



FAC WORKSHOP 2026

From Reaction to Resolution

Emotional Intelligence Tools for High-Stress County Interactions

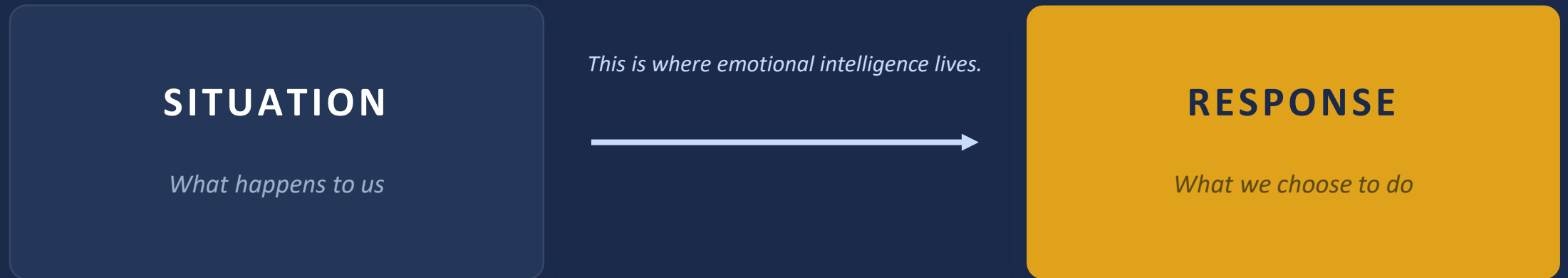
Presented by **Luciana Mino**

Orange County Real Estate Management Division



THE CORE SHIFT

The space between what happens and how we respond.



LET'S TAKE A QUICK POLL

Before we begin...

1

Who has never heard of emotional intelligence?

2

Who has heard of it, but isn't quite sure what it is?

3

Who knows exactly what emotional intelligence is?



EMOTIONAL INTELLIGENCE · EI / EQ

The ability to **recognize, understand, and manage** your own emotions — and to **navigate and influence** the emotions of others.



THE FOUNDATION

Daniel Goleman's EI Quadrant



Self-Awareness

Understanding your own emotions and how they affect your performance — noticing what you feel and why.



Self-Management

Keeping disruptive emotions and impulses in check so you stay calm and clear-headed under stress — even in a crisis.



Social Awareness

Being an active, involved listener — showing empathy and noticing shifts in others' moods.



Relationship Management

Expressing yourself, getting along with people, and managing their feelings with sensitivity.



But... how?

Knowing what EI is doesn't make it automatic. We need a method.

THE FRAMEWORK

The Mino 3R™ Model

A framework for developing and applying emotional intelligence in a structured, practical way — built on three core actions:

*At its core, this is about **emotional balance** — not the absence of emotion, but the ability to move through it with awareness, intention, and control.*



Recognize

1



Redirect

2



Regulate

3

TWO WAYS TO APPLY IT

Development over time — and in the moment



FIRST, A REALITY CHECK

**Let's see what EI
doesn't look like.**

SCENARIO 1 — THE VAGUE EMAIL

A short email from your boss: “We need to talk about this.”



THE SITUATION

You receive a short email from your boss:

“We need to talk about this.”

What most people do

✘ Feel anxious or defensive

✘ Assume something is wrong

✘ Start overthinking

SCENARIO 2 — INTERRUPTED

Someone interrupts you in a meeting



THE SITUATION

You're speaking, and someone cuts you off mid-sentence.

What most people do

- ✘ Feel disrespected
- ✘ React with irritation or shut down
- ✘ Make assumptions

Your partner doesn't respond the way you expected



THE SITUATION

You share something important, and they respond briefly or seem distracted.

What most people do

✗ Feel hurt

✗ Think: "They don't care"

✗ Withdraw or react

✗ Make assumptions

SCENARIO 4 — THE MISTAKE

You make a mistake at work



THE SITUATION

You realize you made an error that others might notice.

What most people do

✗ Feel guilt or shame

✗ Overreact internally

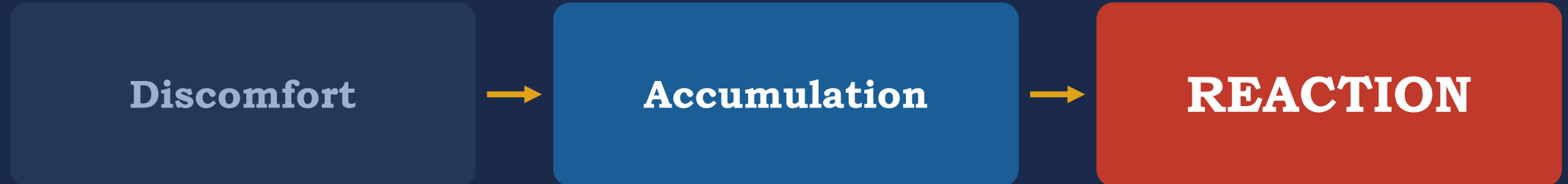
✗ Hide it or panic

✗ Make assumptions

THE COST OF NOT PAUSING

Most of us keep living without stopping to ask “*what am I feeling?*”

We feel the discomfort and move on. But unprocessed emotions accumulate — and accumulation eventually erupts.



 **Recognize** **Redirect** **Regulate**

It starts with a pause.

The first step in developing emotional intelligence is to stop and listen to the body: what am I feeling? Let's revisit those four scenarios — and, for a moment, simply recognize the emotion.

The work email that triggers you



SITUATION *A short email from your boss: “We need to talk about this.”*

RECOGNIZE

“I’m feeling anxious and a bit threatened.”

REDIRECT

“This message is vague. I’m assuming the worst without evidence.”

REGULATE

“Let me wait for more information, or respond calmly: ‘Sure — when works best?’”

Someone interrupts you in a meeting



SITUATION *You're speaking, and someone cuts you off.*

RECOGNIZE

"I feel frustrated and dismissed."

REDIRECT

"This might not be intentional. Let me not assume disrespect."

REGULATE

"I'll calmly re-enter: 'Let me finish my point, then I'd like to hear your thoughts.'"

Your partner doesn't respond as expected



SITUATION *You share something important; they respond briefly or seem distracted.*

RECOGNIZE

"I feel hurt and a bit unimportant."

REDIRECT

"I'm reading their behavior as not caring — but I don't actually know."

REGULATE

"I'll clarify instead of assuming: 'I was sharing something important to me — can we revisit it?'"

You make a mistake at work



SITUATION *You realize you made an error that others might notice.*

RECOGNIZE

"I feel embarrassed and anxious."

REDIRECT

"Mistakes happen. This doesn't define my competence."

REGULATE

"I'll address it clearly: 'I noticed an error — here's what I'm doing to fix it.'"

“BUT IN THE MOMENT, IT’S NOT THAT EASY...”

Every emotion follows the same path

The pyramid is development over time. The Mino 3R™ Emotional Lifecycle is how a single emotion is processed in real time — moment by moment, emotion by emotion.



This cycle repeats, again and again.

APPLIED TO EVERY EMOTION

The Emotion Cycle

Recognize

What am I feeling?

Redirect

What does this mean?

Regulate

How do I choose to respond?

Repeat. This is how balance becomes your baseline.



STEP ONE

Recognize



See the emotion clearly as it arises — awareness without judgment.

Recognition starts with three simple questions

1

What am I feeling?

2

Where do I feel it?

3

What triggered it?

What am I feeling right now?

- ✓ Forces you to name the emotion
- ✓ Moves you from vague discomfort to clarity

IF STUCK, PROMPT FURTHER

Is this anger, anxiety, frustration, sadness, guilt
... or something else?

Where do I feel this in my body?

- ✓ Connects the emotion to physical sensation
- ✓ Helps you catch emotions early

EXAMPLES

Tight chest → anxiety

Tension in jaw → frustration

Heavy feeling → sadness

What just triggered this?

- ✓ Brings awareness to the cause
- ✓ Separates emotion from assumption

REFRAME THE QUESTION

Not: “Why am I like this?”

Instead: “What just happened that led to this feeling?”

STEP TWO

Redirect



Shift your thinking to change the direction of the emotion. The most difficult step — and the most powerful.

Choose the least harmful assumption

We have no control over other people's feelings or actions. **The emotions we feel in response are natural and automatic — but our response to them is fully within our control.**

✘ Believe the thing that makes you feel bad

...and react.

✔ Choose an assumption that lets you redirect

That choice is within your power.

Your credibility is questioned in a public meeting



At the podium, a resident you recognize — a neighbor — says, with controlled frustration: “You told us personally that approving this tax increase would improve traffic and safety. It’s been months and nothing has changed. Explain to all of us exactly what we’re paying for.”



OPTION 1

You take it personally. You’re aggravated and embarrassed that your own neighbor would do this — after all you’ve done. You start to wonder if it’s some kind of vendetta.



OPTION 2

You know this isn’t about you. You have no control over your neighbor’s thoughts or actions, and something else in their life may be driving this reaction. It’s not about you.

The reply you waited for isn't what you hoped



You received the email you've been waiting for — but instead of approval, it says more needs to be discussed before moving forward.



OPTION 1

He doesn't respect my time. He doesn't believe I'm capable of doing my job. He always leaves my proposals inconclusive.



OPTION 2

Maybe he needs more information first. He's busy and would rather walk through the details with me directly. I'll ask how he'd like to see the proposal.

Why pick the assumption that makes you feel worse?

We never truly know what the other person is thinking.

So if we're going to make an assumption anyway — **choose the one that helps you redirect the emotion.**

WHEN REDIRECT ISN'T ENOUGH

“This one got me. I can’t redirect.”

Sometimes we’re already too elevated to think our way out. That’s where grounding comes in.

Grounding techniques



When nothing else works — when you're already elevated and can't quiet the voice in your head — grounding techniques bring you back. They're a temporary way to step away from a charged situation without reacting and doing something you'll later regret.

The 5-4-3-2-1 Technique

Anchor through the five senses

4-4-6 Breathing

Interrupt the surge with a held breath

The 5 · 4 · 3 · 2 · 1 Technique



Things you can

SEE

The table, a shirt, the door,
your hands, a light



Things you can

FEEL

Feet on the ground, back
against the chair, hands
touching, the room's
temperature



Things you can

HEAR

Voices, the air
conditioning, papers
moving, distant sounds



Things you can

SMELL

Coffee, the room, your
clothing — or just neutral
scents



Things you can

TASTE

Water, gum, the residual
taste in your mouth

4 · 4 · 6 Breathing

4

seconds

INHALE

through your nose

4

seconds

HOLD

the breath

6

seconds

EXHALE

slowly through your mouth

Repeat for 3–5 cycles.

Why it works: The inhale brings awareness, the hold creates control and pause, and the long exhale calms your nervous system. **The hold is what breaks the automatic reaction.**



A SMALL MEDITATION

**Take a few
moments
just for yourselves.**



It won't always be clean. That's the point.

In real life this process is rarely perfectly ordered. You may recognize an emotion late, redirect imperfectly, or struggle to regulate. **That doesn't mean the model is failing — it means you're practicing.**



Break

Take a breath. We'll put it all into practice next.

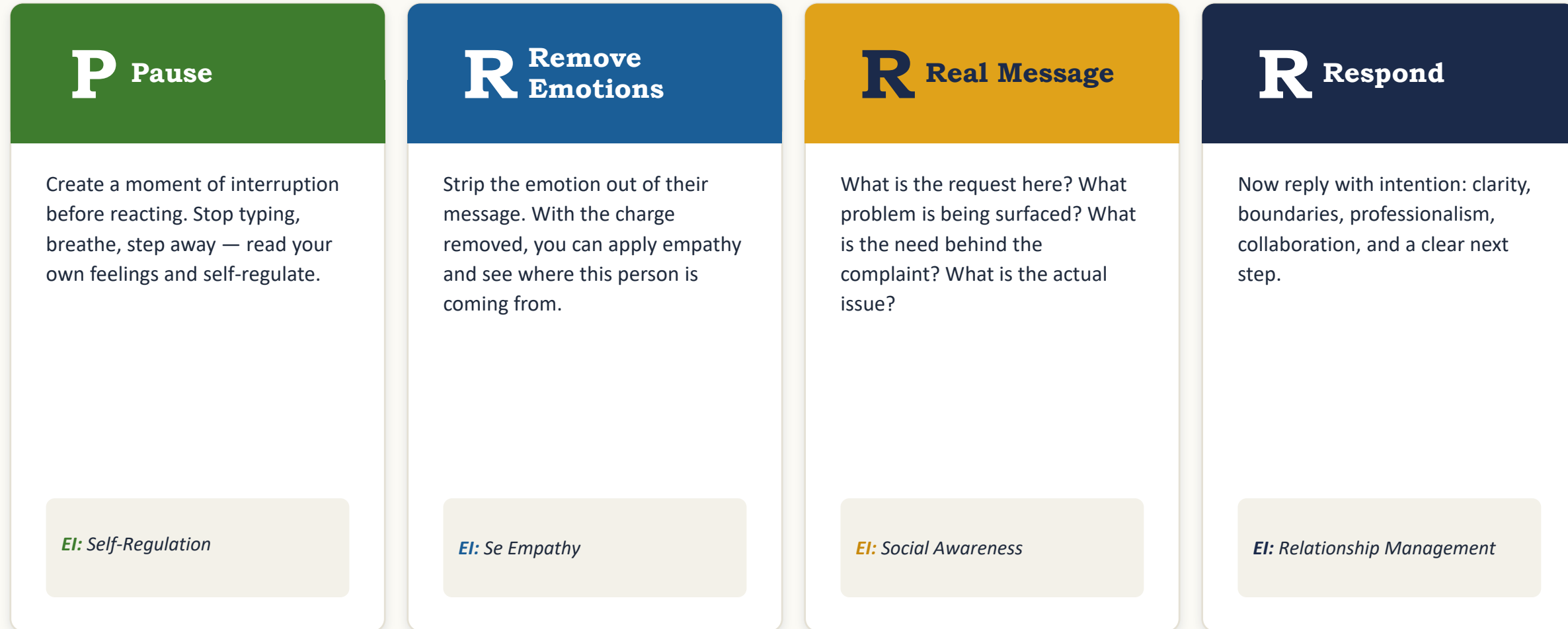
The PRRR Technique

A tool to apply 3R on the go — right in the moment, especially for written communication (emails, Teams messages, texts).



Pause · Remove Emotions · Real Message · Respond

Filter the reaction, communicate from clarity





A filter between impulse and reply

PRRR is a step-by-step tool to filter emotional reactions and communicate from clarity instead of impulse — most useful when you're responding to written messages and have a moment to choose your words.

READ THE EMAIL

"For the next few minutes, I want you to imagine this email was sent directly to you. Maybe you're the commissioner. Maybe you're the director. Maybe you're the manager responsible for the project. Just read it as if it landed in your inbox this morning."

“Why Are We Paying for Another Study?”

From: A Concerned Taxpayer **Subject:** Why Are We Paying for Another Study?

Commissioner,

I am writing because I am extremely frustrated to learn the County approved roughly \$750,000 for another consultant-led planning and assessment study. What concerns me isn't just the cost — it's that this seems to happen over and over.

Over the years the County has spent millions on studies, master plans, and engagement efforts. Yet by the time recommendations are implemented (if they ever are), the information is already outdated and another study is needed. The cycle restarts, and taxpayers keep paying.

At what point does the County stop studying problems and start solving them? Residents face rising property taxes, insurance costs, traffic, and affordability challenges. What is different about this study? What happened to the recommendations from the previous ones?

As my elected representative, I want to know what steps you are taking to ensure taxpayer dollars deliver measurable results — not another report that sits on a shelf. I'm looking for transparency, accountability, and a clear explanation of why this expenditure is necessary.

Sincerely,
A Concerned Taxpayer

What is your immediate reaction to this email? One word. Don't overthink it.
What do you feel?

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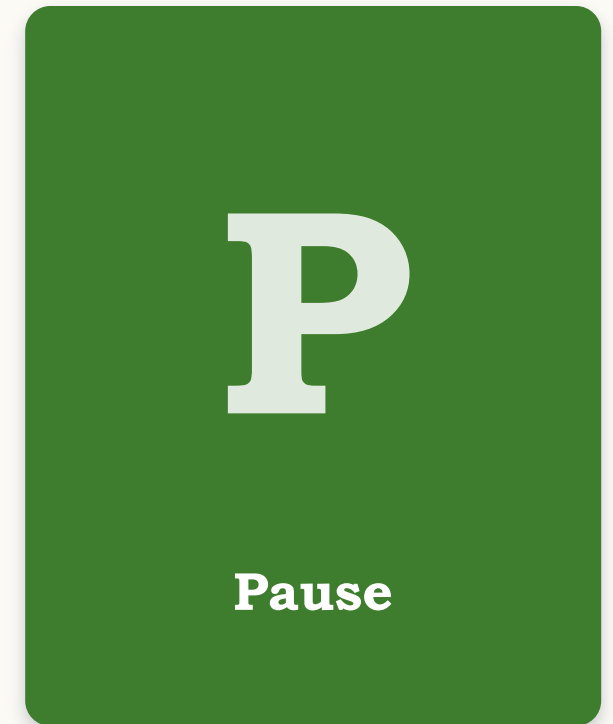


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Waiting for participants

The Pause

- "This is where emotional intelligence begins."
- "If I respond while I'm feeling defensive, frustrated, or attacked, there is a very good chance I will react instead of respond."
- "The purpose of the pause is not to ignore the message. It's to create enough space between the emotion and the response."
- "Sometimes that's one breath. Sometimes it's a walk around the building. Sometimes it's waiting until tomorrow morning."
- "The goal is to prevent a reaction from becoming a response."



What emotions do you think the constituent is experiencing?

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UNDERSTANDING THE OTHER PERSON

Now we're shifting from ourselves to the other person.

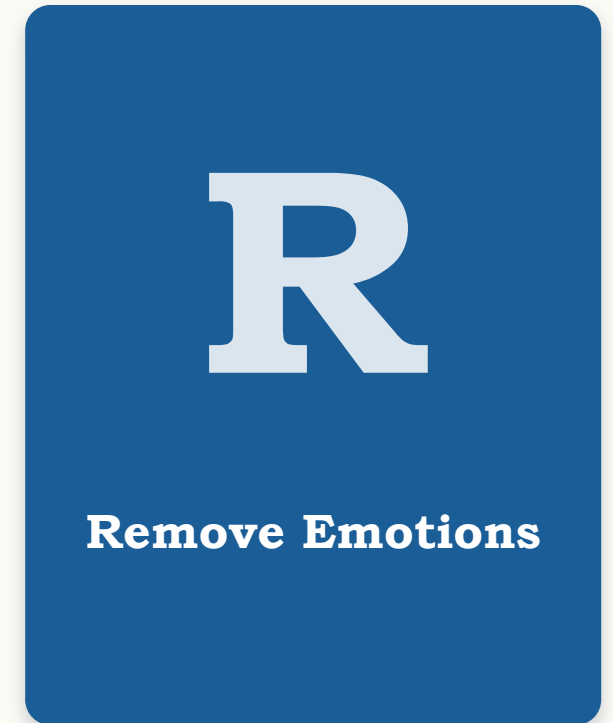
"This doesn't mean we agree."

"It doesn't mean they're right."

"It simply means we're trying to understand where they're coming from."

Remove Emotions

- "Now let's separate the emotion from the message."
- "Imagine we took a highlighter and removed every emotionally charged statement from this email."



EMOTION, OPINION, OR ASSUMPTION

Which statements are emotion, opinion, or assumption?

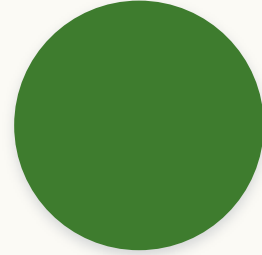
Examples:

"The County keeps wasting money."

"Reports sit on shelves."

"Nobody is listening."

"Taxpayers are left paying the bill."



**"We're not saying these concerns aren't
real."**

"We're simply separating emotion from fact."

What is the real message?

Explain why this study is necessary.

Explain what happened with previous studies.

Show how success will be measured.

Demonstrate accountability for taxpayer dollars.

Explain how the County plans to act on the findings.

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What should be included in the response?

Responses can be up to 200 characters and will appear here.

You can group responses if you get more than 10.

Turn on voting so people can flag their favorite responses.

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Waiting for participants

Respond to the message

**"We don't respond to the
emotion."**

**"We respond to the real
message."**

REFLECT

How different is your response now compared to the response you wanted to send when you first read the email?

THE SHIFT

"The email never changed."

THE SHIFT

"The facts never changed."

THE SHIFT

"The only thing that changed was our ability to move from reaction to resolution (a mindful response)."

FROM REACTION TO RESOLUTION

Recognize. Redirect. Regulate.

Emotional balance isn't the absence of emotion — it's the ability to move through it with awareness, intention, and control. One pause at a time.

Thank you.

Luciana Mino

