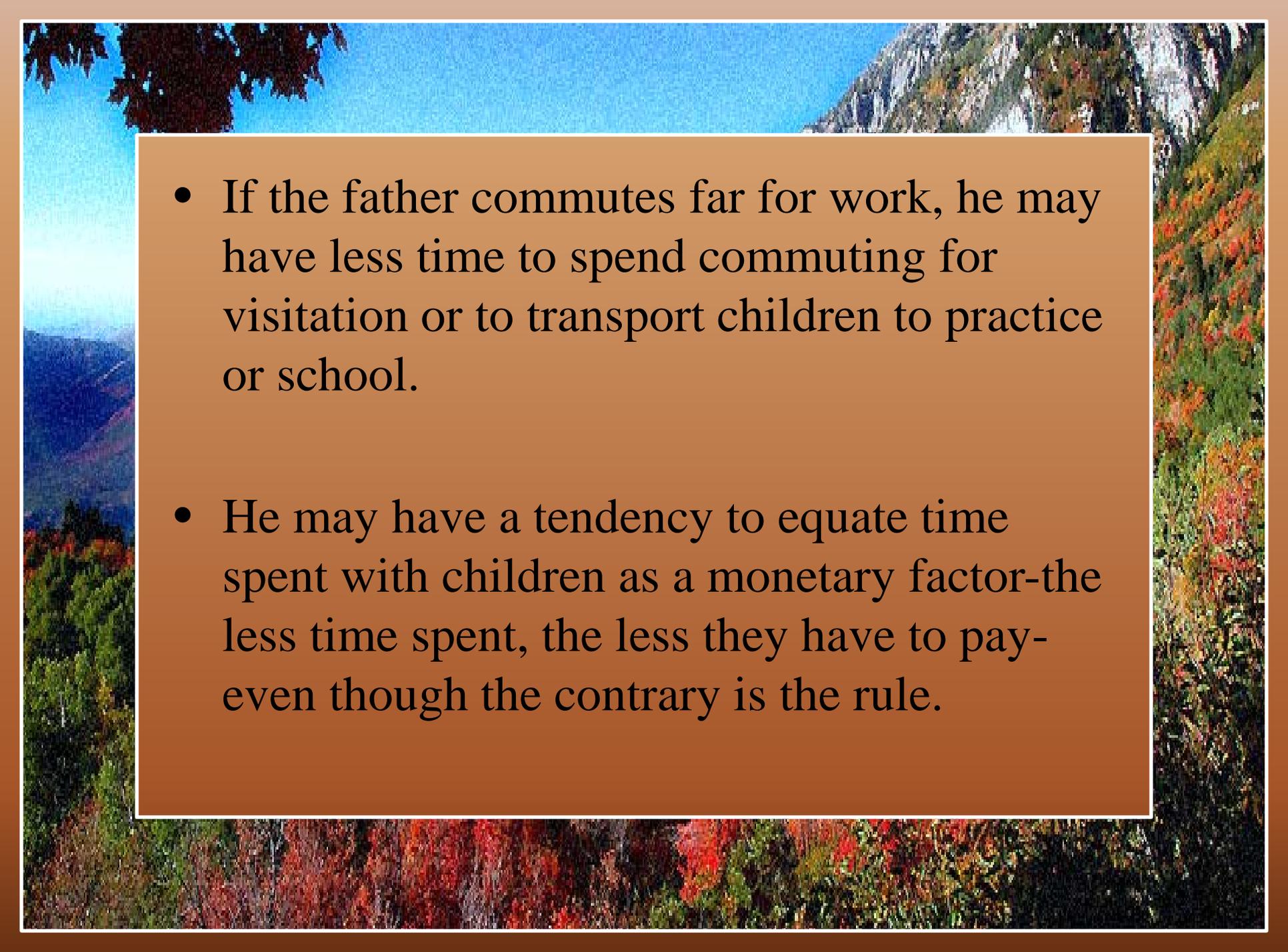


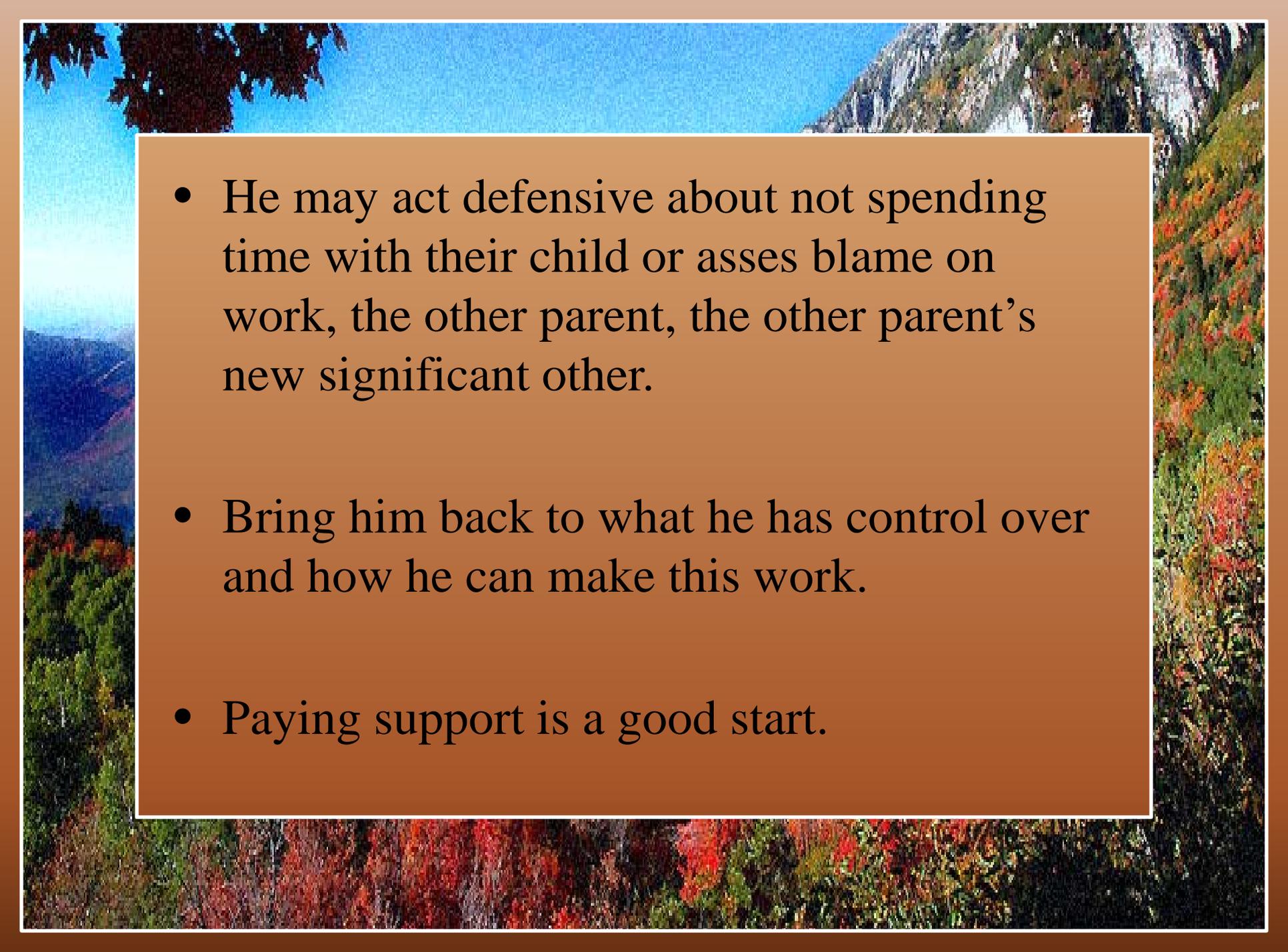
- In many cases the parents have lived together and were involved in raising the children together.
- They shared expenses and transportation and were involved in decision making at every step
- Living separately, parents often focus on making unilateral decision when they have custody or visitation.
- These unilateral decisions can have major impact on child support.

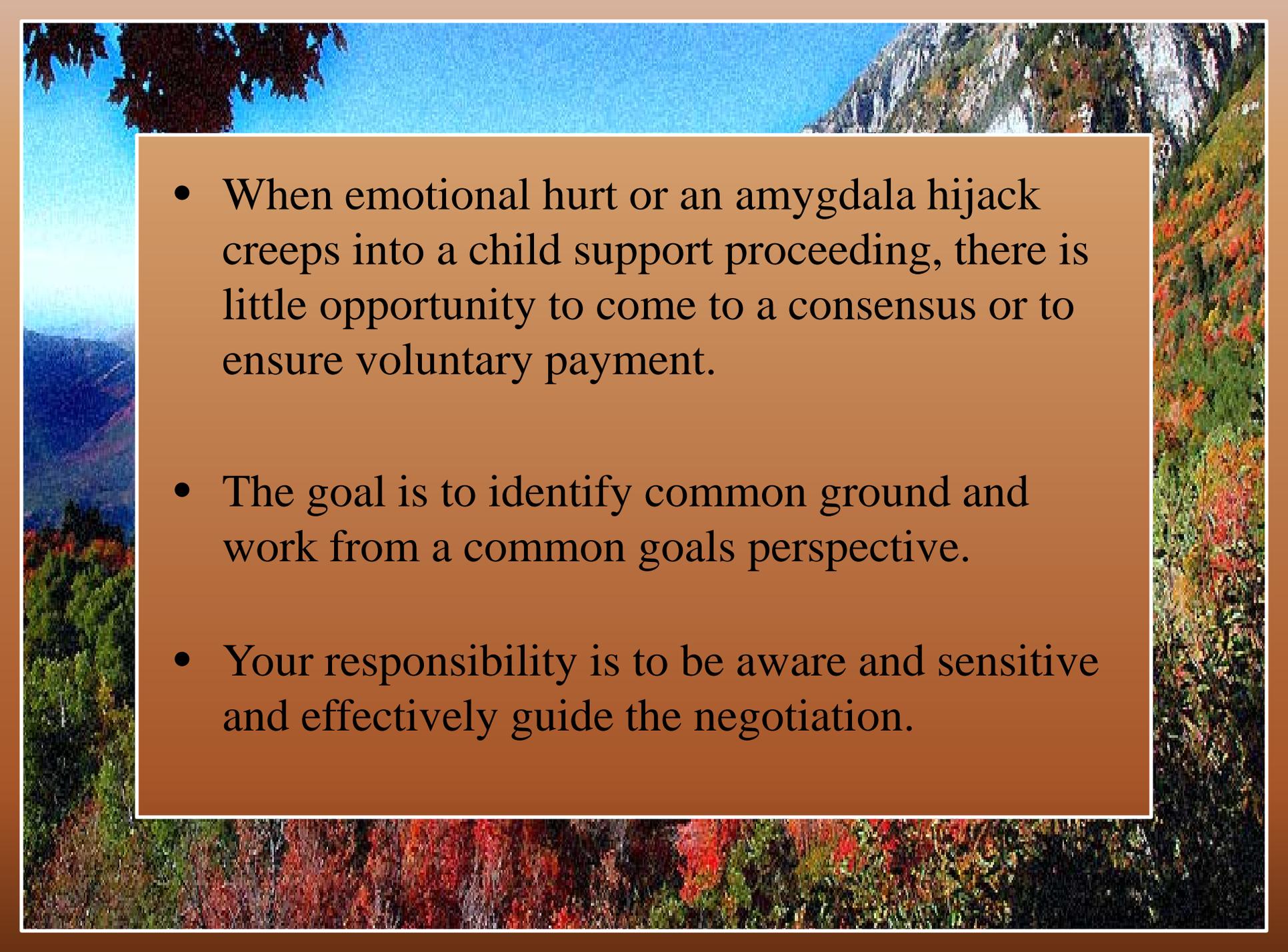


- Women in general tend to earn less, spend more time with their children and less time on career.
- If the mother is earning less than the father, child support determination may be a factor in exerting power in a situation where she feels powerless.



- 
- If the father commutes far for work, he may have less time to spend commuting for visitation or to transport children to practice or school.
  - He may have a tendency to equate time spent with children as a monetary factor-the less time spent, the less they have to pay-even though the contrary is the rule.

- 
- He may act defensive about not spending time with their child or asses blame on work, the other parent, the other parent's new significant other.
  - Bring him back to what he has control over and how he can make this work.
  - Paying support is a good start.

- 
- When emotional hurt or an amygdala hijack creeps into a child support proceeding, there is little opportunity to come to a consensus or to ensure voluntary payment.
  - The goal is to identify common ground and work from a common goals perspective.
  - Your responsibility is to be aware and sensitive and effectively guide the negotiation.

## Lower wage earner

- We know you are providing the best you can for your child.
- With a single income it is next to impossible.
- The reality is that with double the costs of rent and other factors, it is not likely to be as easy as it was when you were together.

## Higher wage earner

- We know that you want to take care of your child, but you have expenses to take care of.
- Our common goal is to provide for your child while not leaving you stranded and unable to support yourself, but it is going to be very difficult and you may not be able to afford the same type of vehicle or recreational activities you once enjoyed.



- Start by engaging in easy agreements.
- Where the child goes to school.
- What activities the child will do.
- What types of clothing the child will need.
- Then ask how much that will cost.
- Turn that into a guideline discussion.
- Acknowledge their efforts.



- Never allow a parent to degrade another parent.
- This is a form of abuse and should not be tolerated in this process.
- Don't focus on what they are doing poorly.
- Guide them to try to remember when they did get along.
- How were things then?
- Ask them about their parenting strengths.
- Figure out what works for them.



- Never let them talk about the other parent's new bf/gf.
- Do not tolerate using curse words or bad statements about the other parent.
- Stop it before it gets out of hand.
- If you are not interested in listening to it, they will not continue.
- Refer them to court services for mediation.
- Inform them that they may have behavioral health assistance available through their health plan for therapy services for them, their child or family.
- Bring them back to what worked or how they make this tough situation better.



## Negotiation: Key Points to Remember

- Be patient.
- Park your ego.
- Call them when they are overreacting.
- Don't allow speculation.
- Ask them to relax.
- Ask if they are frustrated.
- Give them a time-out.
- Maintain composure and control.



## Key Points to Remember

- Never make it personal
- Don't allow pejorative terms or phrases
- Practice active listening
- Create a win-win situation
- Offer some alternatives
- Given them a chance to think about it
- Recognize the reason for the emotion



## EI Key Points to Remember: Social Awareness

1. Empathy
2. Organizational Awareness
3. Service Orientation
  - A skill to recognize and understand the moods of other individuals and entire groups of people
  - Looking outward to learn about and appreciate others
  - Centered on your ability to recognize and understand the emotions of others



## Social Awareness Strategies

- Greet People by Name
- Watch Body Language
- Make Timing Everything
- Develop a Back-Pocket Question
- Live in the Moment
- Practice the Art of Listening
- Go People Watching
- Understand the Rules of the Culture Game
- Step into Their Shoes
- Seek the Whole Picture



## EI Key Point to Remember: Relationship Mgmt

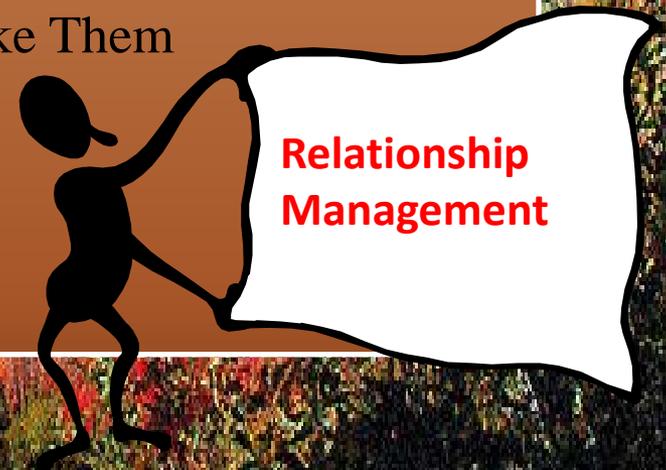
1. Empathy
2. Service Orientation
3. Developing Others
4. Leveraging Diversity
5. Political Awareness
6. Inspiration and Influence
7. Change Catalyst

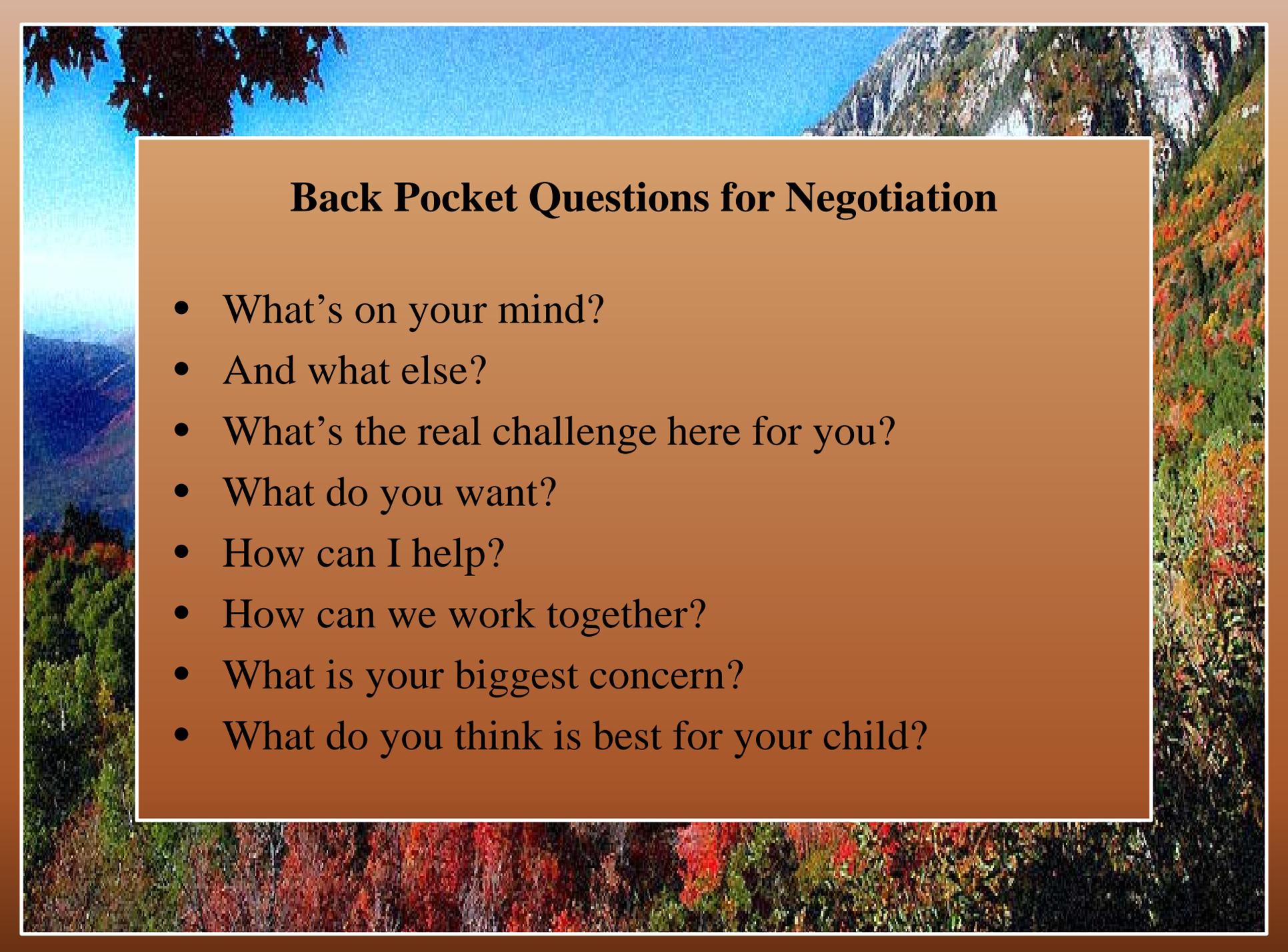


- Working on a relationship takes time, effort and know-how
- The know-how is Emotional Intelligence

# Relationship Management Strategies

- Be Open and Be Curious
- Enhance Your Natural Communication Style
- Avoid Giving Mixed Signals
- Build Trust
- Tackle a Tough Conversation
- Acknowledge the Other Person's Feelings
- Explain Your Decisions, Don't Just Make Them
- Align Your *Intention* with your *Impact*





## Back Pocket Questions for Negotiation

- What's on your mind?
- And what else?
- What's the real challenge here for you?
- What do you want?
- How can I help?
- How can we work together?
- What is your biggest concern?
- What do you think is best for your child?

# The Art of Social Relationships--Managing Emotions in Others

- To excel at people skills means having and using the competencies to be an effective friend, negotiator, and leader.
- One should be able to guide an interaction, inspire others, make others comfortable in social/business situations, influence and persuade others.



## Final Thoughts

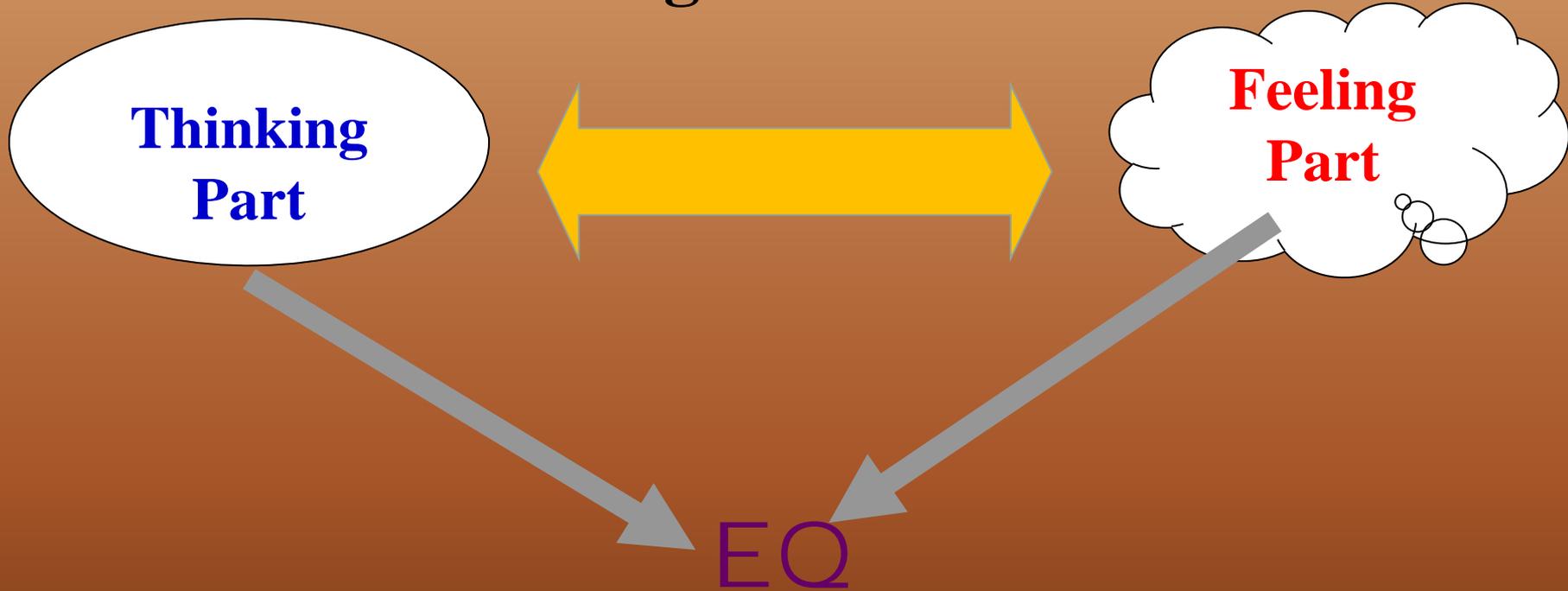
- Practice understanding emotional intelligence and (*maybe*) brain science.
- Recognize your role as a leader, teacher and a guide
- Put yourself into the shoes of the case participant
- Focus upon what the individual is doing right
- Speak in the future tense to change perspective
- Enjoy (*really*) the opportunity to meet someone new and truly see them as a person
- Genuine parent participation in the process yields better compliance



## Acknowledgements:

- emotionalintelligencemasterv3-121113001245-phpapp02
- *Emotional Intelligence* – Goleman (1995)
- *What Makes a Leader?* (Goleman) Harvard Business Review(2004)
- *Emotional Intelligence 2.0* – Bradberry & Graves (2009)
- *The Eighth Habit* – Steven Covey
- *The 7 Things Resilient People Do Differently* – Akash Karia
- *The Coaching Habit* – Michael Bungay Stanier
- Tex Ritter, Director *Sierra-Nevada Regional DCSS*

# Don't forget...the Goal for Successful Negotiation





# Questions?

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