



BETTER WORKPLACES. BETTER WORLD.





SAVE THE DATE

August 15, 2025

**SHRM GUAM CHAPTER
2025 ANNUAL CONFERENCE**

**EARLY BIRD REGISTRATION BEGINS MAY 1, 2025
MEMBERS: 230 /
NON-MEMBERS: \$250**

FEATURING KEYNOTE SPEAKERS

CELESTE HEADLEE & ***NORA BURNS***



CELESTE HEADLEE

- NPR Journalist & Radio Host
- Bestselling Author
- Star of the TED Talk stage with over 34 million views



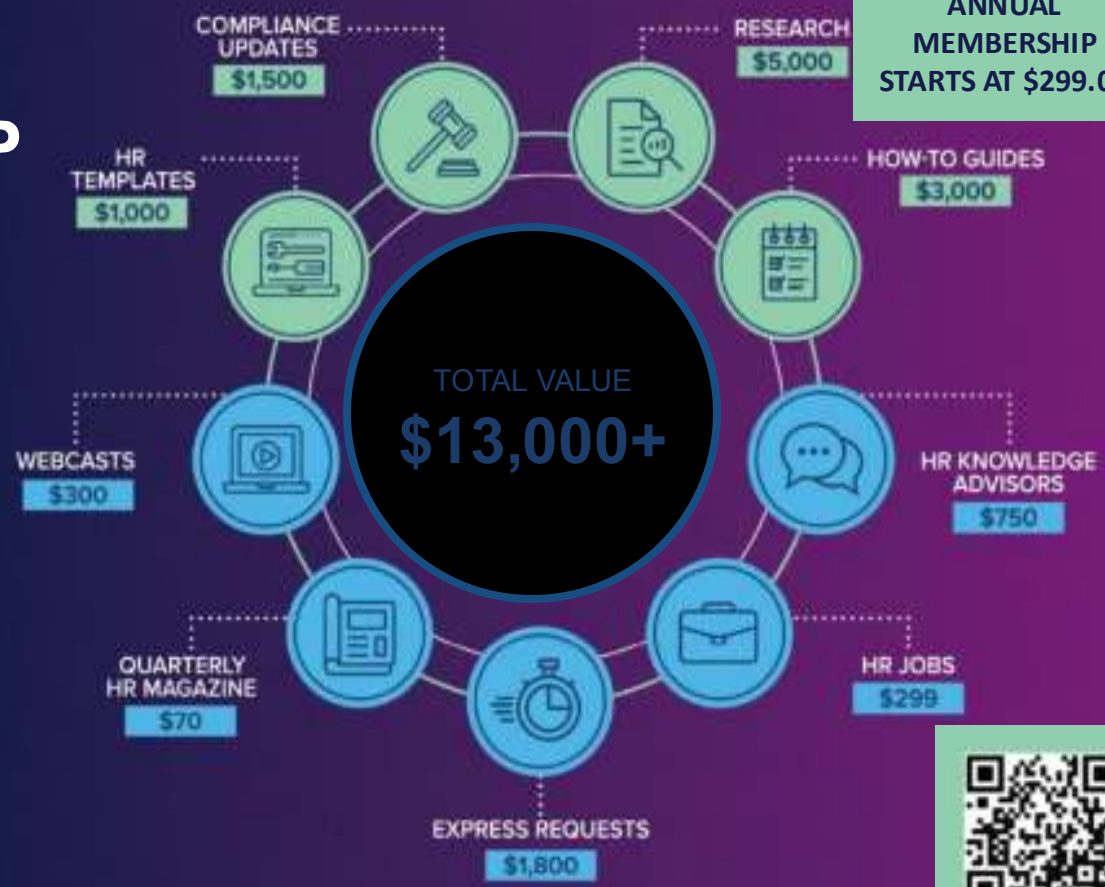
NORA BURNS

- Founder of Leadership Experts
- Creator of Undercover Project
- Applied for over 350 jobs at fortune 500 Companies

THE VALUE OF SHRM MEMBERSHIP

Become part of a powerful network of nearly 340,000 HR Professionals who are united in creating workplaces that work for all.

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SHRM CERTIFICATION CLASS



with Dr. John Rivera

Facilitator

Take your HR career to the next level!
Get ready for success by enhancing
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resources as you prepare for the
SHRM Certified Professional
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- Enhance your skills ✓
- Invest in your HR career ✓
- Expand your knowledge ✓
- Professional development ✓



PRICE: \$950

More Information
www.guam.shrm.org



**SECOND TEST WINDOW:
DECEMBER 1, 2025 - FEBRUARY 15, 2026**

Applications Accepted: June 4, 2025

Deadline: December 17, 2025

NOTE: Exam application deadlines close at 11:59 PM, ET.

November 1, 2025: 9am-4pm (6 hour class w/ 1 hour lunch)
November 15, 2025: 9am-4pm (6 hour class w/ 1 hour lunch)
November 22, 2025: 9am-4pm (6 hour class w/ 1 hour lunch)

More Information
www.guam.shrm.org





SHRM GUAM CHAPTER PRESENTS

LEADING WITH EMOTIONAL INTELLIGENCE



INTRODUCING YOUR SPEAKER

Dr. John Rivera, PhD
L5, AIF, CFD, CFE, CM, SHRM-SCP, SPHRI, PHR, KSS



Leading With



thinking
ability model
social awareness
trait model
relationships
performance
empathy
motivation
mixed model
personal growth
social skill
emotions
positivity
behavior
self awareness
self regulation
mental health
confidence
memory
reducing stress
personality
conflict resolving
nonverbal communication
feelings
humor
EQ
emotional intelligence



John J. Rivera, PhD

L5, AIF, CFE, CFD, CM, SHRM-SCP, SPHRi, PHR, KSS

Our EQ Agenda



SCIENCE OF
EMOTIONS AND
MOODS



EQ
&
LEADERSHIP



USING EQ TO
UNLOCK
POTENTIAL



When you think about Emotions
what do you think about?





what do you get when
your emotions combine?





If it was
EASY EVERYONE
WOULD DO IT.

36% of people can accurately identify their emotions as they happen.

2/3rds typically are:

- controlled by emotions
- not skilled at spotting them
- unable to use to our benefit

Emotionally Hijacked



When emotions control behavior and then one reacts without thinking.



Wired for Emotion



90 seconds is how long it takes for the neurochemicals to “rush and flush” as a physical experience in the body.

Reward:
Dopamine
Oxytocin
Serotonin

Threat:
Adrenaline
Cortisol
Fight or Flight

Its evolution...







“Out of control emotions
make smart people stupid”

Daniel Goleman





Aristotle:

"Anyone can become angry -
that is easy.

But to be angry with the right person,
to the right degree,
at the right time,
for the right purpose,
and in the right way –
that is not easy."

“EMOTIONS DO NOT DISCRIMINATE

people do.

From entry level positions
to the most senior leadership
the reality is...
it happens
to the best of us
at the worst of times.”

JOHN RIVERA







Sentimental



Anger



Worry



Stress



Uncertainty



Excitement



Confidence



Relaxation



Passion



Frustration



Unfocused



Sorrow

Image: iStock



ADVANCED MOOD RING READING



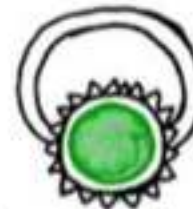
DRUNK



HUNGOVER



SOCIOPATHIC



PH 7.5



SLEEP
DEPRIVED



PREGNANT



NOT PREGNANT



INVALID
RESULT



IN DEBT



HUNGRY



PREMENSTRUAL



OVULATING



ENNUI



HIGH BLOOD
PRESSURE



PARANOID



PROBABLY
DEAD

The Science of Moods



Open Loop
System

Interpersonal
Limbic System

WINNING EVOLUTIONARY DESIGN
ALLOWS FOR EMOTIONAL RESCUE

*We rely on
connections with
others to determine
our moods*

*Others can impact you
without even physically
touching you*



One person transmits signals that



can alter hormone levels, cardiovascular functions, sleep rhythms, even immune functions inside the body of another.



Interpersonal Limbic System Evidence

- Cardiac Care Study
- Mirroring – Heartbeats sync within 15 minutes of a good conversation
- Comforting presence of another person lowers blood pressure but also slows the secretion of fatty acids that block arteries.
- 3 or more incidences of intense stress within a year (serious financial trouble, being fired, or a divorce) triples the death rate in socially isolated middle-aged men, but it has no impact on the death rates of men with many close relationships.
- When 3 strangers sit facing one another in silence for about 2 minutes, the most emotionally expressive of the three transmits their mood to the other two without a single word spoken.
- 70 work teams across diverse industries, people in meetings together ended up sharing moods, both good or bad, within 2 hours.

Still not convinced?



MERCURY

in Retrograde

Mass: 330,104,000,000,000 billion kg
(0.055 x Earth)
Equatorial Diameter: 4,879
Polar Diameter: 4,879
Equatorial Circumference: 15,329 km
Known Moons: none
Notable Moons: none
Orbit Distance: 57,909,227 km (0.39 AU)
Orbit Period: 87.97 Earth days
Surface Temperature: -173 to 427°C
First Record: 14th century BC
Recorded By: Assyrian astronomers





Moods Spread

Yale School of Management Study found among working groups:

- Cheerfulness and warmth spread most easily
- Irritability is less contagious
- Depression spreads hardly at all
- Greater diffusion rate for good moods has direct implications for business results.
- Moods influence how effectively people work - upbeat moods boost cooperation, fairness, and business performance.



Dad at the Comedy Barn



The Science of Moods



Love and laughter

Creates a limbic lock and is neurologically the shortest distance between two people

SESSION BREAK



Our EQ Agenda



EQ &
LEADERSHIP



BOTTOM LINE

The Leader's mood and behavior
drive the mood and behavior
of everyone else.





THE CEO DISEASE...



Ignorance from suffering from the CEO disease is one thing, but research shows that it is not that leaders don't care how they are perceived; most do. But they incorrectly assume that they can decipher this information themselves. Worse, they think if they are having a negative effect, someone will tell them. They're wrong.



Emotional Contagion

Emotional Toxicity

Depressed, ruthless bosses
create toxic organizations filled
with negative underachievers,
even when they are not
highly visible.



In The Workplace

Primary emotional conflict triggers

- Stress
- Anger
- Frustration

Most preventable forms conflict



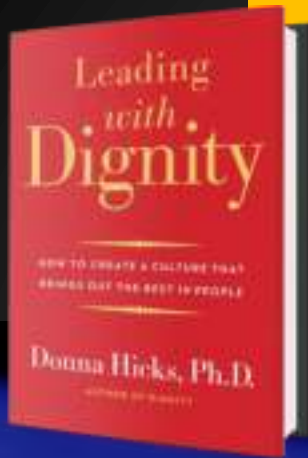
Being
Humiliated or
Undermined



Heated
arguments or
being shouted
at



Verbal Abuse



“When people feel that their value and worth are recognized in relationships, they experience a sense of well-being that enables them to grow and flourish. If, in contrast, their dignity is routinely injured, relationships are experienced as a source of pain and suffering...”



Cost of Incivility



80% of people will not go back to a company when they see employees publicly reprimanded



Leadership from fortune 100 firms spend 13% (7 weeks/year) mending employee relations and dealing with incivility aftermath.



1 in 4 managers admit to behaving badly (being uncivil) because their leaders (their role models) were like that.





But we don't have to be controlled by it...



Our EQ Agenda



USING EQ TO
UNLOCK POTENTIAL



Emotional Intelligence is being SMARTER with feelings.



PERSONAL

SOCIAL



Awareness

Management

The ability to recognise and understand your moods, emotions, drives, as well as their impact on others.

Self-Awareness

Social Awareness

The ability to understand the emotional makeup of other people.

Skill in treating people according to their emotional reactions (empathy).

Proficiency in managing relationships and building networks.

An ability to find common ground and build rapport.

Relationship Management

Self-Management

The ability to control or redirect disruptive impulses and moods.

The ability to suspend judgement.

To think before acting.

PERSONAL

SOCIAL



Awareness

Mindfulness

Self-Awareness

Social Awareness

Empathy

Management

Conflict Management

Personal /
Work Life

Relationship Management

Self-Management

GRIT
Growth Mindset
Resilience

The EQ Advantage



- All three are important
- One can not predict the other

EQ is a
skill
you can learn

Leader's business **IMPACT**



↑
High EQ Levels
↑
RESONANCE / PROFIT

BENEFITS

Climate of:

- information sharing
- trust
- healthy risk-taking
- learning

SUSTAINED

CONSEQUENCES

Climate of:

- fear & anxiety
- backstabbing
- paralysis
- complacency

SHORT-TERM

↓
Low EQ Levels
↓

DISSONANCE / LOSS



90%

of the difference
in Star Performers
in Top leadership/C-Suite
positions
is EQ factors





The
higher you go
the more

EQ matters





WHY?

EMOTIONAL LEADERSHIP

A leader's Primal Task is "Emotional Leadership."

Emotional leadership isn't just putting on a game face every day. It means understanding your impact on others-then adjusting your style accordingly.

Managing results then, begins with the leader managing his/her inner life so that the right emotional and behavioral chain reaction occurs.

A difficult process of self-discovery – but essential before you become an authentic leader.

Then, what you emulate others will resemble.





“Leadership is lonely.”

-Kobe Bryant

If you are going to be a leader,
you are not going to please everybody.
You have to hold people accountable



FLOW

- Describe a time when they performed at their peak.
- This magical state of mind, popularized by psychologist Mihaly Csikszentmihalyi, happens in those moments when you are so engaged in what you're doing that time seems to disappear, your brain quiets, and you access your highest levels of skill and functioning.
- Focusing too much on flow can actually make it harder to achieve.
- Getting into this headspace is always touch and go.
- “It’s not something that you can put together ingredients and be sure it will happen.” (Goleman)
- Flow is great, but....

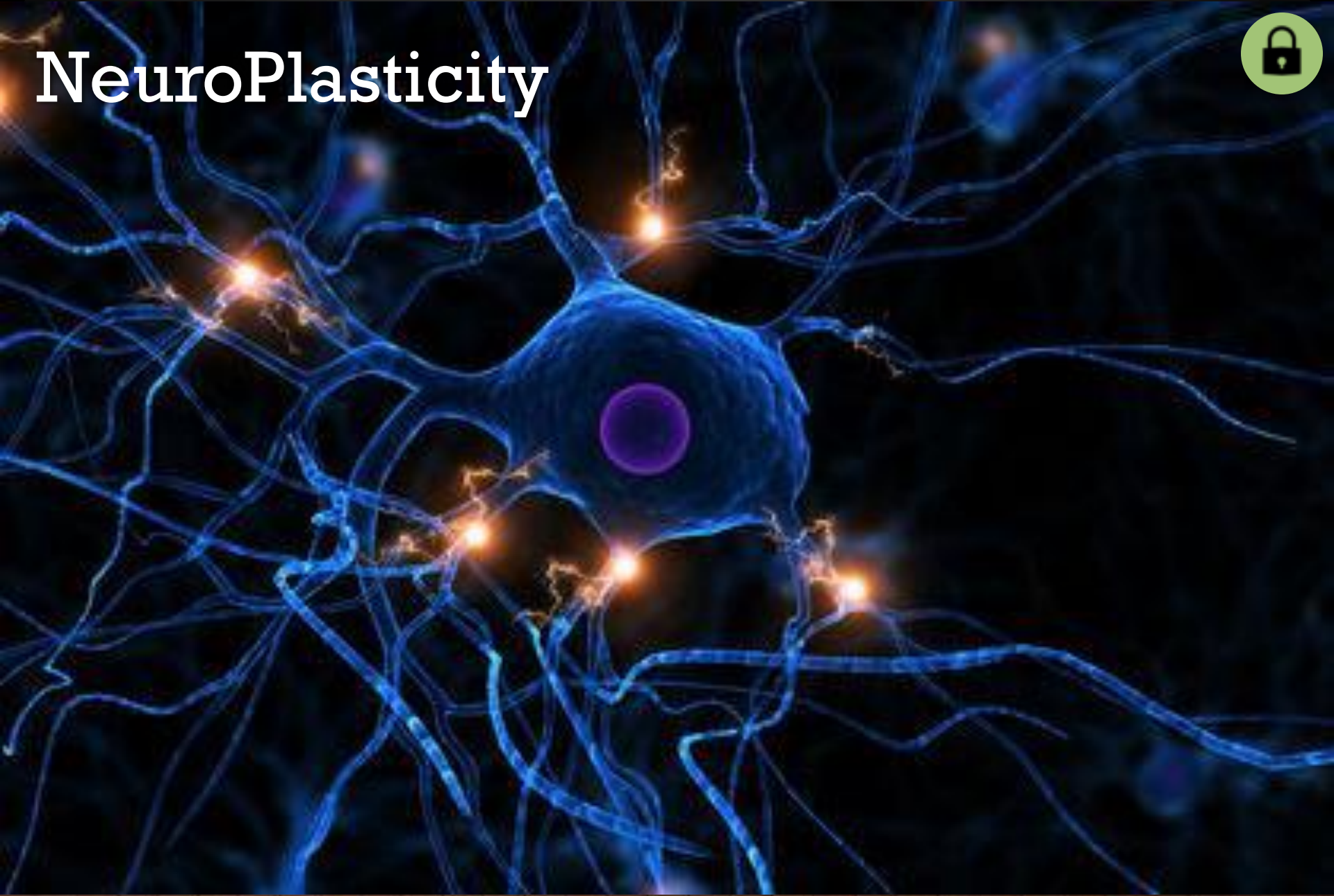


FROM FLOW TO OPTIMAL

- More achievable mindset
- “It’s a day when you’re highly engrossed in what you’re doing, you’re engaged, satisfied, your productivity is high, your mood is good, you feel very positively connected to the people you work with. These are the hallmarks of that and all of those mean that you’re going to do a better job.” (Goleman)
- How to achieve the optimal state – three words: “attention” and “emotional intelligence.”
- When you perform at your best, you feel your best.
- Leaders who are high in emotional intelligence are more likely to produce that optimal state in the people they lead.



NeuroPlasticity



Connections that matter



Just like muscle memory...
It becomes easier as new neuropathways are formed.

Attention, Focus, and Mindfulness
can be done anywhere and anytime.



The Best training in the world,
an incisive, analytical mind,
and an endless supply of smart ideas
still won't make a great leader.

How do you approach your work?



THE TRAINING FALLACY



Limbic System

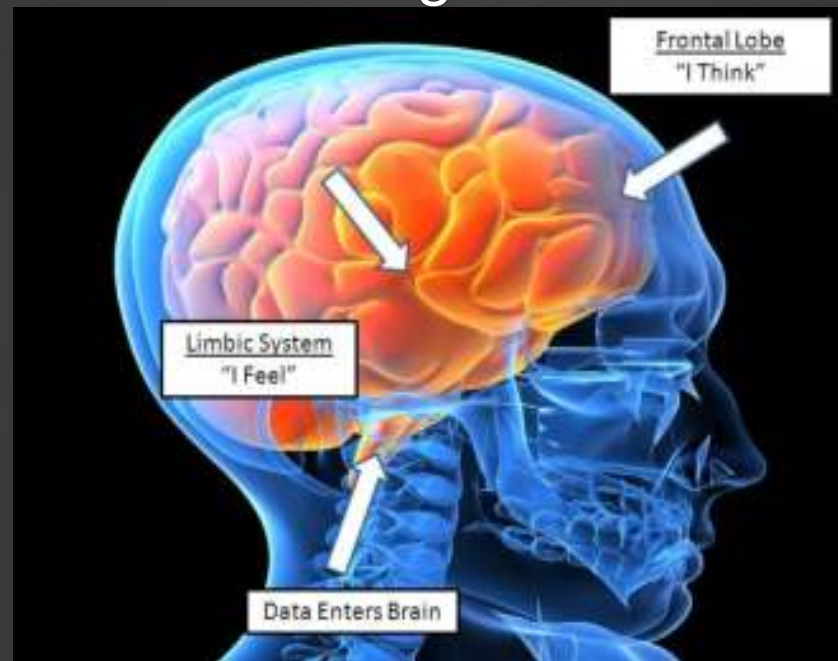
Governs:

- Feelings
- Impulses
- Drives

Learns Best through:

- Motivation
- Extended Practice
- Feedback

Where Does Your Training Target?



Neocortex

Governs:

- Analytical ability
- Technical ability

Learns Best through:

- Concept
- Logic



REWIRING PROCESS

1. Who do I want to be?
2. Who am I now?
3. How do I get from here to there?
4. How do I make change stick?
5. Who can help me?



THE PLAN

Get Committed

Get Practical

Notice the Moment

Persist



EQ cannot – will not – happen without a sincere desire and concerted effort.



*Attempting to ignore
thoughts/emotions
only amplifies them.*





- 1st empirically constructed test of emotional intelligence commercially available
- Premier measure of emotional intelligence
- Constructed with opinions from experienced HR Professionals
- “Combines holistic and eclectic assortment of existing observations, theories, methodological strategies, research findings, and a multifactorial comprehensive nature”
- Supported by >25 years of research by Dr. Reuven Bar-On, PhD





Center for Creative Leadership

8 EQ subscales could predict

higher performance

80% of the time.



Scores and Results

- Impressionist painting vs. Photograph
- High Score vs. Low Score
 - Does not mean a lack of skill
 - More or less connection or attraction to the skill
 - Degree to which skill is active and important
 - Low score does not mean a lack of skill
 - High scores could mean overdone or intense utilization





Examines results through a general workplace context.



What Your Score Means

Low Range Mid Range High Range

Individuals with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Steve, your result suggests that your self-regard is stronger than most people's. You know yourself and are comfortable with yourself, which generally translates into increased performance. You may have:

- a high level of respect for yourself, your talents, and your weaknesses.
- a willingness to confidently admit mistakes or unfamiliarity with a situation.
- to ensure that your perception of your strengths is supported by objective evidence, otherwise you run the risk of being seen as overconfident in your abilities.

Impact at Work

Emotional Implications. Your result may mean that on an emotional level you are driven to achieve your fullest potential, have a more positive outlook on your capabilities, and are more confident in expressing yourself than those with average self-regard. The potential challenge is that you could lose touch with objective assessments of your capabilities. Draw on reality testing behaviors to maintain a healthy self-perception.

Social and Behavioral Implications. Your willingness and ability to understand and accept your strengths and weaknesses is often perceived by others as confidence. People may frequently gravitate toward you, look to you for advice, and seek your leadership. Because your strengths are confidently demonstrated, you may be given opportunities or promotions that maximize these talents, but it is also important to seek out opportunities that stretch your less developed skills as well. To avoid potential negative consequences of overly high self-regard, use empathy and an appropriate level of assertiveness to avoid appearing overconfident.

Strategies for Action

Self-Regard Profile. Seeking others' feedback on your strengths and weaknesses demonstrates a willingness to learn and gives you objective data to confirm whether your self-beliefs are in line with what others see.

- Identify those at work (colleague, manager) who know you well enough to comment on your strengths and weaknesses.
- Ask them to list your strengths and weaknesses with specific observations or examples.
- Without looking at their list, write what you believe your strengths and weaknesses are. Then compare lists. Look for disconnects and similarities between lists. Are there examples of where others didn't agree with your listed strengths?

Own up to your Weaknesses. Although challenging, openly admitting your weaknesses can help keep your Self-Regard in check with how your colleagues see you.

- Record your reaction to any mistakes or errors you make over the next few weeks. If you find yourself blaming "the system" or others for your mistakes, you might want to start openly admitting your points of weaknesses.
- Rather than placing blame, use mistakes as opportunities to show you know and accept your weaknesses and put in place strategies that manage them, rather than pretending they don't exist.





Examines results through 4 key dimensions of leadership:



Authenticity	Coaching	Insight	Innovation
An authentic leader serves as a role model for moral and fair behavior. A transparent approach commands esteem and confidence from employees.	A leader who coaches effectively is seen as a mentor who supports employee growth. Employees are nurtured towards achieving their highest levels of performance.	A leader provides insight by sharing a purpose and hopeful vision for colleagues to follow. Employees are compelled and inspired to exceed goals.	An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities.



Leadership Impact



Authenticity



Insight

Leadership Implications. Your result may mean that you are driven to surpass organizational targets, create an atmosphere of excellence and demonstrate a strong sense of confidence in your leadership capabilities. The challenge is that you could lose touch with a realistic appraisal of your capabilities. It is important to draw on reality testing behaviors and feedback from your team to maintain a healthy self-perception.

Organizational Implications. Your ability to understand and

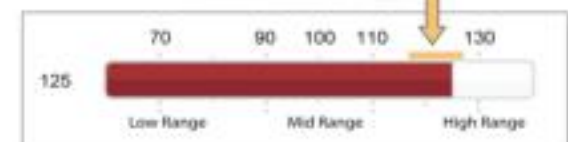
Strategies for Action

Be Mindful of Your Weaknesses. Awareness of your shortcomings helps to circumvent an inflated self-concept and temper this exaggerated self-image.

- Nobody's perfect; our flaws make us human. The key is to be cognizant of your limitations and ensure that they do not impinge on organizational performance.
- Develop strategies to improve your limitations. For example, if you are impatient and anxious when deadlines are not met in a timely fashion, you may want to refocus and practice relaxation techniques (e.g., deep breathing).
- You are only limited by the power of your imagination. Awareness leads to action and meaningful change. Be mindful that change does not occur overnight, but with persistence, transformation is possible.

Leadership Bar

The gold bar positioned on the top of your graph is the Leadership Bar. This bar represents the range of scores of the top leaders (those whose EQ-i 2.0 scores were in the top 50% of the leader sample). Using this bar you can compare your results on the EQ-i 2.0 to those exceptional leaders who demonstrate high EI. If your score falls near the bottom of the leadership bar, then your EI skills need further development in order to be on par with top leaders. If your score falls near the top of the leadership bar, then your EI skills are as strong as those of top leaders.



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MAY 14TH 2025



SHRM
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SHRM GUAM CHAPTER PRESENTS

WORKPLACE & WELL-BEING

Fostering and promoting the importance of Mental Health

WEDNESDAY

MAY 14, 2025

8:30AM - 10:30AM

Dusit Thani Resort Guam

Moderated by:

Charlotte Huntsman

Chief Human Resources Officer,
Guam Regional Medical City

NON-MEMBERS: \$80.00 / MEMBERS: \$70.00

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john.rivera@citadelpacific.com

?

John J. Rivera, PhD

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