

# Brian Germain's Leadership Series

## "High Intensity Emotional Intelligence"

### Seminar Outline

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#### The goals of the seminar are as follows:

1. **Educate** about the effects of fear: (Physiological, Psychological and Sociological)
2. **Explore** how these effects create significant problems in competence, productivity, communication skills, capacity for intelligent insight, and health.
3. **Discuss** the most common responses to stress in order to shed light on the profound ineffectiveness of many of these habitual behaviors.
4. **Present** the most effective methods for dealing with fear in all its forms, and converting it into positive emotion in order to maximize performance.
5. **Illuminate** the value of developing the skill of personal de-escalation and emotional re-direction for all members of an organization, particularly those in a leadership role.

#### Part I What is Fear?

- 1) Perceived Ability vs. Perceived Risk (positive or negative emotion)
- 2) Natural basis of the fear responses: Fight, Flight and Freeze
- 3) Elaboration on the typical unfolding of these behaviors in the human realm.
  - A) Positive aspects of these states
  - B) Negative consequences of each coping method
  - C) Misapplication of basic instincts in inappropriate contexts
  - D) The unconscious nature of the fear state
- 3) Stress and the Physiological Basis of Emotion
  - A) Internal Locus of Control is lost (feeling of powerlessness)
  - B) Limbic System Response to "Hot Cognition" (Perceived Threat)
    1. Triggered by Pattern Recognition
    2. Long-term memory causes specific expectation
    3. Situational Awareness is replaced with Past Replay
  - B) Physiological Escalation
    1. Amygdala/Hypothalamus activation
      - Epinephrine, Norepinephrine, Cortisol
    2. Heart Rate and Blood Pressure increases
    3. Glucose Levels rise: (Potential for physical exertion increases)
    4. Pheromones and other hidden cues affect others
    5. Brain activity changes
      - a. Diminished activity in the left prefrontal cortex
      - b. Cognition and action patterns restricted to the basic instincts and most practiced "learned instincts"
      - c. Higher cognitive capabilities diminish with the reduced activity in the left prefrontal cortex:

d. Innovative and compassionate thought is curtailed due to the heightened level of arousal

D. Other effects of Fear

1. Hans Selye and Stress: "General Adaptation Syndrome"
  2. Social conflicts and communication breakdown
  3. Task competence diminishes: Grace and Timing Issues
  4. Generalized Negative Expectation
- 4) "Eustress" (Beneficial Stress)
1. Positive Adrenalin and the Flow State
  2. Effects of positive emotion on task competence
  3. The effects of eustress on physiology

**Part II How do we turn Stress into Eustress?**

- 1) Addressing the problem on the inside, then the problem on the outside
- 2) William James, The Physical Basis of Emotion
  - A) Emotion creates a Bottom-up Hierarchy in the body
  - B) Emotion must therefore be addressed in a Bottom-up manner (De-escalating the body de-escalates the mind)
  - C) The power of the "FULL STOP" (mind *and* body)
    1. Slow Deep Breath
    2. Relax the Muscles
    3. Focus on a physical object or sound
  - D) New mental climate creates new mental possibilities
- 3) Logical Risk Appraisal: "Metapsychology"
- 4) Separate the "I" from the story (depersonalization of the emotion)
  - A) Fear is not Personal
  - B) Anyone in this position would feel like this
  - C) Let go of self-aggression about feeling fear
- 5) Resurrecting a positive mindset:
  - A) Fear tells us what we *do not* want, but never what we *do* want.
  - B) Focus on where you want to go: SOLUTIONS
  - C) The "Gut Check": using right brain processes as guidance (co-pilot)

**Part III Primary Prevention: How do we prepare ourselves for fear?**

- 1) Know your stuff
  - A) Learn the game that you will be playing (deep understanding)
  - B) Practice your solutions in realistic simulations
  - C) Currency: Perform the task in question as often as possible
- 2) Develop on your personal "Inner Game"
  - A) Cross-Training the fear response with alternate challenges
    - Adventure Sports can serve as a metaphor
    - rebuild your confidence: resurrect your "mojo"
  - B) Be in a state of "Holistic Wellness" (State of Balanced Readiness)
    1. Cardiovascular training (familiarity with high arousal state)
    2. Muscle Flexibility: (stretch regularly, especially during stress)
    3. Eat Well. (complex carbohydrates, not simple) (GIGO)
    4. Maintain Hydration (sugar/saline mix when dehydrated) (6hrs)
  - C) Cultivate the ability to remain in "Optimistic Uncertainty":  
Snap-conclusions often create more problems than they solve:

- (When in the Paranoid Mentality: First Thought: Worst Thought)
- 3) Mental Focus “Mindfulness” Training has proven effective in creating long-term change in maximizing brain function, improving task focus, and diminishing the startle response
    1. Dr. Richard Davidson, Univ. of Wisconsin: (Meditation Studies with Tibetan Monks using fMRI and PET)
    2. Andrew Newberg, MD, (Quiescent responses and focused ritual, fMRI Studies)
    3. Engstrom: Left Medial Prefrontal activation during mediation (opposite effect of fear)
    4. Paul Ekman: Startle Response muted in Buddhist Monks

### Part III The Leader and Emotion

- 1) Leadership begins with controlling the internal environment of the leader
- 2) “The Pilot Mentality”: (trusting that you will find the way)
  1. Finding a way to keep your “mojo” (deep self confidence)
  2. Even when you freak out for a moment:  
-*know* that everything is going to be OK
  3. Take a long slow deep breath, and *then* return to the task
  4. Focus on maintaining a positive feeling, no matter what
- 3) The Big Picture: Control the Aircraft, *and* the emotion of the passengers (Top-down emotional maintenance within the hierarchy)
- 4) Remember: Fear is Contagious:
  1. Fear Pheromones
  2. Other “Hidden Cues”
    - a. Fast movements and speech
    - b. Inability to communicate effectively
    - c. Illogical decisions
    - d. Close-mindedness: focusing on past goals, rather than incorporating new data into the model
    - e. Losing sense of humor (get *serious*)
- 5) Maintain your positive feeling, regardless of what others are doing
- 6) Choose to be an Optimistic Person: Look for the positive aspects (to “Appreciate” is to increase the value of)
- 7) Task is important, but “**Vibe**” **Matters**: Keep it Positive
- 8) Create a working environment that allows for “bottom-up’ de-escalation cues from anywhere within the system.  
(When the speed is too fast, and the attitude becomes negative)

### Conclusion:

Emotional “Vibe Control” is central to the success of every goal, and therefore an essential aspect of effective and sustainable leadership.

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