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. 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:
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.
References and Recommendations


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