

NATURAL HIERARCHICAL FLOW OF EMOTIONS

Six Levels of Leadership/ Emotional Maturity

Emotions/Attitudes

Leader

Passion
Joy
Enthusiasm
Happiness
Strong interest

Doer

Positive
Progressive
Open
Mild Interest

Coper

Contentment
Neutral
Disinterest

Opposer

(Overt Hostility)

Irritable
Antagonistic
Overt anger
Resentment

Manipulator

(Covert Hostility)

Unexpressed resentment
Unsympathetic
Passive-aggressive
Fear
Anxiety

Victim

Regret
Self Pity
Grief
Despair
Apathy
Numb

Immature People

- Are less willing to experience and learn from the entire span of emotions
- Repress uncomfortable emotions, often projecting them onto others, or arrogantly rationalize ignoring them by labeling them as inappropriate
- Live in a chronically negative, limiting emotional state
- Are unwilling to deal with what is, and in turn are less aware and resilient in stressful situations
- Perceive life as a series of frustrations and limitations
- Limit their ability to learn, change and grow
- Remain in overwhelmed and dysfunctional states longer than a mature person
- Project responsibility onto others; blame others
- Replace productivity with busywork and pretense
- Treats others as either threats or needed sources of approval or gratification
- Demand instant gratification
- Replace authenticity with glibness and lies
- See things as black and white, good or bad, pleasure or pain

An organization's ability to adapt, innovate and implement change is significantly impacted by the emotional maturity of its members.

MATURATION PROCESS

Maturation is a process of reversing the emotional spiral of deterioration and internally satisfying the needs of each of the stages of development. We face our fears, learn from what we have been denying, and release our limiting beliefs and emotions.

In doing so we feel lighter and more open, seeing the fuller range of our capabilities, including those both dark and light that were previously in our shadow. We have more access to our emotions and their messages, and more presence to turn towards what we DO care about and want to create in life.

As we mature we are more willing to:

- Face our fears
- Take responsibility for our current and disowned behaviors
- Take responsibility for the impact of all our attitudes and behaviors
- Recognize, acknowledge and use more of our inherent strengths, gifts, talents

As we mature, we become less self-centered.

EMOTIONAL MATURITY IS A CONSCIOUS CHOICE

Growing up, i.e. becoming emotionally mature is a conscious choice to move beyond adolescence. Childhood environments provide us with life situations from which to grow, and they may or may not be the place where mature, responsible adult behavior is modeled. As a child, we model our models. As adults, we choose our behavior, and we become the models.

Reactive behavior is always inappropriate. It often originates in childhood when there is little or no guidance on developing adequate defense mechanisms. Unless our childhood environment was especially mature and appropriately nurturing and supportive, we often lack a fundamental sense of security. In that absence, and as a compensation, too many of us grow up with an insatiable fixation on (need for) substitute symbols for security such as money, power, prestige, approval, and acceptance.

When we are grounded in a fundamental sense of security, personal empowerment and self-esteem naturally follow. We may *prefer* contemporary symbols of success, but do *not need* them.

In choosing Emotional Maturity, we are choosing to recognize and confront our dysfunctional attitudes and behavior, and to interrupt habituated reactive patterns thereby breaking the grip of a dysfunctional past. Integral aspects of that process are:

- Letting go of *blame* – a reactive, unconstructive denial of our involvement in something, often accompanied by complaining, whining, or aggressive behavior
- Recognizing and owning our contribution to a situation
- Stopping judging others. Becoming curious about how others may be reflecting something similar in us.
- Forgiving ourselves and others for unresolved grievances and irresponsibilities of the past
- Being more present to discern, evaluate and choose actions that optimize and empower us
- Responding, not reacting, to what is

The Gulp Stage – Letting Go of Judgment

When we are upset about what someone did or did not do, we need to remember, we are part of the whole and as such, we are contributors, large or small, to whatever is happening. The degree of upset and blaming of others correlates to the degree of responsibility denied and the choice to be disempowered. Power and responsibility are inseparable. We cannot be powerful without being responsible. Irresponsible people attempt to compensate for their lack of power by having “power over” other through intimidation or manipulation.

To regain power, end the irresponsible denials, and use what you are upset and blaming about by asking yourself:

- How have I done some form of *that* myself?
- What am I denying?

In shifting our attention to ourselves, placing the responsibility within us, we:

- Are less upset
- Have more positive control
- Feel lighter and more empowered

Going Deeper – Looking within is an opportunity to:

- Observe an aspect of our impact for which we have not taken responsibility
- Recognize the pattern of how we have been avoiding responsibility
- Drop the victim attitude
- Be more personally responsible
- Expand our options and choices
- Empower ourselves to manifest constructive change

When you see a man of the highest caliber, give thought to obtaining his stature.

When you see one who is not, go home and conduct a self-examination.

– Confucius

WILLINGNESS – THE DETERMINING FACTOR

Integral to and inseparable from emotional maturity is the *conscious* choice to be responsible. Our willingness to do so sets the boundaries of our ability to be, do and have (the elements that constitutes our perception of our reality). The less willing we are to be responsible, the more limited our consideration of what is possible and the less powerful we perceive ourselves to be.

Are You Willing to

- Be attentive to whatever your present reality is, including your fears
- Be authentic and honest (with yourself and others)
- Increasingly peel back, expose and take responsibility for the layers of your own self-deception
- Reconsider your cultural bias, which emphasizes appearance over substance; and own how you are contributing to that bias

- Recognize and respect the fact that others are entitled to their own viewpoint, attitude, and position, even if it differs from yours
- Own your power; own your authority (authorship) and give yourself permission to act
- Do the right thing just because it's the right thing
- Recognize and be responsible for the impact you have, create, and/or allow
- Face the confusion, doubt, and fear inherent in any real change
- Persist through the inevitable resistance to change (act with commitment, determination, resolve)

Are You Willing to

- Recognize and act on more of your inherent strengths and talents
- Do what is necessary to develop the skills and resources to be, do and have what you say you want
- Persist through the awkward phase of learning how to do something different
- Put concepts and ideas into action

Are You Willing to

Be honest with yourself

What's Your Answer?

Each of us, everyone, is deserving and worthy, as we are, no matter how hard we try, no matter what we achieve. Our willingness to recognize and acknowledge our inherent deservability and worth is the basis of our sense of personal empowerment and happiness.

Starting the Flow

Others' willingness to help us is a valuable asset. Are you willing to help others, and allow them to help you? Willingness is measured by observable contribution. No contribution equals little or no willingness. It's that simple.

To Create, Develop and Preserve Willingness in Others

- Generate an attitude and culture of service to others
- Be interested in listening to viewpoints, feelings, needs and aspirations of others which helps to create and preserve people's sense of importance and value
- Find out what others need and provide it to the best of your ability and resources
- Without ulterior motive, with complete sincerity, ask, "How can I help?"
- Observe someone needing something. Establish communication.
- Take initiative, offer/provide help to legitimate* needs, just because you can
*Needs that do not enable or encourage co-dependency

HOW TO RECOGNIZE EMOTIONALLY HEALTHY PEOPLE

Emotionally Healthy, Mature People

- Are present with whatever they are experiencing, including the 'not so nice' emotions
- Feel their feelings, get the message, and convert the emotional energy into positive action
- Learn from their emotions, and in turn have greater clarity, certainty, and focus
- Take responsibility for themselves and their environment
- Respond to the situation at hand; recognize and do what needs to be done
- Are resilient, trustworthy and direct in dealing with all life's situations, including the negative ones
- Don't always feel good, but have a positive outlook
- Enjoy themselves while recognizing their own foibles
- Own their own mistakes, learn from them and move on to a higher, more productive manner of life
- Communicate honestly, effectively, and therefore expand contribution and real productivity
- Recognize and respond to life's challenges as learning and growth opportunities
- Appreciate and enjoy the nuances of processes, even when the process isn't ideal

The healthier the person, the greater his or her ability and flexibility to feel and appropriately express the entire span of emotions from apathy and despair to enthusiasm and bliss, e.g. Joy at a friend's success – Fear when a bull charges – Anger at injustice – Grief at the loss of a loved one.

Emotionally Mature People DO

Get Angry at incompetence, irresponsibility, injustice and destructive, manipulative behavior; but they don't react or identify with the emotion. They transform their anger energy into constructive, appropriately forceful corrective actions.

Feel Grief, experiencing the sadness and emptiness it represents. They are honest about their feelings, and in turn move beyond grief. They may always miss the object of their loss, but they are not consumed by it. Their experience of grief helps them develop greater sensitivity, empathy and compassion.

Face Their Fears, recognizing their fear as a message to be present, observant, and discerning.

Facing our fears is what real courage is all about.

In facing our fears, we dramatically expand our ability to learn from ALL our emotions– from apathy and despair through anger and antagonism to happiness and joy. We begin to honor our values, principles, commitments and ourselves more fully. We are then more able to recognize more of our inherent strengths and potentials in turn expanding our options and the power that goes with responsible choice. In doing so . . .

We expand our

- Self confidence, self respect, self esteem and self image
- Appreciation and respect for the dignity of others

We stop

- Creating problems as a means to avoid looking at what's actually present
- Our unique form of compulsiveness, whether overeating, overworking, or over-or-under doing anything
- Harming and sabotaging ourselves and others

We experience more

- Equanimity and ease in dealing directly with what is
- Humor in the circumstances of life
- Balance in our perspective with a stronger connection to the larger part of our life
- Passion, compassion, vitality, pleasure, and sense of fulfillment

Self-Assessment: Assess Your Willingness

Directions

This assessment is only for you, so be honest with yourself. Consider each of the following phrases and decide how often you act with willingness. Rate yourself on a 1 – 5 scale.

1 – Never 2 – Sometimes 3 – Usually 4 – Almost Always 5 – Always

How Often Do I

Circle One

- Remain attentive to whatever my present reality is, including my fears 1 2 3 4 5
- Act with authenticity and honesty (with myself and others) 1 2 3 4 5
- Increasingly peel back, expose and take responsibility for the layers of my own self-deception 1 2 3 4 5
- Reconsider and own my cultural bias, which emphasizes appearance over substance 1 2 3 4 5
- Recognize and respect the fact that others are entitled to their own viewpoint, attitude, and position, even it differs from mine 1 2 3 4 5
- Own my power, and give myself permission to act 1 2 3 4 5
- Do the right thing just because it's the right thing 1 2 3 4 5
- Recognize and claim responsibility for my impact 1 2 3 4 5
- Face the confusion, doubt and fear inherent in any real change 1 2 3 4 5
- Persist through the inevitable resistance to changes (act with commitment, determination and resolve) 1 2 3 4 5

How Often Do I

- Recognize and act on more of my inherent strengths and talents 1 2 3 4 5
- Do what is necessary to develop the skills and resources to be, do and have what I say I want 1 2 3 4 5
- Persist through the awkward phase of learning how to do something different 1 2 3 4 5
- Put concepts and ideas into action 1 2 3 4 5

How Often Am I

- Honest with myself 1 2 3 4 5

How Often Do I

- Listen to the viewpoints, feelings, needs and aspirations of others 1 2 3 4 5
- Find out what others need and provide it to the best of my ability and resources 1 2 3 4 5
- Without ulterior motive, and with complete sincerity, ask, "How can I help you?" 1 2 3 4 5
- Observe someone needing something and provide it, just because I can 1 2 3 4 5
- Establish communication 1 2 3 4 5
- Take initiative 1 2 3 4 5

Score Your Overall Level of Willingness

Total your answers and divide by 21 to find your rating. Then reflect on the concluding questions.

Score	Rating
21 – 60	Not Very Willing
61 – 83	Somewhat Willing
84 – 105	Willing

Want to Raise Your Score?

Look at each phrase in the assessment and ask yourself the following questions.

What do I believe is the:

- *Worst possible outcome* if I was more willing in this?
Could I deal with that?

If not, what if provided, would make a critical difference in my being able to deal with that?
- *Best possible outcome* if I was more willing in this?
Could I deal with that?

If not, what if provided, would make a critical difference in my being able to deal with that?
- How would I feel about myself if I was more willing in this one area?
- What one literal action can I take that would exhibit more willingness in this area?
Do I choose to take that action? If yes, when and how?
If no, what if provided would make a critical difference in my choosing to take action?

Don't Care About Raising Your Score?

Ask yourself:

- What's in it for me to stay where I am?
- What responsibility do I get to avoid?
- If I proceed this way to the end of my life, how might I feel about myself?