

# Client engagement: Putting Emotional Intelligence to Work

***Dr Helen Parker***

*Educator and Researcher, University of Sydney Business School*



FINANCIAL PLANNING  
ASSOCIATION *of* AUSTRALIA

---

*2017 Professionals*  
**CONGRESS**

---

HOBART 22-24 NOV



FINANCIAL PLANNING  
ASSOCIATION *of* AUSTRALIA

---

*2017 Professionals*  
**CONGRESS**

---

HOBART 22-24 NOV

# Today

1. Emotional intelligence (EI) - what is it?
2. Engaging your clients using EI
3. Gain greater emotional flexibility and a ‘present moment’ awareness
4. Set goals for better client engagement
5. Putting EI into action by: dealing with client emotions



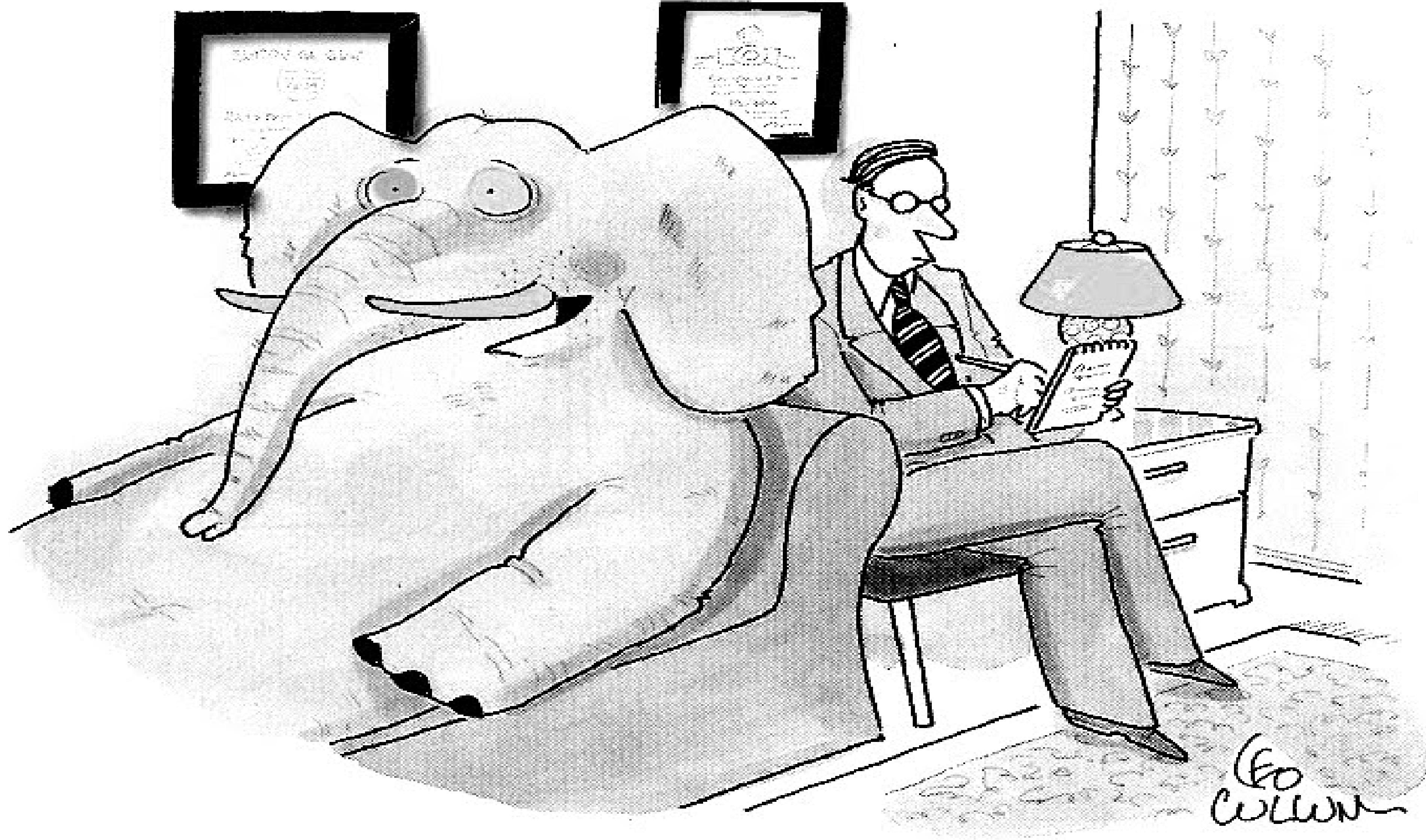
FINANCIAL PLANNING  
ASSOCIATION *of* AUSTRALIA

---

2017 *Professionals*  
CONGRESS

---

HOBART 22-24 NOV



*"I'm right there in the room, and no one even acknowledges me."*

# *ACT* with Emotional Intelligence

Define  
Values &  
Goals for  
client  
engagement

Emotional  
Flexibility

Enhanced  
Client  
Relationships

A richer,  
fuller, more  
meaningful  
life!

# What is Emotional Intelligence?

***The ability to adaptively perceive, understand, use and  
manage emotion, with flexibility, and a present moment focus.***



FINANCIAL PLANNING  
ASSOCIATION *of* AUSTRALIA

---

2017 *Professionals*  
CONGRESS

---

HOBART 22-24 NOV



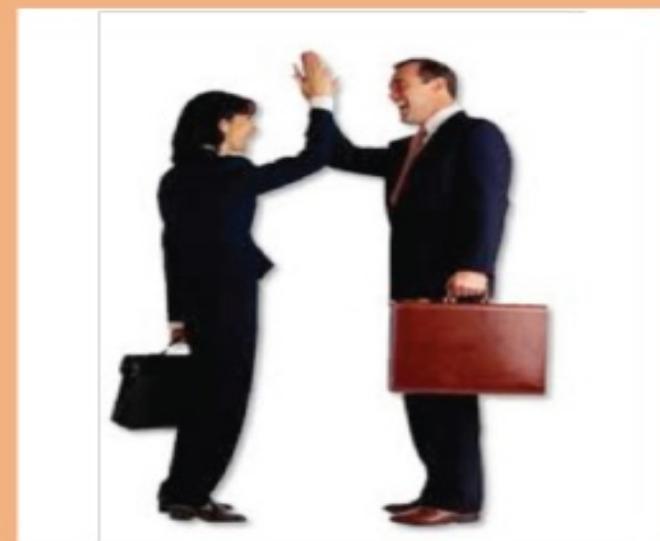
## AWARENESS OF EMOTIONS



## DE-FUSION FROM THOUGHTS



## EFFECTIVE EMOTIONAL ORIENTATION



## COMMITMENT TO ACTION

# 1. Know what matters...**values**

- Connect with my clients
- Provide quality financial planning advice
- Build trust
- Be compassionate
- Inspire/motivate my clients and staff
- Help others see a vision
- Provide purpose and direction
- Help others achieve their goals
- Coaching/mentoring
- Maintain control and discipline
- Communicate well
- Be powerful and influential
- Be focussed and persistent
- Being assertive
- Caring for others



FINANCIAL PLANNING  
ASSOCIATION of AUSTRALIA

---

2017 Professionals  
CONGRESS

HOBART 22-24 NOV

## 2. ‘Hooks’ – Stuff that gets in the way

good mad  
pitied afraid  
miserable  
pessimistic bad  
greedy  
wiped out  
gullible  
foolish  
exasperated  
frustrated  
anxious  
frantic restless  
alone ugly  
**jealous**  
**out of control**  
tired  
troubled  
shy agitated  
stressed out  
generous kind joyful  
giving doubt self spiteful



# Unrealistic expectations??



*"I think the dosage needs adjusting. I'm not nearly as happy as the people in the ads."*

### 3. Away moves...what would I be doing if struggling or avoiding those difficult thoughts/feelings/sensations?

- *Not speaking up*
- *Disengaging from people*
- *Procrastinating*
- *Not contacting clients*
- *Not being assertive*
- *Not asking difficult questions*
- *Making judgements of myself and others*



# Effective Emotional Orientation



FINANCIAL PLANNING  
ASSOCIATION OF AUSTRALIA

2017 *Professionals*  
CONGRESS

# Mindfulness



# Mindfulness

- “*the awareness that emerges from paying attention on purpose, without judgement to our experience as it unfolds moment by moment.*”
- Builds greater self-awareness/acceptance/wellbeing
- Greater compassion for yourself and others, and positive emotions
- Forms of meditation:
  - *meditating on the breath*
  - *mantra-based meditation*
  - *compassion-based meditation, e.g., the Metta Bhavana*
  - *meditating on positive qualities or visualisation*
  - ‘Leaves on a stream’....



## 4. Do what works...Towards Behaviours...

- *Read file notes from the previous meeting*
- *Shaking hands and making eye contact*
- *Engage with them on an emotional level, e.g., ‘small talk’*
- *Being present with my clients*
- *Noticing how **they** are*
- *Noticing how **I** am*
- *Asking them what is ‘front of mind’*
- *Asking difficult questions*
- *Active listening*



# Take action with effective client dialogue:



2017 Professionals  
CONGRESS

FINANCIAL PLANNING  
ASSOCIATION OF AUSTRALIA

ANGER	ANXIETY	FEAR	DISAPPOINTMENT	SADNESS	OVER-EXCITED
This emotion communicates:					
“Something is wrong”	“Uncertainty”	“Threat”	“Let down”	“Loss”	“Over the top happiness”
<b>Reflective/empathic listening</b>					
<p><b>Responsibility-taking caveats:</b> “I might be completely wrong about this, however I notice ...”</p> <p><b>Validate:</b> “That must be really painful for you ...” or “If our roles were reversed, I would be angry too ...”</p> <p><b>Normalise:</b> “Anybody would be disappointed in your position ...”</p> <p><b>Contrasting skills:</b> “I <u>don't</u> want to give you inappropriate risk advice as I pride myself on my professionalism and expertise...I <u>do</u> want to help you go forward</p>					

Clarify using factual data and problem solve with the client	Remind clients of their original financial objectives and reiterate the financial plan/investment strategy	Clarify original financial objectives and their expectations of how the financial planner can help	Clarify expectations in context of current market and problem solve with client to decide on best solutions	Give factual information to provide hope with their financial position	Review portfolio with the client to assess if increased position is feasible
--	--	--	---	--	--

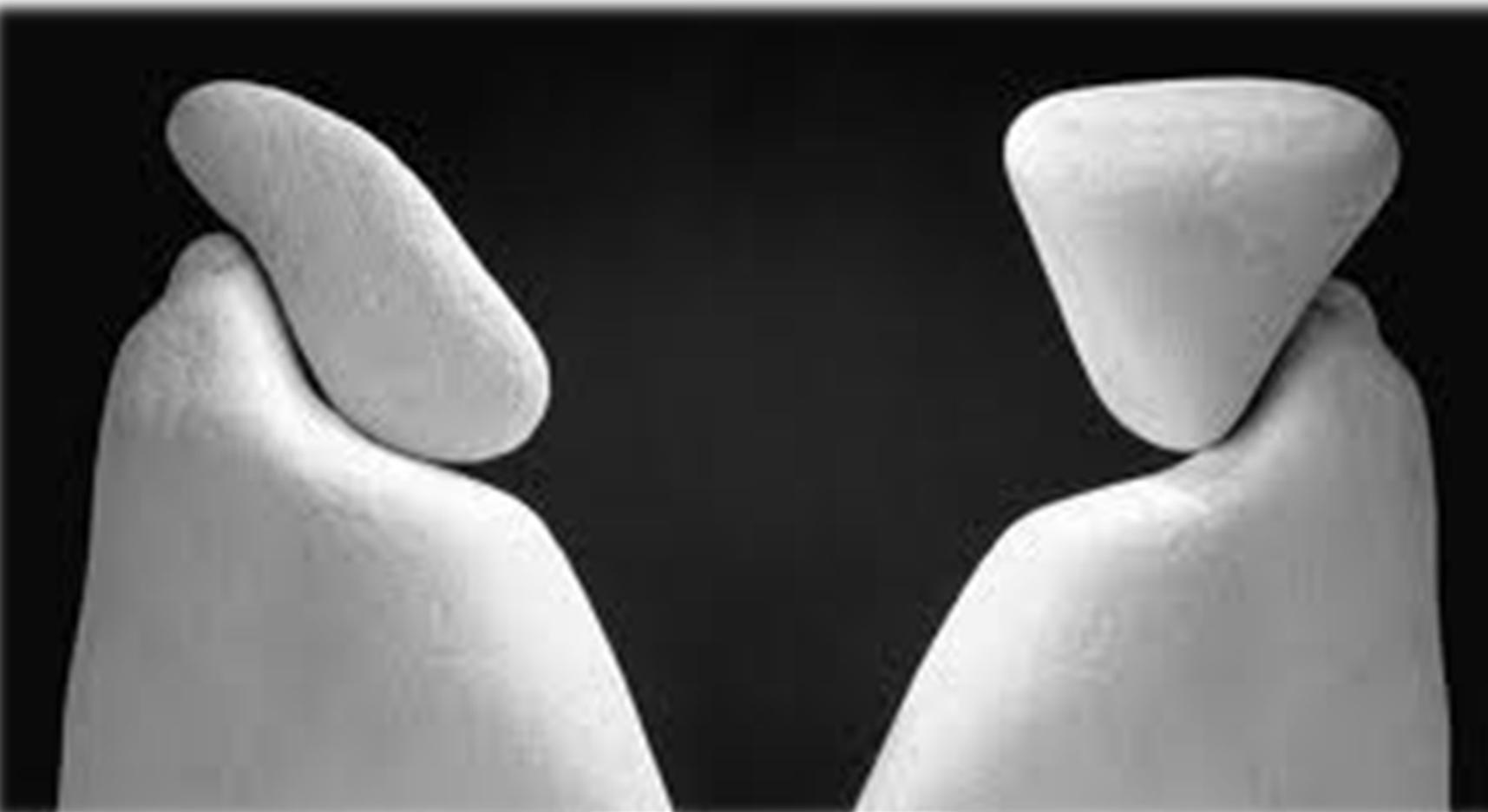
# Effective Client Dialogue

**A**sk

**M**irror

**P**araphrase

**P**rime



FINANCIAL PLANNING  
ASSOCIATION OF AUSTRALIA

2017 Professionals  
CONGRESS

# Take action with effective client dialogue:

*Answering difficult questions*



FINANCIAL PLANNING  
ASSOCIATION OF AUSTRALIA

2017 *Professionals*  
CONGRESS

# In summary – ‘ACT’ with emotional intelligence

- Awareness of/and **willingness** to have **emotions**
- Accept your thoughts and emotions
- Cultivate **mindfulness**
- Effective client dialogue
- Commit to goals and actions, in line with chosen values



FINANCIAL PLANNING  
ASSOCIATION *of* AUSTRALIA

---

2017 *Professionals*  
CONGRESS

---

HOBART 22-24 NOV



[helen.parker@sydney.edu.au](mailto:helen.parker@sydney.edu.au)