

A 1-day leadership seminar by
Corporate Mastery
A Division of Integral Mastery Center

Managing Emotion in the Workplace

Emotional Intelligence at Work

THE THESIS OF THE SEMINAR

IQ explains only around 20% of effective leadership. Where does the 80% come from? There are many other factors that affect the development of great leadership. The vast majority of them fall under the designation of emotional intelligence (EI). Our thesis is that the most important aspect of emotional intelligence is our level of awareness. There are three levels we work with: (1) emotional, (2) rational, and (3) integral. Research shows we need to integrate the emotional and rational levels in order to bring the fullness of our EI to work for us. To integrate emotional and rational, we must go to the third level of awareness. This is what the seminar does.

What kind of intelligence does it take to know when to challenge, when to support, when to back off, when to prod, or when & how to take a stand?

Is the self the sum of our thoughts, feelings, decisions, and actions, or is it something that goes beyond the content of our awareness?

Can we really train people to integrate reason and emotion?

Do you truly understand the language of emotion?

Can we use emotion to fuel our actions?

Come and find out.

UP THE EMOTIONAL STAIRCASE

Discovering Emotional Intelligence in the Workplace

The longer we work with leaders, the greater our appreciation for the role emotion plays in the workplace. Emotion can be the barrier or the banister on the staircase of maturity.

The key facet is *our relationship to emotion*: Does it lead us or do we lead it?

The seminar will offer concepts and practices designed to help us develop mature ways of relating to our emotions and to the emotions of those with whom we work and live.

KEY PREMISE

- Emotions carry coded messages from deeper parts of the self. If we learn to decode those messages and allow them to inform and influence our actions, then feelings can become the banister up the emotional staircase.
- But if we fail to decode the messages, we will react to the feeling itself and be driven by it instead of being informed by it. This is a pivotal point of our model.
- By decoding the feeling, we take charge of the meaning within the feeling.

Whether we lead emotion or whether it leads us is the dividing zone between maturity and immaturity. Development beyond that zone is what we call emotional intelligence.

Emotions can be intense at all levels of maturity. They inform us about the nature of our response to the events we face in the daily unfolding of our lives. Emotions may be supremely pleasant or extremely painful.

The presence of strong emotion is not a barrier but a potential banister to great leadership.

The question is not *whether* we will feel but *how* we will respond to those feelings. Our relationship to our feelings, not the feelings themselves, is the key to self-awareness. It is also the foundation for developing empathy, which allows us to connect with others.

The seminar will orient you to asking several useful questions. Here are just a few:

- Do the feelings lead us or do we lead the feelings?
- Do feelings become the *lead mode* toward actions or are they an *information mode* we use to make the decisions that trigger our actions?
- What is our relationship to emotion? Ally or enemy? Leader or servant?
- Do we see emotion as something to be avoided or as something to be utilized for enhancing productivity, meaning, and purpose?
- Do you know how to utilize emotions like anger, disappointment, or frustration in others to build empathy, trigger intense motivation, and promote maturity?

IF ANY OF THESE QUESTIONS INTRIGUE YOU, COME AND JOIN US.

What You Will Learn from the Seminar

You will learn our Model for Managing Feelings:

- The events in our lives are like pebbles thrown in our pond (the self). Most of those pebbles trigger ripples on the surface. Some pebbles become emotional “grenades” once they penetrate the surface and explode deep within us.
- What do those grenades say about us?
- You will learn a 3-step model for decoding the messages within those grenades.
- Those messages will reveal deeper levels of your purpose.

By using the Model for Managing Feelings, you will learn to:

- Increase your emotional self-awareness significantly and build the base for deepening your capacity for empathy.
- Feel your emotional grenades without being run by them.
- Decode the messages (jewels) within your feelings, revealing important aspects of the self in the work setting.
- Act on the message within your feeling, instead of acting on the feeling itself.
- Communicate much more effectively and meaningfully, often without having to talk about the feeling itself.
- Stay task-focused without sweeping emotional issues under the rug.

You will learn to manage emotion in relationships:

- Not only will you learn to decode the messages within your feelings, but you will also learn a method for helping your associates to do the same.
- You will learn not to let others’ emotions lead you. This will prevent emotional escalations and shallow capitulation.
- The ability to decode the messages within our feelings will set the stage for true solution-focused negotiations.

You will learn to develop the following key indicators of emotional intelligence:

- **Emotional Self-Awareness:** the ability to recognize and monitor feelings.
- **Managing Emotions:** the ability to regulate and decode emotions.
- **Self-Motivation:** the ability to channel emotions in the service of a goal.
- **Empathy:** the ability to recognize emotions in others.
- **Manage Relationships:** the ability to manage emotions in others.

An Example of What You Will Be Able to Do After the Seminar

You are in a meeting with your direct reports and are in the process of describing an idea you hope will become a core value in the company culture. One of your team members (a direct report) vigorously responds with objections in a way that unfairly caricatures your main point. You feel irritated. If you let the irritation lead you, you may assume he doesn't understand you and you may begin to caricature his message in order to discredit it among your team members. Unless your direct report is a highly mature person, he will likely escalate the tug of war or simply shut down and hide his own feelings.

If, on the other hand, you follow our model for managing feelings, you will be able to quickly allow yourself to feel the irritation and listen to its message. The irritation may reveal how important respecting others' ideas is to you. You realize that when someone misunderstands you and does not make a serious effort to correct it, you feel irritated. The irritation carries the coded message of something that is of value to you: respecting another's ideas requires the effort to understand them accurately. You value empathy.

If you focus on this message instead of the feeling, your actions will now be informed by this message. So, instead of doing to him what he did to you, you treat him in the way you wanted to be treated. You ask him questions about his objections until you clearly understand what was important to him. You then rephrase his ideas in your own words and check to see if he thinks you truly understand him. If the answer is yes, you are now ready to reverse the direction of empathy. You tell him you think he misunderstood you and that you want him to articulate your ideas to ensure mutual accuracy of perception.

Whether or not the other person is responsive or defensive, you are now prepared to lead the discussion more effectively. Your leadership effectiveness is not measured by the ease or difficulty of what you face but by the manner you handle it. The presence of strong emotion is not necessarily a barrier but a potential banister to great leadership.

Some of the companies that have worked with Corporate Mastery

American Century

Ernst & Young

Baccarat

Aquila

Nuetera Healthcare

Child Health Corporation of America

Abbott Labs, Philippines

Executive Benefits of Kansas City

The Leavenworth School District

The Pembroke-Hill School

FedEx

Cap Gemini/Ernst & Young

Creative Consumer Concepts (C3)

Americo Insurance

CB Richard Ellis

Neighborhood Reinvestment Corporation

Mead Johnson, Philippines

The Love Box

The Hartford Bank of Prairie Village

Wrenn Insurance Company

Learn from the Wisdom of our Staff

Ramon G. Corrales, Ph.D. has been an organizational consultant, author, executive and high-performance coach, and seminar leader in organizational teambuilding and personal development for over 25 years. He developed *The Corporate Mastery Approach[™]*, an integral framework for organizational and leadership development. He received his doctoral degree from the University of Minnesota in Sociology, along with a clinical specialization in Family dynamics. He is a Certified Kolbe Consultant[™] and a trained practitioner in Neuro-Linguistic Programming (NLP) for both business and personal applications. Ramon's books include *THE CONGRUENT LEADER: An Integral Model for the Evolution of Effective Leadership* and *THE LEADERSHIP RELATIONSHIP: The RISC Model of Relationship Building*. He is the founder and CEO of Integral Mastery Center, a management development firm that assists leadership teams in generating the highest return on effort in quality and in productivity.

Charles D. Rhodes, Psy.D. is an experienced organizational consultant and an executive coach with a great deal of expertise in individual and group development. He is also a family educational expert who brings his ideas of self and relational transformation into the workplace. Dr. Rhodes has specialized in the meaning and purpose dimensions of work and leadership. He and Dr. Corrales have been pioneers in building *The Corporate Mastery Approach*, an integral model that addresses the individual, cultural, and structural components of leadership. The book, *THE CONGRUENT LEADER* is a product of their synergistic collaboration, capturing their unique point of view.

Travis Tasset, M.A. is an organizational and human development professional with a Masters degree in Organizational Development and Management with a concentration in Integral Studies from the Fielding Graduate University. He has the distinction of being the first graduate from this program, which was designed under the guidance of Ken Wilber. His undergraduate degree was in Communication Studies with an emphasis in business from the University of Kansas. Travis is a Certified Kolbe Consultant. He is one of IMC's experienced coaches and trainers.

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