

Emotional Intelligence and Beyond

Purpose

- Increase emotional intelligence
- Develop foundation for understanding core motivations of behavior

EMOTIONS – UNDERSTAND AND UTILIZE THEM EFFECTIVELY

To facilitate integrity – to effectively communicate, relate, persuade, lead and motivate for sustainable positive actions/outcome – we must facilitate emotional maturity first in ourselves, then in others. To do so, we need to understand:

Emotions – what they are, how we use them, what affect they have on our bodies and minds, and in turn on our actions, and how to learn from them and grow in personal wisdom.

Motivations – what drives our behavior, what causes us to do what we do, and the associated emotional challenges.

WHAT IS EMOTIONAL INTELLIGENCE?

Awareness of

- What emotions are
- Their purpose, meaning, and what they can tell us (when we listen)
- Different behaviors and attitudes associated with each emotion
- Relationship among emotions
- How we tend to misuse emotions
- How to more effectively use emotions to understand ourselves, and communicate with others

EMOTIONS

What They Are, Their Purpose, Meaning and Messages

Emotions are frequencies of energy, messages from our subconscious providing us environmental information. They act as filters through which we interpret life, directing us where to focus our attention to optimize our survival. Each emotion has its own frequency, rate of vibration and specific message that indicates the relative degree of security or potential threat perceived present.

Associated Behaviors and Attitudes

Emotions are not inherently good or bad, positive or negative. They are simply messages.

Authentic Emotions have both positive and negative potential.

Artificial Emotions have no positive potential.

AUTHENTIC EMOTIONS

To Learn from Authentic Emotions

- Acknowledge and experience them physically, then
- Focus on the physical sensations of the emotion, and
- Ask your sensations what they wish you to learn

Love – The energy to open, discover, heal, create and experience more than we now know.

Positive Potential

- Experience through which to learn, grow and transform into even more love and enjoyment of life.

In Present Awareness, we can ‘be with’ whatever is, ‘positive or negative’, and know all whatever exists is both love, and a gift to experience and learn from, in turn experiencing growth, more love and enjoyment.

Negative Potential

- Love, when not grounded in Present Awareness, physical experience, can just as easily create euphoria that distracts, imbalances, tempts one to become irresponsible, dependent, disengaged.

Fear – Our automatic response to anything that is different than what was. It is related to the threat of potential future loss (real or imagined), and/or to a specific incident or event, remembered consciously or unconsciously, including real or imagined loss that we resist fully experiencing and releasing.

Positive Potential

- A warning; flags a lack of trust; slow us enough to re-evaluate and change directions if needed
- May increase discernment
- Indicates a contra-survival belief and directs us where to be more responsible

Negative Potential

- Leads to sense of not being in control
- Paralyze versus slow us down
- Fear of repeating errors of past can lead to not accurately assessing the present
- Rationalization for manipulation: Be on top or someone will be on top of me
- Addictive qualities

Anxiety – Undefined feeling of painful uneasiness. Lack of a sense of a positive future. Not associated with a specific time or event. It is more insidious than fear as it is harder to pinpoint and thus more difficult to resolve.

Results from:

- Undefined pain, anger, hurt or fear
- Expectations of error
- Anticipated rejection or humiliation
- Trust erroneously placed

Positive Potential

- Spur corrective or positive action

Negative Potential

- Interfere with sleep, physical health, enjoyment, relationships, creative thinking, ability to take action

To Relieve Anxiety

- Be as specific as possible about what you are anxious about.
- Feel it in your body. Focusing on the physical sensations of your anxiety,
- Repetitively ask ‘What’s under that?’ until it feels that you are at or close to its original cause.
- Acknowledge and use your power to make a positive change in the situation, or in your response to it.

Remorse – Feeling truly sorry for the hurt we caused or allowed which cannot be corrected

Positive Potential

- Lead to expanded sensitivity, compassion, empathy, awareness, responsibility

Negative Potential

- Become a destructive cycle of self-flagellation

Anger – Explosive feeling in response to pain, hurt or humiliation.

Positive Potential

- Can serve to ‘wake up’ any party involved to some irresponsibility or injustice that needs addressing
- When integrated transmutes to power

Expressing *clean anger* is healthy, and can serve as a ‘wake up’ call to ourselves and others.

Clean anger is an expression of love, and working with it effectively draws on self-reflection, creative thinking, and effective communication skills inviting us to think about the cause of our anger, reflect on solutions to both our anger and the situation, and decide what we want to say.

Negative Potential

- When not experienced, the energy is forced to process in the form of problems, failures, body discomfort or disease
- May lead to destructive physical or emotional behavior towards others

When working with your anger:

- Process individually before involving the other person
- Arrange a mutually convenient time with other person to discuss impact of interactions
- Indicate you want to work things out

To Resolve Anger

Ask,

- What am I avoiding?
- Who am I punishing?
- What are my control issues?
- Why do I want to feel righteous?
- What do I fear I will lose if I give up my anger?
- How does remaining angry contribute to my feeling of self-importance?
- Do I enjoy self-pity enough to suffocate the opportunities for more gratifying interactions?

ARTIFICIAL EMOTIONS

While authentic emotions are messages from our unconscious of how we are doing and are characterized by having both positive and negative qualities/aspects, artificial emotions are purposely generated to cover up/repress/deny some underlying authentic emotion/feeling that the individual is unwilling to face in the moment. Artificial emotions have no redeeming qualities or positive potential. Their use therefore is always limiting and indicates a person in overwhelm attempting to avoid dealing with what's really going on.

Guilt – A pretended emotion used to repress/deny some other real emotion most often anger, fear, shame or hurt. As a synthetic emotion it has no positive qualities. It is a manipulative means to gain control without responsibility by using their “pitiful condition” to get sympathy and “help” and/or to make others feel guilty. Guilt is not remorse which is a real emotion and whose positive aspect helps develop empathy and compassion. When guilt is used it precludes real remorse, empathy and compassion.

Martyrdom – Another non-real emotion characterized by feeling persecuted, unappreciated, misunderstood, hopeless, burdened by impossible demands, innocent of wrongdoing, mistreated, and misjudged. Martyrdom is used when the person chooses to not feel and deal with guilt, underlying anger, fear, shame or hurt and the reasons for it. It is characterized by dishonest, self-righteous, vicious, covertly destructive behavior that seeks revenge while refusing to acknowledge any wrongdoing or responsibility. While unable to accept gratitude those in martyrdom expect noble exoneration.

Victimhood – Same as martyrs only with less sophisticated expression. Less organized or systemized than martyrs about the kinds of experiences they include in their victimhood. Characteristic behaviors:

- Overt and expressive of their anger, hurt, fear or shame and why they feel that way
- Want others to do things for them, and never satisfied with whatever is done
- Subtle combination of self-pity and self-importance

Arrogance – Unwarranted pride or self-importance, haughtiness. Conveys ‘my needs are more important than yours’. Based in insecurities and fears, it is characterized by inattention or lack of interest in others, a “superior” attitude, discounting (invalidation) of others, or choosing to be right versus being effective.

Arrogant people have not confronted their fears, and are therefore easily manipulated by focusing on their fears and insecurities.

To Resolve Arrogance

- Forthrightly admit, ‘Sometimes I’m arrogant.’
- Look for and own ways you discount or belittle others
- Find your pattern of excuses, rationalizations and justifications
- Under that pattern, look for the fear/s it has been covering
- Face and feel the fear in your body. Stay with it. Observe what comes up until it dissolves. Feel the expansiveness.
- Acknowledge and celebrate your courage and determination.
- Take appropriate corrective action. Acknowledge and make amends with those we have hurt.

Rage – Expression of feeling powerless. Anger gone out of control.

- Related to boundaries which are either too rigid (resulting in feeling restricted or excluded) or too permeable (resulting in a feeling of violation)
- Any repression results in accumulated rage
- Sense of excessive loss of value or self-worth, intense sorrow, or abject denial of shame and pain
- Shame – sense of defectiveness about who one is
- Pain – synergy of separation from and longing for something
 - Emotional pain – belonging
 - Mental pain – understanding
 - Physical pain – control
- Rage can burst through in judgments, hostile conclusions
- Rage is often repressed by going numb, becoming addicted (a distraction), being stoic, unfeeling

RELATIONSHIP AMONG EMOTIONS

Love and Fear are core emotions, with all other emotions whether authentic or artificial, as an expression of our willingness and ability to experience Love and Fear. And while we have a full spectrum of emotions, with potential secondary emotions arising by mixing emotions (e.g. joy + fear could = guilt; or surprise + fear = alarm), the key determinant in our emotions is the degree to which we allow ourselves to experience and respond, versus resist and react, to Love and Fear.

All potentiality arises from the experience of Love.

The more we live from Love, the higher our functionality.

All limiting behaviors and inauthentic emotions come from some form of unwillingness to face our fears. This results in ‘control’ issues – feeling: controlled, not in control, must control, must be controlled, will not be controlled.

Compensating, compulsive reactions to Fear (varies by personality): Workaholic overachiever; fun-only rationalizer; withdrawn intellectual; entitled snob; passive-aggressive procrastinator; overly helpful martyr; guilt-producing critic; demanding bully; paranoid worrier.

We do not see things as they are. We see them as we are.

–Talmudic Proverb

HOW WE TEND TO MISUSE EMOTIONS

Problems arise not from any of the emotions themselves, but from our unwillingness to:

- Experience them without adding meaning or interpretation, and
- Listen to the messages they deliver

3 Ways of Misusing Emotions

Repress Emotion: Know we have emotion but don’t express it.

Suppress Emotion: Pretend to ourselves we do not have an emotion when we do.

Harbor Emotion: Have and express emotion, but don’t let go of it.

Story: Repression Costs Money

Richard was a Senior VP of merchandising with responsibility for +\$500M in sales. A well respected leader with 20 years of service, he repressed his anger about corporate mandating he fill an open VP position with a successful executive from an external division. Richard was accustomed to choosing and grooming his own subordinates. He found consistent fault with the new executive for the first three months, and changed her annual review written by another senior executive, from Above Average to Average though the financial results substantiated the higher rating. Richard had not worked with the executive during the year in review.

Richard's repressed emotions contributed to an unnecessarily difficult leadership transition, costing both the company and new executive money. At the annual review, the executive challenged Richard's behavior as abusive, citing repeated specific behavioral examples. To his credit, rather than being defensively reactive, Richard was mature enough to look at and own how his previous negative reaction to corporate demands was projected unfairly.

In this annual review, both Richard and the executive expressed their concerns and mutually repressed emotions. With their feelings expressed, and their concerns supported by concrete behavioral examples, both Richard and the executive chose to contribute to improving their relationship. Richard softened his behavior and adopted a more appreciative approach, and the executive worked to more effectively learn from him and meet his preferred style of communication.

The result: A mutually satisfying relationship with award-winning business results. The VP received multiple raises and increased responsibilities, with 'A-team' potential senior leaders consistently added to her staff for their development. Richard was later promoted to president of the corporation.

EMOTIONALITY VERSUS EMOTIONAL

Emotionality is the overt or covert dramatization of our emotions; an exaggerated reaction which covers over repressed emotion and

- Masks hurt, pain, shame, anger and fear
- Covers up emotions so as to avoid listening to, feeling and expressing authentic emotions
- Is deceitful, and a limited expression of authentic emotions
- Depletes our energy and limits our perception
- Increases insecurities and self-centeredness
- Constricts passion and dreams
- Limits choices and actions

Whether 'positive or negative' ignore an emotional message, and eventually it will turn into a shout, then a scream, then some form of reactivity. Avoiding the uncomfortable and unfamiliar emotional messages and the change they require all too often builds to a crisis that takes a tragedy to institute reform.

EMOTIONS AND BEYOND

Shadow

Shadow is the denied aspects of ourselves, the part of us we are capable of but have not yet confronted. It includes all the bad things we could do or did do, but will not own, as well as repressed desire, passion, compassion, creativity, happiness and joy. Shadow is the part of us that, when ignored, becomes the shout, then scream, then reactivity.

Shadow appears as reactivity, dysfunctional behavior. It's a cry for growth, a symptomatic flag asking us to find the cause of the symptom and discover what it is there to teach us. Uncomfortable as it can be, shadow is a rich resource for growth, and is as natural and valuable as day and night.

Ego

Ego is our human survival mechanism that replaces animal instincts. Ego gathers information of what's going on at conscious, unconscious and semi-conscious states. It is then our responsibility, from a secure sense of self, to evaluate the data and take appropriate survival action. When stressed we ask the ego to evaluate, which it can't do. By not facing our fears we create a negative ego.

How We Settle

Settling can become a way of life leading to caring more about appearance than substance, providing little satisfaction. Self-centeredness increases and can grow to one-upmanship, material or political success, being an 'empty suit' who occupies a desk, draws a salary, and makes little or no real contribution. In settling, we:

- Do the same old things; get busy rather than productive
- Choose mediocrity rather than excellence
- Justify or deny the resulting boredom, frustration, anxiety and sense of powerlessness