



how to build
a family and
a business

*"What are you supposed to do when
an injustice occurs? You fight. The
world we live in now demands it."*

SLEEPING YOUR WAY TO THE TOP

USING THE EMPATHETIC LEADERSHIP STYLE

BRETT O'CONNOR

Sleeping your way to the top:
using the Empathetic Leadership style

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Introduction

Imagine a world where companies recruited talent to an organization with job ads that included:

“Parents, and those wishing to become a parent, are encouraged to apply for this position as our organization give formal recognition and teaches how to apply parenting skills across all levels of the organization as part of our leadership and management program”.

Can you even imaging what it would feel like when you walk into your boss and say:

“we’re having a baby!”, and your boss says “that’s great! Here’s a list of things you can do as part of our development program, so when you return from maternity leave, if you like, you can step into a more flexible and higher paid position”.

Then, the first thing on the list is a parenting course that lets your practice what you learned in the workplace on the company's time before your new born arrives.

While being a parent is not a gender or racially specific term, in Australia, women frequently take extended parental leave. Men often do not have access or support to take time off, even if they want to. If men wanted to, could men learn from women?

“I don’t think we need more female leaders, we need more leaders that act like females, and it just so happens that women are better at that” – Simon Sinek.

Women are increasingly more likely to be the main breadwinner in the family, despite a 15% gender pay gap, and women are still likely to be doing most of the household duties (wgea.gov.au).

This pay gap is also related to the limited hours in operational positions, or, burn out occurs due to essentially doing 2 full-time job roles, usually with no break.

Something must give, but Leaders do a different job. At work, women as leaders use different neural pathways, so at least the mind (or parts of it) get to rest.

The title of this book is about using skills, not to be confused with using sexuality to cover up for a lack of skills. I'm not going to say it still doesn't happen, and these days you can pick it when it does, but to assume is discrimination.

This book is a how to guide for using empathy at work, irrespective of gender, and you will understand what you see as relevant to you and your life experience. As will others.

If you want to get to the top, having children can accelerate your career rather than put it on hold. Last I heard, sleeping with someone was the most common way to become a parent.

When and how you use your parenting skills is up to you, but it can give you a competitive advantage in a modern workplace.

If you don't have kids, you can learn the Empathetic Leadership style too. Just it may take you longer to learn without as many opportunities to practice it, like parents do.

"Give a man a fish and he can eat."

*"Teach a man to fish and he can eat for
life."*

You don't have to teach fish how to bite, but that is what you do when you try to create a new "market".

It's so much simpler to find others with the same beliefs as you (your 'why'), but performance is based on "what" you do.

Collaboration is "how" you do it, and that's the power of networking.

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What do you love?

This may seem like a simple question, and most people can tell you what they love doing. However, everyone seems looking for their “why”, and an increasing number of people are discovering that, in reality, people are no longer doing what they love.

The reason for this varies with each individual, and people may not even realise this is happening to them. It's often not through lack of feedback, and embarrassingly it may be easier for others to see potential issues, but you may dismiss feedback as not relevant to you. Until the issue becomes a problem, then what will you do?

Whatever you are doing now, it is good enough for you. Everyone is a good leader, until there is a problem, just like everyone is a good parent, until there is a problem. In both cases, there is no shortage of advice, so why wait until there is an emergency to look at options. If there's a fire, you just look for your nearest exit. However, what you choose to do next could still be a life of death decision.

In business, this is where people become vulnerable to abuse. Even from people that have the best intentions. If you hear the words “here's what you need to do...”, and a cue that there are problems that you may not be aware of, and this is where you have to decide if it really is the problem you need to solve, right now.

Your first thought may be “DON'T TELL ME WHAT TO DO”, and their response may be “BUT I'M JUST TRYING TO HELP”. We will attempt to explain throughout this book causes and ways to overcome falling out of love with what you do.

For every 5 people that makes it to the summit of Mt Everest, 1 person dies trying. People don't die on Everest from trying to get to the top, they die because they can't get back down.

With these odds, you would think it would be enough to stop people trying. However, people have a positivity bias. They know they could die, and that's the risk you take, but this feedback is not relevant to them as "they" are convinced they will be one of the 5 whom will make it to the top... but what comes next?

In Business, less than 5% are successful

For every 1 business that makes it to the summit, 24 die trying. It is not a relatively quick death like on Everest, so what is so attractive about starting a business?

A successful business is generally measured as one that generates \$1 million, however it may take on average 5 years to do it. You could earn a 6-figure income for 10 years and have a successful business, but profit includes the figures after the decimal point

The first response you normally get to this question is people want to do what they love. If this was true, why would people give up on what they love? And wouldn't people do it for no money?

Some people do and remain in the 24 out 25 businesses that are not considered successful.

Success is measured by what is good enough for you.

It may be the case that people know when to quit, they just don't know how, and feel like they are giving up on their dream. But a dream is just plan, without a timeframe, so you are not quitting on your dream, just your plan. If you keep your dream alive, you can always make another plan.

The answer may be as simple as asking the question “what do you love?”.

If you love what you do, then you are in love with your plan. Even the best laid plans can come undone, and in 24 out of 25 businesses it seems this is what happens.

What do the other 1 out of 25 business owners love? They are in love with their dream, which has no timeframe, so plans can change. They do what they love, not love what they do.

Still don't see a difference? Let's look at the arrangement of the words and ask, “how do you know what you don't know?”.

Do what you love means love is the outcome of what you do, so requires action and reflection. With repeated action you know the feeling, and your actions become more automatic. However, this requires extra effort to start and lot of trial and error, and may take you off in another direction to your plans, so may not seem logical or rational to some people

Love what you do starts with love, but can often end in tears as people fall out of love. It is based on plans, so time limited for a start, but to be sustainable it requires a lot of patience with others. Wrath is the deadly sin, and usually ends collaboration. The result is often that you then still do what you love, just you end up trying to do it all on your own.

This may be your first lightbulb moment in this book, so let's take a moment to reflect on how they first made a lightbulb. You can't prove something that doesn't exist, so the focus was just to produce a lightbulb that worked. Not one that worked well.

Edison's most famous quote may be:

"I have not failed. I've just found 10,000 ways that won't work." "Many of life's failures are people who did not realize how close they were to success when they gave up."

This may also be the reason 24 out of the 25 business keep trying. Why don't people just focus on what the 1 out of 25 businesses do that works? Ego mostly. It's been done, but I think I can do better than that. So, people start looking at the 10,000 ways that didn't work, and look at reinventing it.

You may say that the lightbulb has been reinvented, and that is correct, but inventors under the diffusion of innovation only make up 2.5% of the population, so the odds of you doing that are even less than having a successful business.

Don't get me wrong, I'm not saying don't focus on you and what you do, but many want-to-be inventors want to be seen as unique and may say "no one else can does what I do!".

OK, so my next question is:

"do you truly believe the Earth has the only life in the universe?"

...and in reality, how would you know this to be true if you were not looking for life elsewhere?

So what was the 1 way they got the lightbulb to work? The put it in a bubble cut off from the outside world, focused the energy on the wire inside, and with a different atmosphere the wire didn't burn out and kept on shining. Not bright, but at least there was light.

Edison still had to go out and find people that wanted to use his invention, in a way that suited the customer's needs, and the rest is, as they say, history.

Fast forward a couple of hundred years and with the advances in technology in the last 20 years it is now easier than ever to find others that love what you love. With all the information out there, people's opinions, the hardest part for many may be knowing what is going on inside.

*Do you really know what you love,
anymore, or do you just love what you do?*

It may be by what you have become attached to, so let's look at that before we look at what you do.

Simon Sinek's take on what love is, and how it can be measured:

<https://www.youtube.com/watch?v=TopBJ7fAlgE>

CIRCLE OF SECURITY ®

There are tools already developed by Circle of Security® international. Originally a parenting program based on the needs of a child, it may have duplicable applications in a workplace setting. After all, children do grow up, but into what?

Situations where it may be applied include the use of the Circle Graphic to determine which professional development opportunities are most likely to be accepted by individuals, for example, training, coaching, or mentoring.

Other tool include identifying cues that core sensitivities have been triggered. Originally developed to identify the needs of a child, based on over 20 years of research it can now be adapted to better manage behaviours of people of all ages.

Businesses are moving from an authoritarian to a more authoritative and nurturing leadership style.

Leaders are expected to be bigger, wiser and stronger leaders, however come from a generation that has generally misunderstood the concept of process praise and its effect on team development, instead focusing on isolating examples of content praise drawing attention to the product

The “Shark Music” concept could be adapted as a training tool for dealing with customer complaints and other workplace grievances

Increasing concern about mental health issues in the small business community has highlighted the need to monitor the “mindset” of Entrepreneurs to see if this may bringing some of the issue to the surface. The line has been burred and most of the cue seen as “normal” in an Entrepreneurs Job description

are very similar to the cues doctors recommend a person with bi-polar disorder should seek professional help to manage.

While stress, anxiety and depression now are regularly discussed, the root cause for these three issues in business appear to have a direct correlation between the Core Sensitivities and the three general reasons business tend to fail:

- Poor Cash Flow
- Poor Products
- Poor Strategy

Consultation with learning and development professionals has already identified using emotional intelligence to build better workplace relationships increased productivity.

We have also identified the following possible organisational and community benefits from a training program using tools and techniques from the Circle of Security:

- People without children gain self-awareness to identify "child-like" behaviours that may trigger reactions from parents at their workplace, particularly sub-conscious reactions from Parents experiencing difficulties with their own children
- Adapt the strange situation test to be used by HR professionals to identify adult attachment styles as an indicator of the needs of new employees to lower stress and increase the effectiveness of induction and training, particularly when "on-boarding" people into new positions

Incorporate recognition of prior learning for skills and knowledge requirements of units of competency for qualifications for participants that have previously completed Circle of Security parenting course(s), who may already be "hard-wired" to think like a project manager, to transition skills into a workplace relationship context

Introduce participants of the leadership program to tools, techniques and concepts to manage attachment needs that can also be used in a family and community context, and related options for further learning opportunities as part of a career/life pathway

Education on acceptance of neurodiversity and recognizing unconscious bias to create more employment opportunities.

focus on the strengths of individuals in specific roles using empathy and needs based problem solving to overcome potential issues

Encourage thinking required to develop neuropathways to facilitate the implementation of a more introverted and empathic (concern) leadership style desired by modern organisations. Considered by many in business as a “female leadership style”, it is non-gender specific and focuses more on empathic concerns in the decision-making process (rather than aggressive decisiveness).

It has similarities with popular leadership requirements as promoted by Simon Sinek and the “servant leadership” style characteristics often used by projects managers dealing with a highly skilled and technical trade workforce.

Small Business Adaptation

There is growing concern in the Small Business community regarding poor management of mental health issues. While larger organizations may be effectively addressing mental health issues internally, it is common practice for larger organizations to outsource work to external contractors who generally have not undertaken effective training in using emotional intelligence.

To put this problem in perspective, I attended a meeting with representatives from Moreton Bay Regional Council, which is the 5th largest local government area in Australia (in population). They reported that 95% of the businesses in their area have less than 5 employees. The Council has also stated that they are attempting to attract large businesses to the area to create employment, but is a lack of skills in the area the problem?

A dyadic relationship has developed between small and large businesses due to the rapid diffusion of innovation through the Small Business community.

Larger companies contract work to fill skills gaps so they can maintain a competitive advantage in their market.

Entrepreneurs identify developing skills gaps to provide solutions, and many entrepreneurs, unhappy with their current employment situation, leave larger organizations to start their own business, and are likely to do work for competitors.

It is often the case that talent, in the form of contractors, are isolated (location and/or stature) from the organization's employees, which inhibits both parties from developing a secure attachment required for a more effective working relationship.

Communication technology (including social media) does not appear to be overcoming this issue. In fact, technology may be making the situation worse as many employees demonstrate avoidance attachment characteristics and may see platforms like Facebook as an invasion of privacy.

However, the small business and start-up community is heavily reliant on social media for their survival. For the first-time last year, the number of businesses using Facebook overtook the

number of businesses who use LinkedIn (a professional network. The line between what is personal (about the person, and generally who they are) and Private (thoughts and feeling in specific situations that may not relate to business) is blurring.

This brings us back to the importance of small business to large corporations, and not just to managing the mental health issues as a community priority. The survival of a small business depends on the ability of the small business owner to use emotional intelligence, and the three general reasons why small businesses fail so often appear to

ATTACHMENT STYLES

One of the simplest ways to understand anything is to make it relevant to you, and how it affects the way you live your life.

Even if you are not a parent, you would know one, and have also at some stage been a child. However, if you do not have children now, you may not recognise you are reminding parents of issues they are having with their own children by the way you act.

The attachment style of a person is established in early childhood and becomes a default state people may return to in adult life, particularly when in unfamiliar or stressful situations, for example starting a new job or learning new things.

People do not learn when under stress, and quickly lose confidence to try new things,

So, to alleviate the stress, leaders will often take on the role of a “caregiver” that is similar to the parent/child relationship, even if the leader has no experience with parenting.

To explain this relationship, the Circle of Security International developed a course to explain key principle of attachment theory, and developed tools to help identify behaviour cues

and limit “miscues” when developing the child/parent relationship, that is applicable to people of all ages.

Originally developed for people from low-socioeconomic backgrounds, with low literacy skills, the Circle of Security explain key terms used in attachment theory in simple terms that may be familiar to people.

ATTACHMENT TERMS

Source – *Circle of Security International* ®

Shark Music - the painful state of mind (feelings and memories, initially unconscious) of caregiver and/or child that emerges when certain needs on the Circle are evoked. This concept is central to the COS intervention model as a means of normalizing defensive process for caregivers, thus supporting increased reflective capacity.

Resiliency - the capacity to be confident, competent, and caring despite significant risk factors throughout childhood. (e.g. develop social competence, problem-solving skills, capacity to reflect, autonomy, and a sense of purpose.)

Attachment types

Care Seeking (Attachment)—an instinct, throughout the life span, to seek proximity to a specific person who will comfort, protect, and/or help organize one's feelings.

Care Giving (Bonding)—an instinct to monitor a specific person, and to comfort, protect, and/or organize that person's feeling when necessary.

Exploration—an instinct to follow one's innate curiosity and desire for mastery, when it feels safe to do so.

Attachment Strategies

Secure - a relationship that creates confidence in the availability of a specific protective caregiver if needed and

supports exploration when it is safe to do so. The child does not need to focus on the needs of the caregiver but can simply attend to what s/he wants, needs, thinks, and feels and make that known all the way around the Circle.

Ambivalent - an organized strategy of attachment that overemphasizes the demonstration of closeness and proximity (safe haven/bottom half of Circle) while underemphasizing the exploratory aspects of the relationship (secure base/top half of Circle). The child seeks to keep an inconsistent caregiver available through a heightened display of emotionality and dependence. This attachment strategy is not considered a risk for significant psychopathology.

Avoidant - an organized strategy of attachment that overemphasizes the exploratory aspects of the relationship (secure base/top half of Circle) while underemphasizing the need for emotional closeness and comfort (safe haven/bottom half of Circle). This strategy allows a child to stay as close as possible to the caregiver while expressing a minimum of emotional need. This attachment strategy is not considered a risk for significant psychopathology.

Disorganized - attachment of a child to a caregiver who is either frightened of the child or frightening to the child (or both); a breakdown in organized behaviour by the child when needing to seek comfort and protection from the attachment figure, particularly when under stress. This attachment style is considered to be at risk of significant psychopathology.

Negative Attachment - attachment to a "procedural script" regarding how to function within relationship; this script, learned within the context of an insecure or disorganized attachment, allows for a limited experience of connection ("This may be painful, but at least it allows some predictability and some sense of connection") working with someone with a disorganized state of mind; a lapse in reflective capacity; symptoms:

1. rescuing/taking responsibility,
2. becoming punitive/blaming the other.

Earned or Learned Secure - the achievement of a secure state of mind through "corrective attachment experiences" with a significant attachment figure (teacher, therapist, friend, partner, spouse, etc.) and/or an increase in reflective capacity concerning past and present attachment experiences.

Emotional regulation - the ability to respond to the ongoing demands of experience with a range of emotions in a manner that is socially tolerable and sufficiently flexible to permit spontaneous reactions, as well as the ability to delay spontaneous reactions as needed.

Learned Helplessness - futility engrained within a context of unpredictable caregiving and/or predictable disregard for attachment needs; futility experienced within an environment that will not respond to requests for help.

Parenting Styles

Authoritarian - a parenting style that has a high level of control and a low level of warmth and affection. Children from these families tend to have lower self-esteem, be less trusting, and more withdrawn.

"Bigger, stronger, wiser, and kind" - a parenting style with a high level of the caregiver being "in charge" matched with a high level of caregiver warmth and affection. Children from these families tend to be more mature, independent and academically successful. "Bigger, stronger, wiser, and kind" becomes a central parenting focus/goal (repeated often) within the COS protocol.

Permissive - a parenting style that has a low level of control and a high level of warmth and affection. Children from these

families tend to be low in self-reliance and self-control and have trouble adjusting to school.

State of Mind Regarding Relationship

Secure

a state of mind that exhibits a coherent valuing of attachment experiences while maintaining the freedom to evaluate the quality of past and current relationships.

Insecure

a state of mind that exhibits a restricted ability to evaluate current and past relationships (either preoccupied with or dismissing of attachment experiences); a lack of coherence when considering issues of autonomy or closeness.

Disorganized

a state of mind that exhibits a lack of resolution regarding significant loss and/or abuse during childhood or adulthood; a lack of coherence when considering issues of loss or trauma. A person's attachment needs are likely to change with interactions with others in a work environment, and that persons reactions will change depending on the confidence level of the individual as show on the diagram below.

For more information on the Circle of Security® you can go to their website. There are resources and training for parents and professionals, however the organisation is still working on the business applications at the time of writing this book, and only started considering it as an option a couple of years ago after the Author of this book approached them.

<https://www.circleofsecurityinternational.com/>

What do you do?

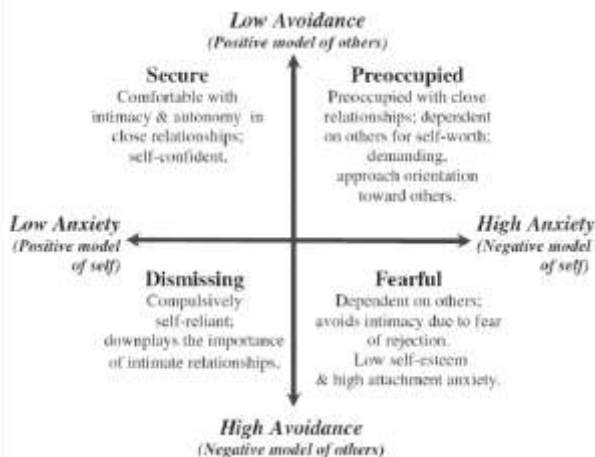
There has been a seeming endless amount of research done on why people do what they do, however ultimately this comes down to everyone's own experience.

Most of the research has focused on the field of Emotional Intelligence, however there are different models of Emotional Intelligence. If we are going to get you to self-assess what you do, we need to give you a model to do this, for example:

1. Ability model
2. Mixed model
3. Trait model

Emotional Intelligence (EQ or EI) is a term created by two researchers – Peter Salavoy and John Mayer – and popularized by Daniel Goleman in his 1996 book of the same name.

Although the theory behind emotional intelligence has been around for longer than this, research on how to apply emotional intelligence has elevated emotional intelligence as an essential skill for performance as both an individual and as part of a team.



This relates to the Mixed model, which is the most familiar model to most people in business because of the popularity of Goleman's book. <http://www.danielgoleman.info/>

This model may not define Emotional Intelligence as either a skill or a form of intelligence, so may not explain why it work, but it does seem to get results in workplace applications irrespective of the diagnostic tools developed in the other models.

Even if you are not diagnosed with an illness, that doesn't mean you are healthy.

To get healthy, you have to do exercise, eat better etc... Even if you are diagnosed with an illness, doctors are likely to suggest the same ways to get healthy to manage the condition as they do to try and prevent it.

The ability-based model views emotions as useful sources of information that help one to make sense of and navigate the social environment. The ability EI model has been criticized in the research for lacking face and predictive validity in the workplace. You can research this model and see if it is right for you, however this book focuses on how to apply EI in a workplace, not validate that you what could (in theory), so we do not see this as an appropriate model in the context of this book.

Trait EI refers to an individual's self-perceptions of their emotional abilities. None of self-report measures developed as part of Trait EI assess intelligence, abilities, or skills, but rather, they are limited measures of trait emotional intelligence. This book is about identifying skills and abilities that are transferrable to the workplace. Again, you can look into this yourself to see if it works for you, however, we don't see this as an appropriate model in the context of this book.

DOES A DEFINITION OF EI EXIST?

The short answer is no.

EI is often seen as controlling or manipulating others, and the intent (positive or negative) is a big factor on whether this is accepted behaviour by others. However, emotional intelligence has more to do with modifying your actions to change people reaction to you, both consciously and sub-consciously, and relies on the ability to effectively:

1. Recognise, understand and manage our own emotions
2. Recognise, understand and influence the emotions of others

This means being aware that emotions can drive our behaviour and impact people (positively and negatively) and learning how to manage those emotions, both our own and others, especially when we are under pressure.

According to the mixed model, Emotional Intelligence is made up of 5 factors:

1. Self-awareness
2. Self-regulation
3. Motivation
4. Empathy
5. Social skills

In stressful situations, people's actions may be guided by a "default" attachment strategy and revert to a "childlike" mental state. Attachment styles are developed from early childhood and people develop defence strategies to deal with situations in adult life.

The perceived risk to the person wellbeing may trigger a "fight, flight, or freeze" emotional response, however this is considered to be an indicator of a lack of Emotional Intelligence as the person may not be self-aware that they have been triggered, even when it is obvious to others.

What was once thought intangible determinants in "success" can today be accurately measured with advances in neuroscience. Since emotional intelligence is changeable, these fundamental skills can be sharpened and learned to improve individual performance, resulting in better outcomes in a range of areas.

Essentially, changing your thinking is a psychological treatment that creates a biological change in the body that create new neural pathways in the brain. This is known as "neuroplasticity", but takes time to form, longer than most people think. The old pathways have to dissolve through lack of use (may take 6 months), which limits the connection to the old thinking part of the brain, so in an emergency situation the brain will automatically activate to the part of the brain that has the strongest connection.

A definition of Emotional Intelligence may help to diagnose issues to be managed, however few are qualified to diagnose issue, and the treatment relates to the individual needs to get them back to good health. Any diagnoses is just an indicator of what to do next, and in many cases this advice is what people should be doing anyway.

The absence of illness doesn't mean you are healthy.

Getting healthy, both mind and body, takes ongoing work.

So the definition of what emotional intelligence is will depend on what you want to use it for, as using emotional intelligence is itself situational dependant. there is no one size fits all.

Emotional intelligence is essential in business today.

After years labelled a discretionary "soft skill", two decades of scientific and business research has demonstrated the value of

emotional intelligence for leaders, sales people and anyone whose job involves influencing and engaging people.

By understanding the science behind emotional intelligence and how to accurately assess, predict and develop emotional intelligence, businesses can take a far more targeted approach to selecting and developing people.

Science tells us that emotions play a far greater role in determining business outcomes than many leaders realise. They guide our thinking and behaviour—what we think, how we think, how we make decisions and how we act on them.

Even when we've made a rational decision, chances are our emotions made it first. We then establish reasons to justify our gut reaction. Emotions contain data about ourselves, other people and the world around us. They are critical to our survival.

If you stay aware of your emotions, then use them or shift them depending on your situation or cognitive task, the outcome may be more positive.

This leads to another issue that prevents a clear definition. EI has an issue with acceptance because of a nomenclature issue.

EI is not consider a traditional type of intelligence (like IQ) because it requires the ability to self-assess. Skills are best "measured" by ability tests, not by self-report. Way to measure emotional intelligence have serious drawbacks, as Emotional Intelligence consists of a number of skills.

This is where there is a crossover to Gardner's Multiple Intelligence, which are:

- Naturalist (nature smart)
- Musical (sound smart)
- Logical-mathematical (number/reasoning smart)
- Existential (life smart)
- Interpersonal (people smart)
- Bodily-kinesthetic (body smart)
- Linguistic (word smart)
- Intra-personal (self smart)
- Spatial (picture smart)

20 years after Gardener's book came out, there is still a debate whether talents other than math and language are indeed types of intelligence or just skills.

In theory, individuals who have high interpersonal intelligence are characterized by their sensitivity to others' moods, feelings, temperaments, motivations, and their ability to cooperate in order to work as part of a group.

According to Gardner in *How Are Kids Smart: Multiple Intelligences in the Classroom*, "Inter- and Intra- personal intelligence is often misunderstood with being extroverted or liking other people..." "Those with high interpersonal intelligence communicate effectively and empathize easily with others, and may be either leaders or followers. They often enjoy discussion and debate." Gardner has equated this with Emotional Intelligence as defined by Goleman.

Gardner believes that careers that suit those with high interpersonal intelligence include sales persons, politicians, managers, teachers, lecturers, counsellors and social workers. These people may also develop "sociopathic" traits. You can't help everyone, and sociopaths tend to justify their in-actions as limited by the actions of others. it's not that sociopaths don't care, they can't care if they want to get things done.

Most experts in Emotional Intelligence believe psychopaths and sociopaths share a similar set of traits, however psychopaths can't change the way they think. This comes down to a differential diagnosis and is not what applying Emotional Intelligence is about. For example

People may simply have a poor inner sense of right and wrong. They also can't seem to understand or share another person's feelings and may actually be excited by trauma if they have a solution for the problem. This may also be more about co-dependency and addiction, and not the result of a personality disorder. However over time this sensitivity may become normalised into the person's personality and will likely trigger a defence reaction in others, and conflict are likely to develop

Both psychopaths and sociopaths may justify their action by saying "I must do this" dismissing other possible options (like they don't have a choice), but the negative consequences don't factor in their decision making process. This is similar to the way people with a positivity bias operate; they get negative feedback, they just don't see how it is relative to them.

A person may also be motivated by other factors rather than esteem;

For example there may be a chemical imbalance in the brain such as insufficient Oxytocin (known as the love drug) which when released by the body has been shown to reduce anxiety (and do more of what they love as a result).

Showing emotion, both positive and negative, is actually an indicator of high emotional intelligence, but the consequences of these actions, and taking responsibility, may define the difference between the Psychopaths and sociopaths. If you put a cigarette out on someone's forehead,

you can say sorry, they may forgive you, but it still leaves a scar for everyone to see. Some damage may be permanent.

There is also a difference between self-esteem and self-compassion. You can only do so much, that is self-compassion, but self-esteem gets you to try to do too much, including helping people that don't want help. you may be trying to help, but are you enabling the abuse to continue?

USING EMPATHY IN BUSINESS

is there a "range" of empathy?

Dr Daniel Segal breaks empathy down into 5 areas, which may provide point of reference to where you may sit on the scale.

At a 2017 Research Symposium, Dr. Dan Siegel spoke about five types of empathy. Dr. Siegel is a Clinical Professor of Psychiatry at the UCLA School of Medicine. He is also the Founding Co-Director of the Mindful Awareness Research Centre at UCLA.

1. Cognitive empathy - Thinking of reason why others may be acting the way they do, what could be upsetting/scary etc.
2. Perspective taking - Seeing the world through someone else's eyes, how you would feel if you went through what they have.
3. Empathic concern - I can feel your pain, and I want to do something about it. Also called showing "Compassion".
4. Emotional resonance - You feel happy because you see someone else is happy; or sad because someone else seems sad.
5. Empathic joy - "I get so excited about your success!". Essentially proud parent moments, that are also experienced by leaders when their team is doing well.

Looking at buyer behaviour, this order indicates the dominant type of empathy used in the decision-making process to sell products/services, and even just to sell an idea. For example, you may have heard the term to get management “buy-in”? These days, potential customers buy-in to the idea through social media groups, even before they see a need for it for themselves, but they always seem to know someone who could need it.



Once you get the first sale, customers will ask “what else do you have?”, but you have to close the deal on the first sale first. Trying to upsell options may confuse customers and send them back to the information search and talk yourself out of making a sale.

You may get the sale, however empathic salespeople may pick up that the customer is not very happy with the purchase, so they themselves to be happy with the sale. This may be because the salesperson may have to work harder in the “post purchase” phase of the buyer behaviour to get a repeat sale.

If you are the type of person that needs to know “why” someone act the way they do, then you would be starting at the first type of empathy and work your way through Dr Siegel's list. Joy is still achieved if the person does what you suggest, but you may not go through the full range, even skipping the middle 3 altogether, but more likely to end up on emotional resonance.

Someone else (an account manager for example) will look after the customer from there if they have a problem. Still a win, but without the joy it may feel like a hollow one. However, as an example, if you skip the emotional resonance and the other doesn't share your joy with the outcome, maybe you have asked the person you are trying to help to do something that goes against their values and beliefs.

Are you justifying doing it because that is just what you "have" to do, taking away other options the person you are trying to help are more comfortable with. This may be an indicator that success is more about your needs than the person you are trying to help. These actions may be seen by others as narcissistic abuse, and bring your own "why" into question.

If a person has a natural tendency towards Affective empathy, it is likely that another person's "why" doesn't matter as much. The helper may start with showing compassion (empathic concern), take action based on the reaction of the other person. and subconsciously returns when the helper see someone else in a similar situation.

The just do it mentality is another example of affective empathy at play.

Some people get so much advice that they just can't decide.

Let's call it "analysis paralysis". You suddenly someone doing something, they look happy, and all you think is "I want to be happy like them". Doing anything is better than nothing for people going through this; they just need the right call to action.

Empathy has more than just psychological effect on human. It causes chemicals to be produced that can make you feel sad, anxious, in love, even addicted, and create new "neural pathways" that literally change the way you think.

Is it about you?

Even great leaders have to build trust with individuals. They don't expect it, but also recognise the cues when trust is not developing.

Leaders know a lack of trust may not be about what the leader does, and lack of trust in the leader may also not be something the follower is aware of, so who else could be involved? Many leaders are aware of perceived risks that trigger the fight, flight or freeze response, and can diagnose that it is happening, and that's great, but what do you do then?

If you are new to the team, it is likely that your actions may remind a person from their past, so what does that have to do with you? Simply ignoring it won't make it go away.

The Amygdala doesn't recognise that you are not that other person that was a threat, so tries to protect its host from pain

Your first cue is usually either an aggressive response or tries to avoid you. However, the Freeze response is also a cue often missed where the person is waiting for more information. The Prefrontal Cortex (PFC) is known as the "executive" or "decision making" part of the brain.

A freeze response may indicate activity in this part of the brain, so the person is looking for more information to make a decision, and self-aware enough to listen to reason and work out for themselves if there is an actual or just a perceived risk.

Simply asking a person that has a freeze response an open question like "how have you been?" rather than "are you ok?" in this case may open the memory as to why they reacted the way they did to the situation. You don't have to pry into their

personal life, and can gain trust by listening. The more trust you get, the deeper they will go into the root of the problem.

Effectively, the leader is having their own freeze reaction, and people are more willing to get to know you if they think you are like them.

So, what can you do if you get the (more obvious) fight or flight cues? This may depend on the personal attachment style. It is not about putting people into a box. Using Emotional Intelligence (rather than just being aware of it) is more about changing your actions so people change their reactions to you.

You have to pick your battles, but leaders still have to work out why they acted like they did. Every person will have a different way, based on their own experiences, however, the good leaders take an educated guess to how they should act around specific people. The way the person reacts will be the indication that you are on the right path, but there are no set rules and it involves both sides changing the way they think.

You can't solve a problem with the same thinking that created it - Albert Einstein

If someone feels they are at risk, he or she starts looking for negative and become overly sensitive to the certain situation. It is a natural reaction and can be both positive and negative. If you like a red car and want to buy it, you will notice every other red car on the road, whether you like it or not.

There is a lot of trial and error involved when using emotional intelligence, but here are some tips from my experiences from the empathic leadership course due for release next month, based on over 20 years of research into attachment theory, leaders can use these cues to guide them towards a choice of actions:

Attachment strategies

A leader can look for indications based on the attachment strategy used by the person reaction to the leader's actions. If they have trust issues and sensitivities are triggered, a person may react and be using (subconsciously) a strategy to manage the situation.

Here are some tips as to how leaders can change their actions when they pick up on these cue to better meet the unspoken needs of those in their care.

Secure

would indicate that a person knows, likes, and trusts you, but they may not be like this around others and a lack of confidence around the leader may also indicate the person is getting a conflicting view (e.g. from family or peers) who may be trying to change the person's perception of reality. Leaders need to make sure they are giving justifiable positive feedback, not just "warm hug".

Dismissing

May have an esteem sensitivity, but more of a flight response to avoid the issues. For example, suffering from "superhero syndrome" and overconfident, but be very sensitive to any comments indicating a lack of competence in anything. Even is said as a joke.

Superheros may also have an aggressive fight response.

Research has discovered that higher activity in one side of the amygdala (left or right) is linked to a biological conditioning and a person's preference to a reaction to a perceived risk. Superheros may think no-one can do the job as well as them, and believe they have technical skills far above the leader

(which is often true), and team members may feel like leaders giving advice is “micro-managing”.

They tend to develop a positivity bias, and...

people that are overly positive have less ability to differentiate between a weak and strong argument

...so tend to do seeming illogical actions with the justification that it just “felt right”. They may not be capable of explaining how they do things in a way leaders can understand, and feel not validating the way they do things because the leader doesn’t understand shows a lack of trust in them.

It may also be a Physiological safety sensitivity. For example, It may be that the person wants to be more independent and feel the need to fix their own problems. They may feel offers of help will take away their independence and may have had experience in the past where people who were trying to help enabled or made them vulnerable to abuse. This may result from some form of PTSD, and the person may or may not be aware of it.

If they have a “Disorganised” state of mind regarding relationships, they will exhibit a lack of resolution regarding significant loss and/or abuse, during childhood or adulthood; a lack of coherence when considering issues of loss or trauma. Leaders should be aware of professional mental health assistance available as part of WHS requirements, and recommend options, but not try to force the issue or try to manage the mental health issues themselves.

Other resulting characteristics of an avoidance attachment style include being distant, critical, rigid, and intolerant of others

Preoccupied

This one I have seen a lot in business, particularly the start-up community, and seems to come back to a separation sensitivity. To get to the root of the issues in this case, two things that someone with a preoccupied attainment strategy seems to lack (as cues), focus and attention to detail, are key factors to leaders building trust.

It is often the case that the preoccupier's focus on others leads to confusion as they don't recognise the difference between doing what they love, just loving what they do (without knowing why), or they may not even be able to tell you what they love doing (for themselves).

Many of the behavioural cues exhibited by entrepreneurs and small business owners mirror the cues that a person with Bipolar disorder are told to seek help for

The chemical imbalances that occur in the brain from not recognising if you are doing what you love and loving what you do (but may regret it later) can have an enabling effect on mental health issues.

Fearful

In this case, a freeze response may not be an activation of the PFC, rather it could be an "analysis paralysis". Everything they do seems to be wrong and causes pain, so they make a choice to do nothing. It's like a deer in the car headlights; blinded by the car lights, the deer can't see where to step. If it stays where it is, others will see it and move around the deer, but the deer don't think the car is trying to run it over, until it does.

"Learned Helplessness" is a term used to describe engrained behaviours resulting from the behaviour of an unpredictable caregiving and/or predictable disregard for attachment needs. The futility experienced within an environment that will not respond to requests for help leads to team members who do not ask for help.

They have low self-esteem, and often feel they have nothing to contribute to the team, even in regards to suggesting new ideas they have skills in for fear of rejection. They can even become dependant on leaders to make the decisions for them. Some leaders may see them as the idea team members as they tend to blindly follow what they leader says to do.

For the fearful, the closer you get to them the more anxiety they will feel

Letting the leader is often associated with others that have been let in that have eventually caused pain. They may try to protect themselves by appearing chaotic, insensitive, explosive, abusive, untrusting, even while they are craving security and looking to get close to the leader.

The fearful have the choice to live in the past, or leaders can help the fearful move on from it by setting boundaries of what is acceptable behaviour rather than what they are doing wrong.

The fearful often need to have self-compassion and know that they just have to do the best they can do. Even if they are not the best, and they would believe they never can be, so will be reluctant to try. Whatever the fearful do will be good enough, and a leader can encourage the positive behaviour by accepting failure as anything is better than them doing nothing.

SLEEPING YOUR WAY TO THE TOP

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