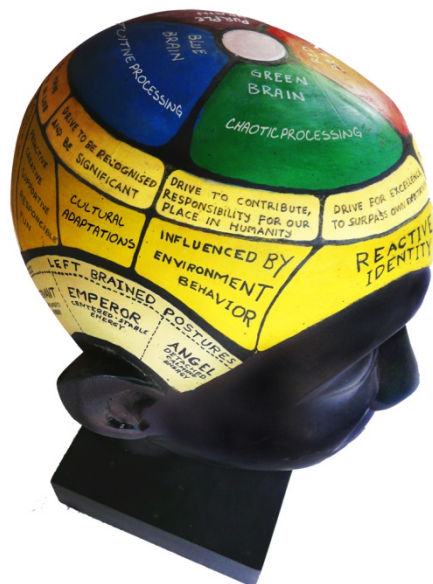


The Psychology of Managing Emotions in the Work Place

By
Arthur F Carmazzi



In today's fast-paced world, many people struggle to keep their emotions under control. Feelings seem to fray more quickly as outbursts become more common at the workplace.

Attitudes, whether positive or negative, also play a role in the performance of an individual. Both emotions and attitudes do affect performance, but how far can they be "managed"?

They cannot!

So what's the Solution?

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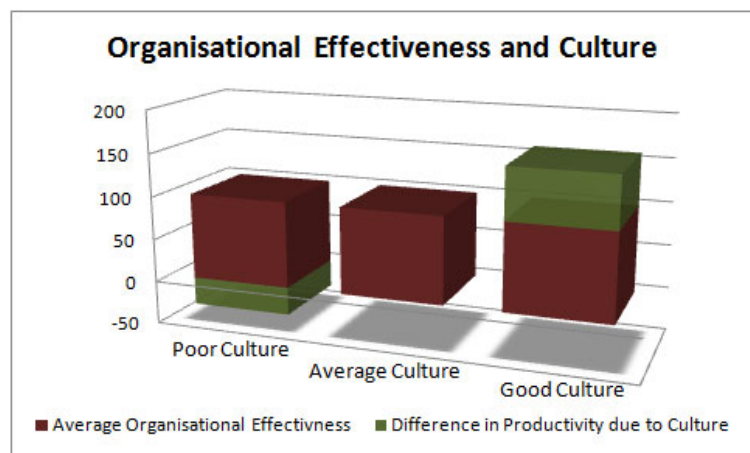
While one may manage the "External" emotions of others, i.e. calm down an individual who is angry, attempting to manage "Internal" emotions is like trying to work on your computer with no screen. You never know if you are typing in the right place, and you never know when you might push the wrong button and crash the system.

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Internal emotions are those where someone may be very nice to and even smile in the front of another, yet inside they think that person is an idiot and feel frustrated working with someone inferior. Or they say everything is fine, but feel unappreciated and for their efforts or results. These emotions do affect individual performance, but more importantly, they affect the overall effectiveness of the group.

Can this lack of performance be measured?

In a DCI study in 2007 involving the marketing, HR and finance departments of 72 similar organisations (7 that had undergone DC culture enhancement programs), Confirmed that an enhanced workforce is greater than the sum of its parts. "If there are 100 employees in an organisation with a poor corporate culture, they will produce the work of 63. In an average work culture, they will do the work of 100, but in a leadership enriched culture, they produce the work of up to 159 employees.



The primary reasons given in interviews that made the difference between a "poor" culture and a "Leadership Enriched" culture were the emotional gratifications and fulfillment at their job and in the workplace. For example 72% of the people from the leadership Enriched culture "felt" they were an

important part of the organisation (compared to only 16% from poor cultures), and another 79% felt their job provided an opportunity to grow as an individual (compared to only 28% from poor cultures).

This means that those organisations who paid attention to their corporate culture reaped the benefits of harnessing the group dynamics of an emotionally powerful environment, while those who do not, got employees working at levels below their real abilities.

The impact!

The impact of each individual's emotional state is not isolated to that person's performance, or even to the performance of the immediate people around them (although that is more visible). Each individual affects, and is affected by, the entire organisational culture.

In a group of 27 individuals working in a packaging section of a large printing company, one individual was responsible for the entire group's low productivity. When he was in the group, the yield would be about 2580 pieces per hour. When that individual was removed, the group managed to average about 2810 with only 26 individuals. The group was tested under a number of circumstances and controls, and

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the results were consistent. One individual actually affected the productivity of the entire group, and it wasn't the amount of conversation or any differential in experience, it was the subconscious behaviors that created an emotional reaction across the entire group and manifested in lower effectiveness. The group literally performed at the level of its weakest link.

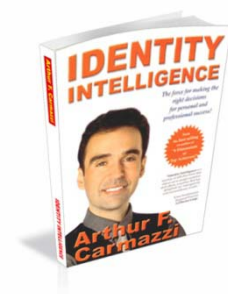
So what are "emotional reactions", and how do they affect you and the organisation?

At its basics, "reaction" is the absence of "intelligent action", and a reaction in one individual, will affect a reaction in another and so on, thus affecting the entire group.

Excerpt from the book "Identity Intelligence"

While each action or inaction has its foundations in "thinking", not all originate from "reasoning".

"Thinking" is the process that interprets events and surroundings. "Reasoning" takes those interpretations and determines if they are true. Many times we stop at thinking. We combine emotions that we have associated with the events and "decide" that it is true without reasoning. This is because by the time we get to the thinking part, we have already started acting, or more fittingly "reacting" to a situation. Studies have shown that our brain feels 30,000 times faster than it acts, and acts 30,000 times faster than it thinks.



To Reason we use the more evolved part of our brain. When our brain is more relaxed or composed it operates at its peak. The problem is that we usually operate in a state that is much less efficient and more prone to "Reaction".

When we are using our Intelligence there is no internal conflict so our brain can operate in a more natural relaxed state. We can therefore make better decisions without the obstacles of “reactive” perceptions.

There are 3 parts of our brain that we must understand. The first is the cognitive brain (sometimes referred to as the “thinking cap”). This part engages in higher-order cognitive processes, such as reasoning, analyzing and conceptualizing; it is the part that makes us mentally “Intelligent”. The second is the limbic part of the brain; this is the control center, the part that controls our voluntary bodily functions, such as our motor skills and our dexterity in doing things. It is the “action brain” and it is also where emotions come from. And finally, the primitive reptilian brain.

So how do you manage emotions? You don't, you manage the environment, the culture to manifest more intelligent actions and less reactions.

The “reptilian” brain or the reactive center, deals with our primal need to survive. It is the part of us that repeats patterns of behavior that we usually do not like, patterns that often prevent us from taking action on opportunities or keep us procrastinating, patterns of fear and sometimes stupidity. It reacts to emotional triggers that are outside the boundaries of our “Circle of Tolerance”. This primitive part of our brain breeds lizard-like reactions to our surroundings, and I might add that lizards are not very intelligent. Think of the last time you were in a conversation with someone you were trying to make a point to when they did not agree. You finally left, perhaps without resolving the point and felt a bit frustrated. 20

minutes later though, you thought to yourself “OH! #@&! I should have said...” This is because during the encounter you began to “React” to the situation thus using your reactive brain instead of your reasoning brain, and for all practical purposes, you became a lizard. It then took you 20 minutes to get back to being a human being where you could “Reason” again. When you are in the reactive center of the brain you have Lizard-like Intelligence.

To elevate ourselves to the greater level of being a human being and sidestep our primal reptilian instincts, we need to respond, not react. We need to reason, not just think. To start, this requires increasing our “Circle of Tolerance”.

Negative emotions are spawned by broken Expectations that we have set about the way things, and people, should be in order to achieve our own success. When these expectations are not met, we tend to look for external reasons why “we” are not succeeding, and thus, to gain temporary emotional gratification, we blame others. These emotions cause reactions that eventually become habitual in a particular environment. People even become physically addicted to the emotions they feel on a regular basis (like stress) and will subconsciously create more of them. **And a corporate culture is born.**

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Even though at home or in another environment, these same people may exhibit their intelligence with amazing effectiveness, if the culture doesn't support bringing out the best in the group, if there is no guideline for what your organisational culture should be, then you will seldom harness the best in the emotional beings that make it up.

So how do you manage emotions? You don't, you manage the environment, the culture to manifest more intelligent actions and less reactions. And this requires a psychology designed for organisational change.

Since each individual has various environments that bring out different facets from their own Identity, and each facet is driven by emotionally charged perceptions within each environment... A platform must be created through education and awareness where individuals fill each other's emotional needs and become more conscious of when, and how they affect personal and group emotional gratifications. This is accomplished by knowing Why people "react" to their environment instead of act intelligently.

Enter the Environmental Leader

Environmental Leadership is not about changing the mindset of the group or individual, but in the cultivation of an environment that brings out the best and inspires the individuals in that group. It is not the ability to influence others to do something they are not committed to, but rather to nurture a culture that motivates and even excites individuals to do what is required for the benefit of all. It is not carrying others to the end result, but setting the surrounding for developing qualities in them to so they may carry each other.

The role of a Leader has been transformed to an individual or group who can instill passion and direction to a group and the dynamics of that group. This leader implements a psychological support system within a group that fills the emotional and developmental needs of the group.

The path to becoming an Environmental Leader however, is founded on a bed of self discovery and laid with the tiles of group psychology. Only when we have an understanding of how "we", as a leader, affect the "system" of a group, and how that system affects us, then can we evolve to Environmental Leadership.

At a glance it may seem a daunting journey, yet this path has a structure, a structure in the application of Directive Communication Psychology to influence the group's system. And as with any structure, it can be followed to create a specific result.

The first step is to realize that every action you take, every decision you make, no matter how small, will affect the group. Whether it is positive or negative, there will be an effect.

Second thing is that when any individual in a group reacts, it will affect you and each of the other members of that group.



From Arthur's Book on Leading Change: "Lessons from the Monkey King"

Since a leader's actions and reactions not only affect the psychology of individuals, but affect the entire culture of the organisation or group, an Environmental leader manages 7 key psychological influences (2 keys of personal awareness and 5 pillars of Transformation) to cultivate a group and culture that effectively supports the positive emotions and fulfillment, even passion, of the members of that group, workforce or team.

A fundamental of any leadership has always been trust. And while there are many facets of trust and how to build it, one crucial area is in sharing what you know. First, start with this article. The "group" dynamics are best suited by getting the "group" involved. The Environmental leader does not develop followers but nurtures leaders and leadership in their group or organisation. To facilitate this, the knowledge of how to be an Environmental Leader must be disseminated throughout. The more people know, the easier it becomes to cultivate a Leadership enriched environment, and the better results everyone will attain.

2 keys of personal awareness:

It is Self awareness that leads to the recognition of the keys, which must be accepted before the Environmental Leader can build the final 5 Pillars of a transformational environment. The first step is the ability to realize that we will consciously or subconsciously make others wrong to support our ego, which leads to blame and away from

growth. **Learning about our "Encoded Assumptions", our "Rules of Engagement", and our "Circle of Tolerance" helps us recognize the reactions that are preventing a speedier growth for ourselves and those around us.*



Key number 1 is: Concentrate on growth and results, do not blame or make others wrong.

The next step is making others right, making leadership decisions and taking actions that help others to succeed and develop their abilities. And when they do succeed, the specific acknowledgment of their success and why they were successful. **Learning the "Colored Brain" and how our genetic processing affects the way we perceive the world and approach tasks and decisions and what that means in manifesting our "natural" talents not only makes this easier, but gives us a better platform to understand, cooperate, and communicate with others.*

Key number 2 is: Create opportunities to make others successful and positively acknowledge their specific actions that lead to that success.

The 5 pillars are the cornerstone of a leader's ability to modify group dynamics, to nurture an environment that inspires and brings out the best in others. And, it is the process of constructing the five pillars themselves that facilitates the leader, and his team, the ability to embrace the two keys of personal awareness. This course of creation acts as a leadership catalyst to the keys implementation and

the modification the leaders own behavior that advances that leader into a more powerful, Environmental Leader.

The five pillars, they are:

1. Creating a greater purpose, for example “A positive and fulfilling work environment that aids everyone in it to be successful in their job”
 - a. The role of an Environmental Leader is to inspire this noble idea. To make the group or team want it, and be willing to take action to achieve it for the cause, for the promise of a greater working environment and a greater self.
2. Having a methodology that the group believes can make that greater purpose a reality
 - a. The role of the Environmental Leader is first to know the methodology, and second to coach key individuals in the methodology so they can in turn coach others.
3. Having a common language for related to the greater purpose and methodology
 - a. The role of the Environmental Leader is to use and reinforce the use of the language in the group. To set the example of applying communication that supports the greater cause.
4. Having a unified identity related to the greater purpose and supported by the methodology
 - a. The role of the Environmental Leader is to solidify that identity, to facilitate the group or team to associate themselves with that identity and everything it represents. To distinguish those who are a part of the greater purpose and give them a group vision.
5. You must maintain an internal Supportive Environment
 - a. The role of the Environmental Leader becomes to nurture and develop environmental leaders within the teams and the organisation.

For more on the 5 pillars and the implementation process, you are welcome to email me at: afc@carmazzi.net and I will send you a white paper and the Emirates Case study.

Our emotions, our actions and reactions, are governed by a sense of fairness and expectation that does not exist because it is always subjective to our own version of reality. Only when we see the system and structure of how and why emotions affect us and the people around us can change happen. And only when we are not alone in this knowledge will we make progress not only in our work and effectiveness, but even in our humanity. This article calls for action; it calls for you to become an environmental leader. It calls for you to develop other environmental leaders around you.

With the right knowledge, one individual can make a difference, are you that individual?

Arthur F. Carmazzi is the Principal Founder of the Directive Communication Methodology and Voted as one of the world's top 10 Leadership Professionals by Global Gurus International. He is a bestselling author and specializes in psychological approaches to Leadership and Corporate Culture Transformation.

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