National Qualification Framework

Bachelor of Commerce

Business Management

Accredited and offered
by
The Da Vinci Institute for Technology Management

Module

HRM100

Human Resource Management

PERSONAL MASTERY &

EMOTIONAL INTELLIGENCE
BACHELORS OF COMMERCE

BACHELOR OF COMMERCE
BMG100 BUSINESS MANAGEMENT

BACHELORS OF COMMERCE

NQF Level 5

BMG100

HUMAN RESOURCE MANAGEMENT

PERSONAL MASTERY & EMOTIONAL INTELLIGENCE
On completion of this module the student should be able to:

1. Describe the scope, function and tasks of Human Resource Management in the workplace;

2. Discuss underlying theories and philosophies that guide Human Resources Management;

3. Apply the principles of emotional intelligence to develop personal mastery;

4. Discuss the concept and benefits of diversity in the workplace; and

5. Explain the role of change, stress and time and the impact on work-life balance.
Reading
You will be provided with a series of national and international articles and literature to read that will help you broaden the subject at hand. All articles can be found in the Module Libraries.

Research
As you work through the module you will be required to do your own research.

Activity
You will be given a number of activities to complete to prepare you for your post-module assignment. These need to be submitted as they will count towards your final mark.

Ratiocination
Ratiocination is the logic reasoning that considers all alternatives and possible impacts that may result from a decision or a possibility.

Group Work
You will be required to do group work both in the class room and as syndicate study groups.

Group Discussion
Talking to others while you learn will often illuminate a topic for you.

Self-Reflection

Take Note
A useful tip or essential element regarding the concept under discussion.

Post Module Assignment (PMA)

Submission Date

Learning Outcomes

iAssess

My Notes
Personal Mastery and Emotional Intelligence

Peter Senge says, “Personal mastery goes beyond competence and skills…it means approaching one’s life as a creative work, living life from a creative as opposed to a reactive viewpoint.”

Personal mastery is about creating what one wants in life and in work. Continually expanding personal mastery is a discipline based on a number of key principles and practices: personal vision, personal purpose, holding creative tension between vision and current reality, mitigating the impact of deeply rooted beliefs that are contrary to personal mastery, commitment to truth, and understanding the subconscious.

Practitioners of personal mastery exhibit the following characteristics:

- They have a sense of purpose that lies behind their goals
- Their vision is more like a calling than a good idea
- They see current reality as an ally, not an enemy
- They are committed to seeing reality increasingly accurately
- They do not resist, but work with, the forces of change
- They feel connected to others and to life itself
- They feel that they are part of a larger creative process that they can influence but cannot unilaterally control

Senge links personal mastery to effective leadership stating, “The core leadership strategy is simple: be a model. Commit yourself to your own personal mastery.”

In this chapter we will explore Emotional Intelligence as the foundation of personal mastery as outlined by Peter Senge. Before you can become a manager and leader, you need to understand yourself and who you are. Without the basics of personal mastery you cannot help others along their own path of personal mastery.

Research on emotional intelligence shows that people who are intellectually far ahead of their peers are not necessarily more successful in business.
From this arose Emotional Intelligence (EQ) which is seen as an equivalent to IQ. Further research suggests that a professional with a high EQ is the person who will recognise and deal with conflict quickly, address team issues, take risks to explore golden opportunities and build networks that proves profitable.

Regardless of your current position, you are the chief executive officer of your own life and your career. Think about it, every day you make executive decisions that could have far reaching consequences be it positive or negative.

Dr. Robert K Cooper in collaboration with Ayman Sawaf and a number of leading corporate measurement and research organisations did scientific research to find ways to measure and map the dimensions of human intelligence that contribute to personal and interpersonal achievement and the success of organisations.

The result of this project was the EQ Map™, an extensively researched, norm-tested and statistically reliable measurement method that will enable you to analyse your strengths and weaknesses across characteristics to EQ.

Some of what you learn may surprise you and some of the results will simply confirm what you already know. It will also enable you to put together a personal development plan. Although you need to focus on areas where you need to strengthen your skills, it is a good idea to also focus on your strengths and develop them even further.

1. The Four Cornerstone Model

In the book Executive EQ, Emotional Intelligence in Leadership and Organisations, Cooper et al (1998) introduces the Four Cornerstone Model which provides you with a framework to develop emotional intelligence in your work and life. This model “moves emotional intelligence out of the realm of psychological analysis and into the realm of direct knowing, exploration and application."

The model presents four (4) key "cornerstones":

- **Emotional literacy:** Builds a locus of personal efficiency and confidence by developing emotional honesty, energy, awareness, feedback, intuition, responsibility and connection.
Emotional Fitness: Builds authenticity, credibility, resilience, expanding your circle of trust and your capacity for listening, managing conflict, and making the most of constructive discontent.

Emotional Depth: Explores ways to align your life and work with your unique potential and purpose, and to back this with integrity, commitment and accountability.

Emotional Alchemy: Extends your creative instincts and capacity to flow with problems and pressures and to compete for the future by building your capabilities to access the widest range of possible solutions to challenges and find the opportunities in them.

In a dynamic work environment where change is constant, a more open fluid style of work puts a premium on the combination of intellect and EQ, especially when it comes to trusting and teaming with others to solve problems.


In the next section we will discuss each of the cornerstones.

2. The First Cornerstone: Emotional Literacy

"Being real and true to yourself: Builds personal power - including self-awareness, inner guidance, respect, responsibility and connection" (Cooper et al 1998)
Academic literacy refers to read is to think about meaning, to write is to make thinking visible as language, to speak is to voice your views to others. When you are computer literate you use a keyboard to produce language on a screen as the interaction of your thoughts with the software.

Emotional literacy comes from the heart that gives us the energy that makes us real and that motivates us to identify and follow our potential. "Emotional literacy focuses on learning the alphabet, grammar and vocabulary of EQ and recognising, respecting and valuing the inherent wisdom of feelings.

Insert a link sentence here. please.

1. Emotional honesty

Charlie Chaplin, a British comedian, once entered a Charlie Chaplin look-alike competition and came third! Where would you come in a look-alike competition? How well do you know yourself and allow others to know you? How honestly do you listen to and respect what you intuitively feel?

To go through the motions of being truthful, as so many professionals do, blocks us from living it. "Being honest" is not a mind-game of putting on the right face or being politically correct, it is about responding to what your heart tells you is true.

Being emotionally honest requires listening to the strong feelings of "inner truth" - which arises from your core emotional intelligence and links to your intuition and conscience. It is not about academic credentials, rank or expertise where generally it is seen as "fatal" to make a mistake. It is what you feel that communicates emotional truth through your eyes and body language, the tone of your voice and the words you use.

It takes courage to admit what you feel - especially when your heart is arguing with your head, but this is the root of emotional honesty: learning to remain aware of your thoughts while acknowledging the "voice" of what you are feeling.

The more emotionally honest we can be - getting out of our heads and into our hearts - using well-chosen words to say how we truly feel and believe - the more we find our voice and the more real we become. if we do not acknowledge our feelings, we will never stop and do any analysis of who we are, what we can become and where we are currently in life and in our work.
Of course, complete and unconditional openness and truth-telling can become absurd, imagine telling everyone everything you feel. The key is relevance - expressing the appropriate feelings for the purpose and that are consistent with your own values.

Emotional honesty can be a simplifier in your life, clarifying your path and relationships. To be emotional honest is to be more real and authentic. To care about and respect yourself which is essential to be able to care about others.

2. Emotional energy

At some stage we have all felt tense or tired, but we needed to keep working. Have you lashed out at others in stress-driven frustration? Or built a wall around you to protect you from colleagues, customers and family? If so, you experienced losing touch with your EQ and creative edge. To prevent this, takes self-observation and action.

In today’s competitive business environment there are times that what matters to us most i.e. personal goals, sense of purpose or humanness disappears in the chaos of organisational busyness.

Research done by Robert E. Thayer (Cooper et al, 1998) shows that there are four human energy states two of which block our capacity and priorities and can skew EQ. These are tense-energy and tense-tired. The other two states are beneficial and enhance EQ. They are called calm-energy and calm-tired. Most current theories on EQ ignore these states which could be a costly oversight.

Tense-Energy: This is a state of high tension and high energy which is a stress-driven mood. You may feel a pleasant sense of excitement and power but by facing high levels of stress from long hours on a punishing work load where you race from task to task could send you to the edge of burn-out and exhaustion. Without realising it, if this state persists of a period of time you lose the ability to pay attention to your own needs, other people and projects.

Calm-Energy: This is a state where there is low tension and high energy. You feel calm and in control. In this state there is a sense of stamina and physical well-being that allows for an optimistic frame of mind. This combination allows you to generate increased creative intelligence. Calm energy is like an extra gear that allows you to go into overdrive with less stress and struggle.

Tense-Tiredness: This is a state where there is high tension and low energy. It is characterised by feeling tired both mentally and physically. It becomes worse if the tiredness is accompanied by
stress, tension or anxiety. Whilst a person can tolerate it for a short period of time, prolonged periods of tense-tiredness can leave you depressed that in turn creates low self-esteem, negativity and other dysfunctional behaviour.

Calm-tiredness: This is a state of low tension and low energy. It is also a state of letting go and winding down. You are relaxed and your mind is free of any work or life problems. This is the healthy state of winding down after a hard day's work.

The main thing to remember is that when you are calm and energetic, your perceptions of yourself are very different than when you are tense and tired. To develop your EQ it is important to manage your energy levels.

3. Emotional feedback

Every feeling is a signal. It tells you that something you value is being questioned or that there is an opportunity to explore e.g. deepening a relationship, making a change or creating something new.

Anger for example, is like petrol. It fuels us to do something: speak up, run, confront or resolve something. Unfortunately, often anger is suppressed - we do everything to it except listen to it and value it. Anger is like an inner voice that pleads that we react. It should be a map that shows our boundaries and aspirations, not acted out or escalated into rage and hostility.

When we overreact to anger, we are driven by impulse that could lead to saying and doing things that are inappropriate or sometimes just plain wrong.

We all feel irritated or frustrated at some point in our lives. This is usually a wake-up call especially when we are tense and tried to speak or act in a hurtful way. This must be managed by feeling the surge of emotion and redirecting it to a more productive or constructive response. When we manage impulses, we can get in clearer touch with the real reasons we are feeling upset or angry and we are able to manage energy and tension so that we are more alert and resilient.

In the next heated discussion ask: What needs are not being met? What values have been compromised? What assumptions are causing me to react this way? What feelings and memories are being activated and why?
- Acknowledge and feel the emotion - rather than suppressing it
- Listen to the feedback the emotion is giving you
- Guide the emotional energy into an appropriate response

When feelings come out as anger, hearing them, rather than shutting them out can be the best way to have a constructive conversation rather than an argument. You might ask a simple question to show that you are paying attention and you are trying to understand and you respect and value the other person’s feelings, whether you agree with them or not. You could use a phrase like "I can see this upsetting you. What specifically can we do to turn things around / prevent this from happening again?"

4. Compassion and empathy

Treating people with empathy is the root of compassion meaning "to feel with". Empathy is tied to managing impulses and taking personal responsibility.

Empathy and compassion connect us to others through the shared language of feelings and experience going beneath the words and behind the posture.

By allowing ourselves to feel empathy and compassion we help ourselves to learn and grow and we allow others to feel safe enough to tell us what the real issues are, without fear of being judged, criticized or abandoned. It is then that we begin to empathise with them and extend compassion and support to them, rather than remaining distant or unaffected or sympathising about them.

Empathy and compassion are indispensable to the bonds that hold relationships, communities and humanity together. These emotions require a keen sense of responsibility. There are times for example, when the greatest kindness to another is to hold them responsible and accountable, accepting no excuses, encouraging them to "step up to the plate" in a difficult situation.

Unfortunately, many times we turn away from empathy, ignore human feelings and by doing so ignore the human being who is experiencing them. This is likely causing the other person to stop being authentic, bringing talent and energy to the workplace and using feelings to support personal work-related goals as well as the corporate vision.

What you do does not always have to be right - after all you are human - but if you remove posturing and false communication from the equation people are free to be themselves and to connect to each other and their organisation’s core purpose.
In this first cornerstone each of the four (4) competencies contributes to emotional literacy and builds an inner locus of confidence. This increases a sense of personal power which includes self-awareness, self-guidance, self-respect, responsibility and connection. To put emotional literacy into effective daily practice requires discipline, which can be seen as the bride between the first two emotional cornerstones.

2. The Second Cornerstone: Emotional Fitness

Just like going to the gym to develop strength, stamina and flexibility of the body, so the development of EQ produces similar results for qualities of the heart. It enables you to put the skills of emotional literacy into practice developing better authenticity and credibility.

These in turn expands your circle of trust which ultimately produces better outcomes. Emotional fitness also allows you to stretch your capabilities and when you make mistakes to forgive yourself and others. Emotional resilience promotes enthusiasm, resilience and toughness in facing challenges and changes.

Cooper et al (1998) tells us that authenticity is a natural extension of the first EQ cornerstone characteristic of personal power and calls on us to develop what is known as a field of power.

Understanding and developing this field of power - your authentic presence - is the first step towards the second EQ cornerstone, emotional fitness, through which you will further your listening and communication skills and set the stage for building trust and positive acceptance of change and creative risk.

1. Being authentic through inquiry and dialogue

James Joyce wrote in a novel "Mr Duffy lived a short distance from his body". There are days that tension and tiredness makes us feel as if we are separated from ourselves, out of touch with the core intelligence of our hearts.

One can smile when cartoonist Gary Trudeau says, "I am trying to cultivate a lifestyle that does not require my presence" but it carries an important message.

It is from valuing each other that true dialogue, rather than empty polite conversation, starts. Dialogue which means the free flow of inquiry and the creation of meaning between people is something every business needs more of.
You can have a pleasant conversation, but not be in dialogue if you are not emotionally literate. If you do not know anything about the other person, about his or her life story and experiences they are no more than a name attached to a specific appearance. You cannot know that person nor have a genuine inquiry or dialogue and therefore there is no shared meaning.

Think about the leaders that have inspired us. They have a good head on their shoulders but they also have heart. No one expects a leader to be perfect - just genuine and honest.

Notable men and women have the courage to find themselves, to tell the truth about who they are, the mistakes they have made, the dreams they hold, what they are most excited about and what they are most concerned about. This is the foundation of open dialogue and trust. It is also what build the bond within a team or organisation, and sensed by customers, suppliers and the families of employees.

The best way to initiate this process is to use communication that leads from the heart and follows with the head. The change from head to heart is a low-risk, high-leverage change, a small amount of effort that can lead to a large gain in authenticity and empathy.

it is through authentic presence that we are able to face challenges with greater curiosity and openness and to apply what we already know and learn more.

Developing authentic presence begins wherever you are. You work on it at home, in each business interaction, in every work project and in every meeting. You will eventually notice that going through the surface motions is not sufficient. Instead you will find that you will look for purpose and clarity, and recognise superficial talk. It becomes easier to get clear and get along, and this saves a lot of time.

2. Building a circle of trust

Trust can be envisioned, metaphorically not only as a bridge but as a cup. If you view your life as a cup, how much of your emotional trust and yourself are you pouring into it? In business relationships? Your family? Are any of these cups leaking? What kind of repair will it take to repair these cracks, leave old habits behind and fill each cup with new ideas and deeper bonds?

When we trust enough we inspire ourselves and others. We reach out to strangers, and acknowledge or value them in some way, without expecting anything in return. Sometimes it pays off, and sometimes it does not but by practicing this each day we feel more connected to humanity and therefore worthwhile.
Trust is an emotional strength that begins with a feeling of self-worth and purpose that we eventually start extending to others, like a circle, eventually reaching everyone in the team, and in our department, division and the company. The warm solid gut feeling you get from trust by counting on yourself and in trusting and being trusted by others is a great enabler.

With it we have the inner room to grow, to become emotionally fit and to exercise and expand our sense of trust in building bridges from one issue to another, one idea to the next and one person to the next. Such characteristics enable us to keep criticism in better perspective, for example, and handle critics more openly, with quiet confidence and perhaps a smile.

Professor Albert Mehrabian of UCLA conducted studies that showed that unless a speaker had credibility i.e. confidence, enthusiasm and congruency between what was being said and the body language, the listener would make a lasting judgement about the speaker's credibility.

Trust is the foundation from which we begin to value more fully the creative possibilities of human diversity and conflict. The bigger the circle of trust, the greater the chances of succeeding in today's ever-changing work environment. By developing this aspect of emotional fitness we are able to get along and ahead despite and partially because of everyday disagreements and conflict.

3. Constructive discontent

Once Alfred Sloan, head of General Motors, was in a board meeting, about to make an important decision. Asking whether everybody was in agreement with the decision he got a positive response - everybody willingly nodded their heads. "Then I suggest that we postpone the decision. Until we have some disagreement, we don't understand the problem" (Cooper et. al. 1998)

When we resist change consistently, we often get passed by or fall, feeling wounded and angry or fearful and reactionary. On the other hand, when we discover ways to anticipate and embrace change - which requires emotional intelligence, rather than technical skills as the main guideline, we may fall to but the spirit of the experience enlivens us. As William Blake reminded us: "Without contraries there is no progression".

Although we tend to shy away from discontent, it can be a nurturing ground for creative ideas and opportunities to build deepened trust and connection. However if discontent is ignored and remain unresolved it will almost certainly block or undermine success. By valuing discontent it can pay off in the following ways:
Awareness: Conflict highlights what really matters to you and other people.

Exposure: Dialogue during conflict exposes relationship blocks, excessive costs, wasted time, unfairness and poor quality

Applied empathy: Empathy only means something if it is applied. Are you able to understand diversity and differences in others and see this as an advantage to learn rather than an obstacle?

Trust: Only when we are able to be open and honest and we are in an environment where we feel free to disagree can fully accept ourselves and others and therefore build and sustain genuine trust.

Inclusion and participation: It is one thing to talk about empowerment and partnership but is quite another to demonstrate it and live it by being prepared to listen to people who differ from us and respecting their contribution thereby integrating the needs of the people around us.

Creative collaboration: Compliance and consent do little if anything for innovation and advancement. Disagreement however can be an effective catalyst for sparking, shaping and reflecting on new ideas.

Better solutions: Debating divergent feelings and opposing views compels us to dive deep into issues which results in more relevant and integrated solutions to problems.

Learning in action: We have all heard about companies wanting to become learning organisations. Debate and conflict create an effective learning laboratory. As Mark Twain joked: "The one who grabs the cat by the tail learn 44% faster than the one just watching."

4. Resilience and renewal

History reminds us that notable men and women have encountered major challenges in their lives. Time and again they faced obstacles and endure failure and setback. How they handled these experiences shaped the person they became.

We all experience trials in our lives. How respond to these challenges, using our gut instinct and creative tuition and then with reflection transform a piece of our hearts and shape our future and that of the people around us.

Winston Churchill said, "Success is going from failure to failure without loss of enthusiasm."
This is a rare quality. Adaptability is about how well and how willingly you keep your enthusiasm alive. It is also about how well you flow with changing circumstances, rules, regulations and needs. We cannot always control the situation, but we can control how we react to it. This is adaptability which in turn promotes resilience.

Cooper et al (1998) relates the story of Charles de Gaulle, French statesman and general, when an assassination attempt was made on him and his wife. Bullets punctured the car tires, the driver screamed for them to get down as the car lurched to a halt. Both sat quietly until the car had stopped and then got out, brushing the broken glass off their coats. "They are really bad shots", the general had observed calmly. Madame de Gaulle, asked later if she had been frightened responded, "Frightened of what? We would have died together and no old age!" This is a good example of emotional resilience, characterised by a strong sense of flexible optimism and the ability to bounce back when things go wrong.

To put emotional fitness into practice requires intentionality which serves as the bridge between the second and the third EQ cornerstones.

4. The Third Cornerstone: Emotional Depth

Whenever we work or live on an emotionally superficial level, things can be relatively easy or comfortable, but there is not foundation to draw from. Emotional intelligence cannot expand without emotional depth, the third cornerstone of EQ.

When you live from the depths of your heart, you walk your talk, heed your conscience and don't hesitate to take a stand your voice rings true and gets heard. It is through the development of emotional depth that we begin to discover and commit to the unique potential that fulfils our larger purpose in life.

There is a longing in each of us to find and invest in our life and in our purpose, in things that matter. This requires, first and foremost, coming to know our talents and aligning them in the service of our calling in life. It is called unique potential.

If a person's unique potential is based on strengths rather than weaknesses, what would happen if we studied what was right with people instead of what seems to be wrong with them? Rather
than looking at your own weaknesses you should be asking yourself what your greatest strengths and talents are. How do you define such strengths from which you begin to discover your reason for living, your unique potential and purpose? Think about the following:

- It is a yearning - it pulls you like a magnet
- It is something that deeply satisfies you
- The learning is easy
- You sense moments of flow.

It always pays to understand your personal weaknesses, chiefly because they must be recognised and managed, not necessarily to fix them. Research shows that people do their most effective work when love, rather than just tolerate what they do. Often we follow a path not because we care about it passionately but because it is what other people want or expect. We may do efficient or good work but it is unlikely to be highly creative.

1. Purpose as an inner compass

A purpose is far more than a good idea. It is the path that you choose in your work and life that provides orientation and direction. Purpose is not a strategy or a goal, although it is a powerful attractor for meaningful strategies and goals; it is the fundamental aim of your existence and your organisation’s existence. It is only when we wholeheartedly commit to this purpose, and align our daily work with it, that we are empowered to grow and succeed.

Once you start to clarify your own deeper potential and direction in your life and work you will be able to align what you do to your "inner compass". This requires commitment and courage backed by conscience and accountability. These traits are discussed in the next section.

2. Commitment and courage

No matter what your endeavour, and no matter what talents or purpose you may have, without a strong intrinsic motivation to use them and without emotional commitment, you are unlikely to succeed. As a famous German philosopher once said "Nothing great in the world has ever been accomplished without passion". Motivation can prove more vital than intellectual or technical skills. It is not the head that moves us - it is the heart. (Cooper et. al. 1998).

Real courage facilitates the capacity to take a stand, raise your voice, face pain and rejection, act with honour and grace under pressure and maintain your values even when you are faced with
opposition and fear. This means that you are able to expose yourself and admit mistakes, acknowledging that you do not know everything and showing that you are prepared to learn.

3. Transformational change - one person at a time

The general belief is that organisations can only change from the top down. It is a strongly supported theory and in many respects appears to be valid. Yet the notion that organisations can be changed from the bottom up by individuals.

4. Accountability

Accountability is a call from your conscience. Through gut feelings and heart-level intuition, the conscience urges us to attend to our unique potential and stay aligned with our purpose and integrity.

Your conscience is "trained" through personal reflection and exploring emotional depths. But without emotional honesty, what we "hear" in our heads as conscience is actually rationalisation.

We were taught that our conscience is twinges of guilt or shame for not having done well enough. This is not what it is about (Cooper et. al. 1998). Instead conscience inspires and drives us to stay with integrity and find and follow our life's calling with courage and emotional commitment. It is not a guilt trip, it is an asset.

A quick way to educate the conscience is to make and keep promises; to say what you will commit to and commit to what you say. An then follow through, courageously and with accountability.

From purpose, conscience and emotional commitment there comes a sense of integrity. This creates our character and is essential for self-respect and credibility in business and life.

5. Applied Integrity

There are many people who say that integrity and ethics must take second place behind speed and profits. Others say that the purpose of work is not to listen and serve others but to acquire power and privilege. Many people are wrong! At work, integrity requires commitment to dialogue and evaluation, involving you and others of what is right, not what is simply accepted as "right". It comes to being authentic with yourself, with others and doing the things you say you will do.
Integrity is really an expansion of emotional honesty. It is not just a good idea it is a compelling core feeling based on your own operating principles rather than a rigid code of conduct.

It is through a strongly intuitive sense of integrity that energy, creativity, pride and possibility emerges. Integrity is also interactional, involving the management of relationships including both individual and group dynamics.

To practice applied integrity requires three elements:

1. Determine what is right or wrong
2. Act on what you have determined, even if this is at personal cost
3. Voice openly that you are acting on your understanding of what is right or wrong

The biggest breach of integrity is to tell yourself "Only I will know" (Copper et al 1998). Think about it only you will know if you have betrayed your convictions and values, only you will know that you have lied to people who trust you. It is not about the judgement of others, your heart will know and others will sense it, and your integrity will be destroyed.

6. Influence without authority

Just like we have systems in nature, with globalisation, many organisations find that the industry boundaries are blurring and at times disappearing completely. Employees and leaders are finding themselves in diverse and changing roles in relationship to each, person to person and organisation to organisation.

The more we study the challenges and opportunities of the 21st century, the more clear it becomes that nothing can exist in isolation. Everything is interconnected and interrelated. Each attitude, emotion and action influences something else.

Unfortunately we cannot easily recognise that the problems we face are part of the systems in which we play and active role. We are inclined to externalise problems insisting that others have to change. This seldom ends successfully.

7. Your life script

Storytelling is not only about personal mastery and understanding yourself and the dynamics of influence. We are often able to help people understand and appreciate their personal narratives and help them to create their own stories.
Through storytelling, we are able to interpret a set of circumstances in a more positive, empowering light. Doing this creates a new motivational landscape for members of a team and allows them to understand their personal history in a way that facilitates their growth and development. Simply put, this process consists of:

- Active listening to the problems and issues of the current situation (the pre-transformation story)
- Understanding the issues – this is accomplished by asking questions and probing deeper into the issues.
- Agreeing on the key points and then telling the pre-transformation story.
- Turning it around – this involves re-interpreting the story. For example, conflict in the home of origin could be interpreted as a motivation to ensure that conflict is dealt with in new, creative ways in the future. Questions such as ‘what have you learned from this process?’ and ‘what advantage has this given you over the other people here?’ are key to ensuring a different perspective.
- Describing the new, empowered perspective – here the listener models the new personal story
- Changing the language – the follower is asked to tell the newly agreed upon personal story. The key here is that when the language changes, the experience of reality also starts to change.
- Reinforcing the transformation – The language you use further reinforces this transformation. Statements such as: Remember how you used to feel before we spoke? / Isn’t it simple to see things in a different light? / Isn’t it nice to have that situation behind us? / You look far calmer and more purposeful now.

Following is a before and after life script from Jane. Jane’s experience suggests that if you craft your story and embed positivity, you will have a very different experience as a productive human being in your personal and professional life. Jane attributes the change in her experience to being made aware by her leader that she needed a new story as the old one was literally killing her.

**Before Life script**

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**Before Life script**
My name is Jane. I hate my job. Because of it I have mood swings and I just don’t enjoy anything. Sometimes I feel that I don’t know who I am anymore. I have also been drinking oceans of coke and coffee at work and I feel really burnt out. I think I’ve lost the ability to add value to anything and I don't even want it back anymore.

After Life script

I’m Jane and I was born into a warm, active family where the house was filled with wonderful sounds and joy. My parents were both teachers and I experienced a warm and idyllic childhood of freedom and exploration filled with great stories and learning from nature.

In my exploration of the large garden that was part of my home, I spent hours mesmerised by the workings of bees and other insects and was taught by my mother how to make bugles out of the petals of the big hibiscus outside the front door. I have never forgotten these carefree, wondrous explorations and I still experience and view the world in this way. My experiences at boarding school brought me a valuable understanding of friendships and the often peculiar ways in which people behave.

My career path was created when I realised that I am a real whiz at figures. I still remember how I enjoyed helping my friends with their bookkeeping and maths at school and how good I felt when I won the prize for Maths one year.

I have stopped hammering my body with sugar and caffeine. I remember more. I’m more present. I am even thinking of studying again. I am now exploring my options, my possibilities and an empowering story of my future self. I have the support of my friends and family and look forward to living my story wholeheartedly.

These competencies require that we flow with our intuition, stop pushing, let go and allow our capacity for emotional intelligence to grow. Flow is the connecting trait to the fourth and final EQ cornerstone.

5. The Fourth Cornerstone: Emotional Alchemy

Jean-Paul Sartre tells us that emotions are the "source of magical transformations of the world". The fourth cornerstone explores how we can bring about such transformations in work and life. Alchemy is defined as "any power or process of transmuting a common substance with little or no value into something that has value".
By exploring our life scripts more closely, we find that emotional intelligence enables us to more effectively flow with challenges, transform difficult situations, sense opportunities, explore uncharted territory, change redundant rules and create our future.

Cooper et al (1998) tells us that if the intuition is highly developed there is no need to turn it on, it flows. It becomes part of the way your heart and senses that relates to each experience and situation.

It enables us to work through constant change, analyse data while we call on a sixth sense to draw us to the precise place and moment to act - the focus point in this vast and changing pattern we call life where at that specific moment we have the greatest leverage, interest and influence. Where our presence can make a difference.

The sixth sense we speak about is intuitive flow. We have all experienced it at some time or another. A time when we felt that we were performing at our peak.

When asked, leaders refer to intuition in different ways: an inner voice, a sixth sense, a gut feeling, instinct while others speak of inner guidance. Intuition is closely related to and can transcend EQ. It moves us and at an advanced level we learn to enter intuitive flow by choice rather than chance. Intuitive signals are transmitted in the form of feelings.

That's great you may be thinking, but is there a downside? Not really, provided that, like any other aspect of EQ it must be developed with practice and applied with awareness. Remember that we perceive others through the filter of our own thoughts, habits and feelings. If you have a hunch - verify it, sometimes it is simply how you perceive matters.

1. Sensing opportunities

There is a principal line of force generated by every problem, issue and possibility. This energy is either directed at you e.g. personal criticism, or directed by you e.g. when you are finding solutions or opportunities.

Imagine standing on a large compass facing north. You are looking down. A specific criticism is directed straight at you. If you don't move, you will take the direct impact and it will knock you out, emotionally if not physically or mentally.

Now imagine that you are addressing a new challenge that is coming from the same person. Your past habits or instincts is telling you to react and get the situation under control. Sometimes you can, sometimes you can't. Basically if the problem pushes against you, you push back and you will do this until you win or lose.
It is instinctive. You perceive getting pushed and you resist and push back. By the end of the day you are tense and tired with all the negative emotions that go with it. It is the prime reason why so many people feel "trapped" in their jobs - the harder we push, the higher the risk of burning out.

Consider an alternative. If you keep your alertness high and operate in a state of intuitive flow, you will have an effective "early-warning system" to detect any incoming problems before they impact on you. If you sense them coming, you are able to move in any direction except into the line of fire coming at you. Step off the patch you are standing on i.e. let go of the attitude or mind-set you happen to be holding and flow with the challenge. With one single, relaxed, well-timed sidestep of the mind you shift from being the target to being the guide allowing you to solve the problem.

2. Creating the future

When we talk about change, we usually refer to incremental change which is the result of rational, sequential analysis and an orderly planning process driven by intellect.

Incremental change is short term, limited in scope and reversible (Cooper et al 1998). It can be abandoned and we can go back to the old way of doing things.

The nature of the living cell, of which each of us have millions are infinite and always in a state of becoming. As humans we also have a significant role in defining ourselves through the way we choose to grow through the unifying principle of transformation. The outcome of the fourth cornerstone of EQ is confluence, integrating our capacity, diversified talents and dreams into a unified force for change and growth as a person and business professional.

In an organisation when management asks employees to change it may be accepted with enthusiasm but underlying there is always the fear of the unknown because to be creative means that the outcome is unknown and there is the possibility of failure.

It takes emotional intelligence to engage in the change process known as creative transformation. It is large in scope, separated from the past and irreversible (Cooper et al 1998). The journey does not follow the neat linear pattern if rational planning. It requires taking risks, entering uncharted territory and giving up control.

Creative transformation which is essentially a shift in the formation of yourself, an idea, a product or service or an organisation can significantly influence the future.
The purpose of this chapter was to raise and explore ways to develop and apply emotional intelligence in organisational learning and life. It could be the starting point of a personal journey. The basic ingredients are already in your heart and in your head. As Mahatma Ghandi said, "you must be the change you wish to see in the world".
Bibliography


