Putting Emotional Intelligence to Work: a Workshop

Goals

- Increase our ease and ability to work with emotions …. Ours and others!
- Improve our effectiveness – at work & home
- Improve our experience of our own lives

Evolution of the Human Brain

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 Brain

- ~ 100 m years old, co-evolved with homeostasis & giving birth to live young
- Common to all mammals
- Response states experienced as emotions
  - Anger, fear, love, excitement, playfulness, …
- Increases performance & adaptation
  - Prepares the body for action: increases sensitivity & fine-tunes physiology
  - Tells us what’s important
  - Increases rate a species can learn & adapt

Limbic Endowment

- Limbic is an open system
  - We don’t direct all our own functions
  - People cannot be stable on their own
  - Need others to 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

Neo-Cortex

- A few hundred thousand years old
- Function
  - speech, abstract thinking, …
  - Propels ability for collaborative learning
- Relationship to earlier brains
  - Builds on their capabilities
  - Does not control or dominate them
- Formally presumed as the key to intelligence!!
**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 call to action
  - A form of intelligence
  - Contagious!
- Fear makes us stupid
  - “Love is the only emotion that increases human intelligence”
  - Humberto Maturana, biologist

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**Human Performance Pyramid**

- **Spiritual Capacity**
  - Powerful source of motivation, determination & endurance

- **Mental Capacity**
  - Focuses physical & emotional energy on task at hand

- **Emotional Capacity**
  - Creates the internal climate that drives ideal Performance state

- **Physical Capacity**
  - Builds endurance & promotes mental and emotional recovery

**Human Performance**

- Challenge
- Fear!
- High Performance Zone
- Boredom
- Capability (capacity)

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**Social Research Study**

- 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

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**Types of Behavior based on Leader’s Mood**

- Good moods
- Bad moods

*Emotions are Contagious!!!*
Goleman’s Chain Reaction

Leader’s mood & behaviors

Mood & behaviors in organization

PERFORMANCE: Profit or Loss

Emotional Intelligence

Self Components
- Self-awareness
- Self-management
- Motivation

Social Components
- Empathy
- Social skill

Typical Reaction to Emotions

Observer

Get larger than the emotion!

Consequences?
Toxic Leakage
Explosion!!

How Emotions Work

Thought (belief)

Challenge – check the facts

Facts

Emotion

Acknowledge & Empathize

Every emotion is the right emotion given the belief!

Managing Emotions - flowchart

STRONG EMOTION

Deep breath; Get bigger than the emotion

Find the thought; Acknowledge the emotion

Challenge the thought

Is it real??

T

Follow emotion’s call to action

F

Clean up my thinking

Challenge the Thought

- 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 thought?
- How / who would you be if you couldn’t think that thought?
- Create the turn-arounds. Are they as true or truer?
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

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 thought?
- 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

Deep breath; Get bigger than the emotion

Find the thought;
Acknowledge the emotion

Challenge the thought
Is it real?

T

E

Follow emotion's call to action
Clean up my thinking

Four Basic Emotions

Pain (loss)
- Sadness
- Fear
- Anger
- Guilt

Pleasure (gain)
- Joy
- Excitement
- Gratitude
- Pride

Emotions are a Call to Action

<table>
<thead>
<tr>
<th>Emotion</th>
<th>Action</th>
<th>Mood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joy</td>
<td>celebrate</td>
<td>depression</td>
</tr>
<tr>
<td>Excitement</td>
<td>increase chances</td>
<td>anxiety</td>
</tr>
<tr>
<td>Gratitude</td>
<td>recognize</td>
<td>resentment</td>
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<tr>
<td>Pride</td>
<td>self celebration</td>
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<tr>
<td>Sadness</td>
<td>grieving</td>
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<td>Fear</td>
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<tr>
<td>Anger</td>
<td>boundaries</td>
<td></td>
</tr>
<tr>
<td>Guilt</td>
<td>make amends</td>
<td></td>
</tr>
</tbody>
</table>

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. How did you hurt them or yourself?
5. What commitment (values) did you break?
6. 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

Thoughts  Emotions
Plan B

Find a way to soothe yourself before going any further

- Go for a walk, pet your cat, take a nap
- Work with your thoughts
  - Specific Negative ⇒ General Negative
  - General Negative ⇒ General Positive

Close

- Emotional Intelligence
  - Twice as important to success as any further increase in IQ or technical skills
  - Determines our and others effectiveness
  - Improves our experience of our own life
- Emotions
  - “Love is the only emotion that increases human intelligence”
  - A form of intelligence; a call to action


- Graduate studies via distance education
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