

ELP 2015

Emotional Intelligence in Communication: a Workshop

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What resonated most with you?
What do you have curiosity about?

Goals

Increase our confidence in work with


- difficult conversations
- emotions others and ours!

Leadership is ...

About making others better as a result of your
presence ...

and making sure the impact lasts in your absence.

– Youngme Moon, HBS Dean



What is a difficult conversation you need to have?



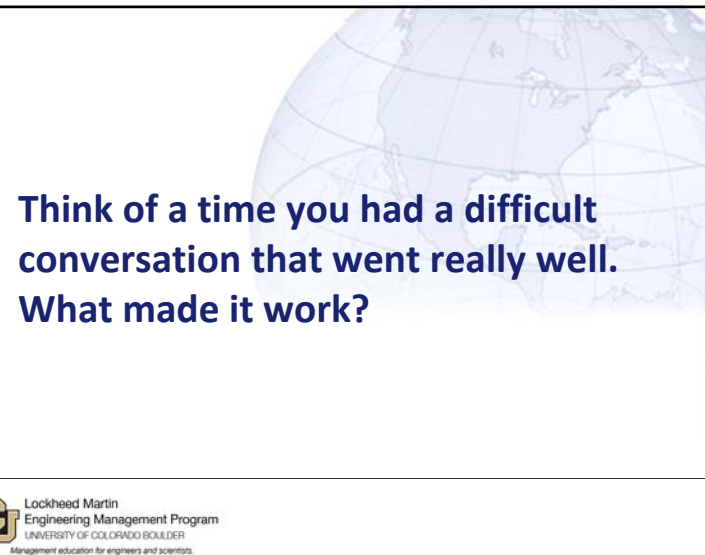
Some examples

- Dealing with space issues in a move: *“I’m not working in a cube”*
- Adopting system-level software with less functionality than we currently have
- *“We have too many meetings!”* – they are two hours long and have no agenda



Moving into the High Performance Zone

- Understanding the biological foundation of emotional intelligence
- Facilitating a “Generative” approach
- Cultivating emotional and social intelligence: *self-awareness, self-management and empathy*



**Think of a time you had a difficult conversation that went really well.
What made it work?**

BIOLOGICAL UNDERPINNINGS

Evolution of Human Intelligence



Reptilian Brain - Instinct (survival, breathing/swallowing/heartbeat, startle response)

Limbic System - Emotion (feelings, relationship/nurturing, images and dreams, play)

Neocortex - Thought (including planning, language, logic & will, awareness)

Limbic Endowment

- Limbic is an open system
 - Mirror neurons and spindle-cell circuitry
 - Others train & tune our physiology
 - Basis of love & attachment
 - Enables mammals to pass on learning
- **Limbic resonance**: other humans transmit regulatory info that alters our functioning [video](#)

Limbic / Neo-cortex dance

- In routine environments
 - Stimuli processed first through the neo-cortex, then the limbic
 - Creates a thought that triggers an emotion
- Under fear and stress ... **Amygdala hijack**
 - Signals short-circuit the neo-cortex and go straight to the limbic via amygdala
 - Reduces our logical thinking capacity

Our Evolutionary Endowment

- Emotions are
 - A form of intelligence ... a call to action
 - Contagious!
- Fear decreases our ability to think
- “Love is the only emotion that increases human intelligence” - Humberto Maturana
- Humans learn best with challenge and support

Goleman's Research

- 188 global companies
 - Lucent Technologies, British Airways, Credit Suisse
- Capabilities of the leaders compared against division profitability
 - 3 categories of capabilities
 - Technical skills, cognitive abilities (IQ), Emotional Intelligence (EI)
 - **Results**
 - Technical skills and cognitive skills important
 - EI **twice** as important as technical skills and IQ

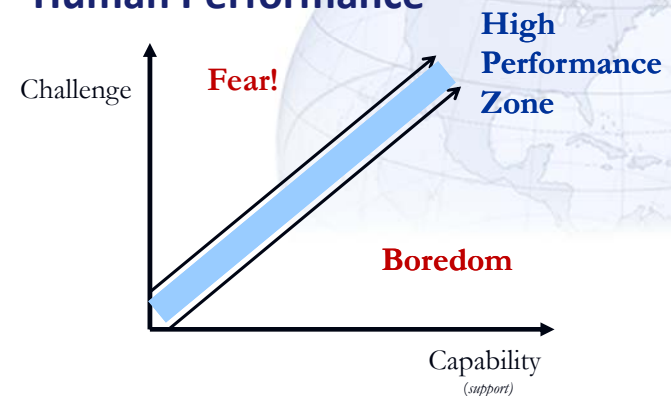
Goleman's Chain Reaction

Leader's mood & behaviors

Mood & behaviors in organization

PERFORMANCE:
Profit or Loss

Human Performance



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When something goes wrong

Two ways to respond

- Victim
- Generative

Victim

1. What happened to you?
2. Who wronged you?
3. How did they hurt you?
4. What should they have done instead?
5. What punishment do they deserve?

3 Levels to Every Conversation

- Task
 - Related to the purpose or subject of the conversation
- Relationship
 - Relationship between those conversing
- Self
 - Integrity, character, effectiveness of those conversing: *Am I bringing my best self to the conversation?*

Generative

1. What challenge did you face?
2. How did you choose to respond?
3. What are the consequences of your actions?
4. Could you have done something more effective?
5. Could you do something now?
6. What lesson can you take from this experience?

Two Stances toward Life

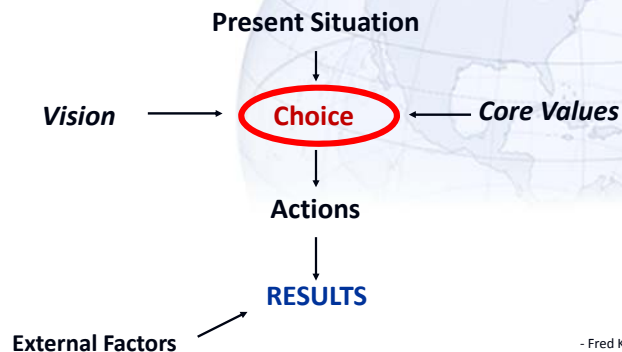
Victim

- Play not to lose / Focus on innocence
- Fear of loss
- Desperation / fear
- Root self-esteem in appearance & comparison to others
- Competitive

Generative

- Play to “win” / Focus on power
- Abundance
- Aspiration / inspiration
- Root self-esteem in capability to learn and long term success
- Collaborative

Making Improvement



- Fred Kofman

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Emotional Intelligence

- Goleman

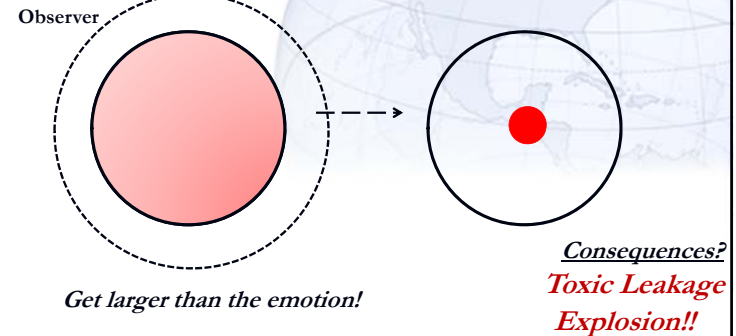
Self Components

- Self-awareness
- Self-management
- Motivation

Social Components

- Empathy
- Social skill

Typical Reaction to Emotions



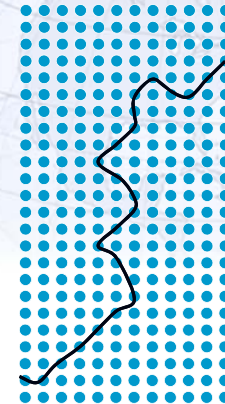
How Emotions Work



Every emotion is the right emotion given the belief!

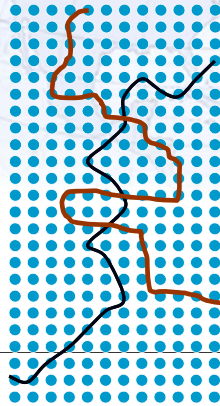
A Thought

- Not a thing but a bodily process
- A pattern of interaction
- A belief is a thought you keep thinking



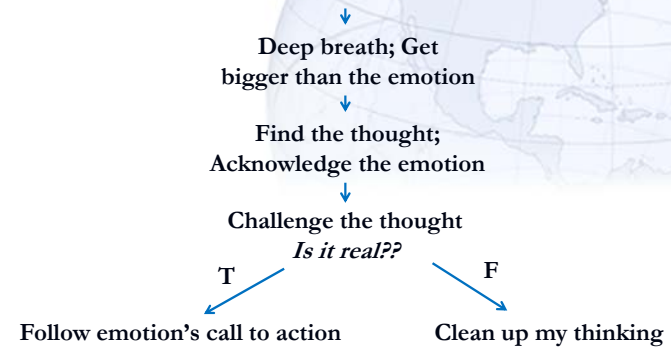
Replacing an Old Thought

- A new pattern needs to be created
- Move from basal ganglia to working memory
- Requires significant energy / attention
- Repeat, repeat, repeat the new
- Old pattern remains



Managing Emotions - flowchart

STRONG EMOTION



Human Ego is ...

- our identity, sense of self, individuality
 - center of consciousness / filter
 - an executive
- a sentry
 - analyzes situations based on potential impact to its image of us
- an interface / mediator
 - between the soul and the outer world of people
 - between sub-personalities
- a pattern
 - continuity through memories, self-image, habits gives a sense of security & stability
- a symbol
 - associates w/ other symbols of prestige, power, pride
 - seeks fulfillment in symbolic goods it acquires

Cultivating the “Observer” - Example

Thought: “I will lose their respect if I don’t know”

Is it true? Can I really know it’s true?

How did I react? **I got defensive, downplayed their question, emphasized other data**

How would I be if I couldn’t think that thought?

I’d be curious as to what we’d learn from the data

Turnarounds:

They will respect me for my openness

I will respect me for my openness

Challenge the Thought

- adapted from Byron Katie

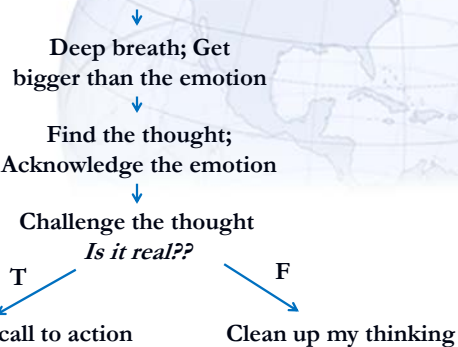
- What is the primary thought behind your emotion?
- Is that thought true? Can you really know it's true?
- How do you react when you believe that?
- How / who would you be if you couldn't think that?
- Create the turn-arounds. Are they as true or truer?

Exercise

- Remember the last time you felt a negative emotion
- What happened? What were the thoughts behind the emotion? Select a core thought.
- Is it true? Can you really know that it is true?
- How do you react when you think that?
- Who / how would you be if you could not think it?
- Create the turnarounds. Are they as true or truer than the original thought?

Managing Emotions - flowchart

STRONG EMOTION



Four Basic Emotions

Pain (loss)

- Sadness
- Fear
- Anger
- Guilt

Pleasure (gain)

- Joy
- Excitement
- Gratitude
- Pride

Emotions are a Call to Action

<u>Emotion</u>	<u>Action</u>	<u>Mood</u>
• Joy	celebrate	
• Excitement	increase chances	
• Gratitude	recognition	
• Pride	self celebration	
• Sadness	grieving	depression
• Fear	protection	anxiety
• Anger	boundaries	resentment
• Guilt	make amends	shame

Sadness (Joy)

1. What are you sad about?
2. What have you lost?
3. *(Acknowledge & empathize, then check the facts)*
4. Why was that valuable to you?
5. What joy did that (thing or person) bring to you?
6. What do you need to do (activity) to grieve the loss?
7. What can you do to honor the 'love' that remains?

Joy

1. What are you happy about?
2. What have you gained?
3. *(Acknowledge & empathize, then check the facts)*
4. Why was / is that valuable to you?
5. What joy does that (thing or person) bring to you?
6. What do you need to do (activity) to celebrate?

Fear (Excitement)

1. What are you afraid will happen to you? What are you worried about?
2. What is the worst thing that can happen?
3. *(Acknowledge & empathize, then check the facts)*
4. What would you lose in that situation? Why is that valuable to you?
5. What can you do to prevent the worst case from happening?
6. What can you do to prepare, in the event the worst case happens?

Fear Example:

1. What are you afraid will happen to you? *Won't be able to retire when I'm feeling done working*
2. What is the worst thing that can happen? *Keep working w/o interest & passion. Very stressful, won't do good job*
3. *(Acknowledge & empathize, then check the facts)*
4. What would you lose in that situation? *Freedom to follow my passion, to continue to evolve* Why is that valuable to you? *I feel that's what I'm about*
5. What can you do to prevent the worst case from happening? *Careful financial planning, stay dynamic*
6. What can you do to prepare, in the event the worst case happens? *Don't know!*

Anger (Gratitude)

1. What are you angry about?
2. With whom are you angry?
3. *(Acknowledge & empathize, then check the facts)*
4. What was the damage/pain/loss?
5. What value or boundary was violated?
 - a. What will it take to repair it?
 - b. How will you repair that boundary?
6. What else might you do to release your anger?
7. What actions can you take to repair the damage?

Guilt (Pride)

1. What are you feeling guilty (sorry) about?
2. What did you do? What did you hurt?
3. *(Acknowledge & empathize, then check the facts)*
4. How did you hurt them or yourself?
5. What commitment (values) did you break?
6. Why is that value or commitment significant?
7. What could you do to re-establish dignity and repair the damage to others (apology, atonement, amends)?
8. What do you need to do to forgive yourself?

Relationship between Thoughts & Emotions



Plan B

Find a way to soothe yourself before going any further

- Go for a walk, pet your cat, take a nap

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Leadership. Learning. Life.

- Graduate studies via distance education
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