

Communicating Emotion Intelligently

The following pages are a brief course in communication.
You should care, because . . .

- ✓ Emotional Intelligence predicts higher work performance 3 times better than I.Q. (cognitive intelligence)
- ✓ Leadership is largely an emotional intelligence.
- ✓ All interaction can be gauged along a continuum from emotionally toxic to emotionally nourishing.
- ✓ Two-thirds of workers say communication problems are the leading cause preventing them from doing their best work.
- ✓ Emotional Intelligence is one of the best predictors of divorce and marital satisfaction.

Active listening

Dedicate your mental resources to hear every word, and try to care about each one of them.
Eye contact, voice tone, minimal verbalizing, gestures, body language, clarifying questions.

Reflect the emotion

Reflect back the emotion. Allows for venting. Child says, "I hate Jimmy! He broke my candle!" Counselor says, "Sounds like you're really mad because he broke your candle." When the emotion is labeled and acknowledged, people feel understood and reason can sometimes reign again.

Validating

Confirms the value and meaningfulness of another's experience. Makes the person feel safe. Allows for venting of steam, so that the person can let go of anger or frustration or other strong feelings and start problem solving. It is not — talking someone out of their feelings, making everything better, solving a problem, or explaining things. *Validating someone else's experience does not invalidate our own experience.* "I understand what you're saying." "It's okay to feel that way."

Reframing the content

Reflect the message back so that the content is the same, but you take the sting out. Receive the daggers and hand them back a bouquet of flowers. Doing so can help the emotional person out of their fixed position and into a problem-solving mode.
"He is a lying son of a bitch." "The truth is important to you. You think he is not telling the whole story."
"She is a lazy slob." "You would like her to clean her side of the cabin more often. Cleanliness is important to you."

I Statements

Gives the listener information without blaming them. Allows the speaker to take responsibility for their own experience and feelings. Great for when people start to get escalated.

I feel . . . when you . . . because . . . I need . . . or

I observed . . . and I feel . . . I need . . . I would like to request

Dealing with conflict

Avoidance <i>lose-lose</i>	Accommodation <i>lose-win</i>	Competition <i>win-lose</i>	Compromise <i>win-win</i>	Collaboration <i>all-win</i>
Refuse to deal with conflict, be unassertive, uncooperative. Outcome: hostility, resentment; discontent; gossiping/ complaining; escalated problem. DIRTY COMMUNICATION	Be unassertive, yet cooperate, give in to other at own expense. Outcome: Resentment or anger for one toward other; insecurity; feeling of failure; frustration.	Be assertive, yet uncooperative, have strong desire to be "winner", with less concern for other party. Outcome: rebellion; little support gained.	Balance assertiveness and cooperation, give and take to reach mutual agreement. Outcome: better commitment to solution; better relationship.	Be assertive and cooperative; work toward best possible outcome for all, seek win-win solution. Outcome: same as compromise, & solution incorporates perspectives

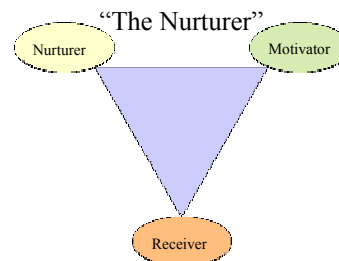
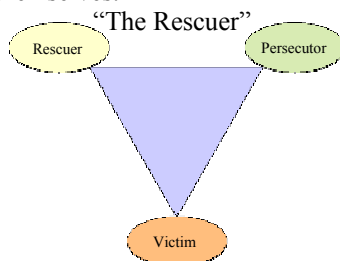
The Six Faces of Dirty Communication

"How to piss everyone off, while trying to be helpful and/or nice and/or safe." Yea!

1. Any situation in which one person does something for another that the person can do for themselves. These are usually irregular tasks. Being nice/romantic usually doesn't qualify, but sometimes it does.
 - You pick up the other person's clothes, or clean the cabin
 - I'll get their dishes for them
 - I know they can't do it, or they don't know what I know, so I'll help them out
2. Any situation in which one person does something that he or she does not want to do in relation to another. The other is unaware either of the dislike, or the degree to which it is disliked
 - I hate going to this restaurant, sporting event, play, dance, kind of movie, shopping, activity, . . .
 - I don't like being physical in this way
 - I'm not comfortable with the way you relate to (friends, strangers, males, females, kids)
 - I'll switch teaching periods
3. Any situation in which one person does something for another without that person asking for help. Usually, either one person resents doing the task, or the other resents having it done for them. Neither ever fully and openly communicated and negotiated that task. These are usually regular, recurring tasks.
 - You take care of the money side of things in relation to almost everything
 - I'll do the cooking
 - Giving unsolicited advice. One can ask another if they want it, and they may truthfully answer yes, but otherwise the giving of unsolicited advice is dirty communication number three.
4. People not asking for what they want for themselves because they are afraid of the other person's reaction or they don't think they can get it
 - If I say that, they're going to get mad, sad, withdrawn, sarcastic, passive aggressive, . . .
 - I really want to (switch activities, be with a different age, have better vegetarian food), but s/he won't agree to it
5. People not being honest and telling someone what is bothering them or what they would like them to do differently
 - I hate it when we do that. Everyone hates that. Why are we going to do that?
 - They are so clueless, they'll never get a clue, and we get to suffer for it
 - They (s/he) are not willing to help out – they are being so stubborn, unhelpful, and just clueless! I don't need to explicitly discuss it with them, because I already know what they are doing and why
 - The administration said it has to be this way, we complained, they stood firm, and we're all still pissed off, but there is nothing we can do about it now. (this is never true; you jail yourself when you believe it)
6. Any joint activity in which one person puts in more effort or more interest than the other
 - We were both going to clean up this area, and somehow I got stuck doing more of the work
 - We're both going on this trip together, but I'm the one doing most of the planning
 - I'm the enthusiastic one that pulls everyone together; I wish someone else would step up to the plate besides me
 - I pull most of the weight in this activity, but they aren't ever going to be as good as I am, so I guess I have to suck it up and deal

Relationship and Community Acid

Rescuing someone or yourself results in both people feeling victimized, angry, and distant. There is always the assumption in the Rescuer that the other person is in some way powerless, unable to take care of her/himself, or in some other way, one down. The Rescuer becomes a caretaker. The person being rescued has lost an opportunity to learn or expand their limits or abilities. The rescued person may feel victimized or angry as a result. In every case, the act of Rescuing another person reaffirms and maintains the power imbalance between the Rescuer and the Victim and prevents the possibility of people becoming equals in the relationship. In order to eliminate Rescues, one has to believe that people are OK and capable of taking care of themselves.



More Communication Tools

Tool: Choose to be powerful (antidote to dirty communication #4)

1. Ask for 100% of what you want, 100% of the time
2. Be prepared to hear *no*
3. Negotiate the difference

Tool: Helpful phrases

Olive-branch statement

“You know what, I want you to win, and at the same time, I want to win too.”

Attractive requests

“How is this other person going to win with me?”

It would really be great if

I would feel so much better if

I invite you . . .

Avoid “You never . . .” “You don’t . . .” “You are . . .” “You need . . .”

If you slap them, they might slap you back, wish they could, or silently stew

Use most “Journalistic Questions”

What	are you feeling just happened is going on here	do you need from me right now can I do to help us work this out
How	are you doing can we both win here	are you feeling
Where	would be a good time	are you
When	would be a good time	
Who	can help us	

Yes/No If your questions can be answered with these, they are telling couched as a request

Other seeking understanding and connection options

Tell me more about . . .

Help me understand . . .

I’m noticing does that sound right to you?

Would you please tell me your intention when you said . . . ?

I really appreciate your . . . (intention/behavior) . . . can you guess where I’m coming from?

I really get (your feelings and needs). . .would you tell me your understanding of my feelings & needs?

Would you spend some time with me trying to come up with solutions that would work for both of us?

Would you tell me how you’re feeling about what I just said?

Tool: Avoid Why and Should -- spiral down

Why If you are asking for a fact, or scientific explanation, why is great.

Why is also fine when problem solving a situation, as opposed to people.

Otherwise, the only real response to “Why?” is “Because . . .” Because is the beginning of a defensive stance. People respond to moving toward the positive/light/solutions, and they shrink and get angry/defensive/passive when focusing on the dark.

All why questions can be rephrased with other journalistic questions, with better effect.

Should Would and Could often fit here as well. These words create a judgment, and rarely are they followed with intention. More often, they are spoken with regret. Try removing these words from your vocabulary and see how your intentions and actions change.

Tool: Ouch / Time out

When something hurts, say ouch.

If something continues to hurt, or hurts a lot, say time out. Revisit later.

Tool: Strategies to Begin Conversation

Move from certainty to curiosity

Understand the other person's story

How does it make sense from their point of view

Adopt both/and stance

Both stories matter. Impact and intention matter.

Acknowledge your own contribution without blame

Blame and punishment create fear and defensiveness, interfering with learning and change

Be clear in intention and speaking

Reflect the emotion

Validating

Reframing the content

NVC model

Tool: 5 Minutes of Reflection

Reflect on each of the following states of being for 30 seconds each. Try and imagine a specific time when each was *really, powerfully alive* in you.

- | | |
|----------------|----------------|
| 1. Love | 6. Responsible |
| 2. Beauty | 7. Caring |
| 3. Forgiveness | 8. Grateful |
| 4. Honesty | 9. Anger |
| 5. Respect | 10. Fear |

How would you like to feel during this conversation?

How would you like to feel at the end of this conversation?

Tool: Don't Pick Up the Rope

When we're faced with anger, frustration, or other kinds of pain, we can pick up the rope and become defensive. The resulting power struggle makes holistic solutions difficult. www.pndc.com

Surrender-Betray	We are a traitor to ourselves when we allow someone to mistreat us and then defend the person's behavior, taking the blame ourselves.
	"He just treated me rudely because he was in a bad mood. I should have known better than to ask a question just then."
Surrender-Sabotage	We outwardly give in or cooperate with someone and then undermine the person in some way.
	We might talk about the person behind her back, or procrastinate about doing something we told the person we'd do.
Withdrawal-Escape	We avoid talking to someone about something we don't want to discuss.
	We might simply not answer, or leave the room, or change the subject.
Withdrawal-Entrap	We refuse to give information to someone as a way to trap him/her into doing something inappropriate or making a mistake.
	We might just stare at the person and not answer a question she asks until she gets embarrassed and drops it or gets angry and says something that inappropriate.
Counterattack-Justify	We explain our own behavior or make excuses if someone questions or criticizes us to let him know he is wrong to be upset with us.
	We might say "I would have gotten that done sooner, but I've been really busy," or, "I'm doing my best," or "I can't work any faster."
Counterattack-Blame	We attack or judge the other person to defend ourselves.
	We might blame the other person for whatever the problem is, saying perhaps, "You are always so critical," or, "Why are you in such a bad mood?"

Tool: SEIEM (Cy ‘Em or Sigh-um)

A means of approaching a difficult conversation that enlists a joint effort in solving an agreed upon problem, instead of a defensive response that creates a struggle.

This model is an alternative to Non-violent Communication (below). The Situation would include Observations, the Ends includes Needs, and the Request can be part of the Means, although in this model the mutual solution is best offered by the approached person, taking into account the feelings and needs of everyone involved.

S	Situation: When you acknowledge the situation, the defensive reaction is subverted. There are very often system/situation/structural contributions, as well as other people, involved. “Oh, they really do understand how hard this is, what else is going on, and how mistakes can certainly be made, and no one is perfect.”
E	Emotions: People desperately want to be understood. “He really does understand how I feel, and that my feelings are justified.”
I	Intentions: People are ALWAYS making the best choices they are currently capable of. “She knows that I want to do a good job and that my intentions are honorable.”
E	Ends: What is their goal? What are they trying to accomplish? “I’m glad he knows that I am working on a solution.”
{Pause}	Get their side of the story.
M	Means: When people are not being successful, and they see that, they want help. They want to succeed. “I wish I was powerful enough to solve this problem well.”

“John, I know it is really hot today, and that you didn’t get enough sleep last night. That camper has been getting on people’s nerves for a couple days now, and I’m not surprised that he got to you too. Spending more time in training going over this kind of behavior challenge will be helpful next summer, and I haven’t been around enough to help you out. I also know that your co-counselor is new, and that makes it tough to deal with this kind of thing.”

“It’s really frustrating to have to deal with that kind of disrespect from a child. When they do it for a long time and occasionally strike close to home, it can really make you angry.”

“I know you are a good counselor and you want to do a good job. You care about the kids. You’re spending a lot of time on this child, and I know you want to be fair to all the kids in the cabin.”

“You want him to be a better person. You are trying to make him understand how wrong he is, and how he is hurting himself and others. I can see you are working on this.”

Tool: 3-step training cycle

1. Acknowledge what is good about what is happening
2. Ask for what you want – something different
3. Acknowledge the result, even if it is only an attempt

“Good decisions come from mind, body, heart, and spirit.”

“If you don’t feel love, you’ll find ways to push love away.”

“Inch by inch is a cinch, yard by yard it’s hard”

“If you want your life to be significantly different, you need to do something significantly different.”

“All communication can be evaluated against a continuum of emotionally nourishing to emotionally toxic”

“Five minutes of frustration is your human right. After that, frustration is no one’s responsibility but your own.”

“Everything I’ve always wanted is one step beyond my comfort zone.”

“You can’t problem solve and problem escalate at the same time.” Connection over correction.

“See their souls and their hearts instead of their behavior.”

“If the team isn’t winning, I’m not winning”

“We come from the womb full of light and love. We learn our bad habits.”

Non-violent Communication (NVC)

http://en.wikipedia.org/wiki/Nonviolent_communication // <http://www.empathy-conexus.com>

NVC is a language that helps us to connect with ourselves and others to understand one another, and to explore ways we can willingly and naturally contribute to one another's well-being.

Guiding principles:

- ✚ Seek to understand before being understood
- ✚ Connection is of primary importance. You can't be making a connection and a point at the same time.
- ✚ Depression, guilt, blame, labeling, comparing, obeying, should, demands, comparing, judgment (whose fault?), and shame = alarm clock not meeting needs
- ✚ Any words we use that imply the wrongness of others are *tragic* and *suicidal*. Tragic because it doesn't lead to people enjoying contributing to our wellbeing, and suicidal because we get defensiveness and counter-aggression. Diagnoses and judgments are tragic and suicidal.
- ✚ Changes in attitude rarely result from displayed facts, lawyerly arguments, or other attempts to persuade.
- ✚ Anger requires a moralistic judgment to keep it going
- ✚ What people do is not the cause of our feelings. We are responsible for our own feelings.
- ✚ Every choice we make is in service of a need. All behavior is communication
- ✚ Nothing feels better than contributing to another person's well being. In the past 48 hours, what have been you brightest moments? Reflect on a moment when you were really open to giving and receiving.
- ✚ When we don't hear people's pain, it keeps coming out in ways that make empathy even harder.
- ✚ Right Speech. It is spoken at the right time. It is spoken in truth. It is spoken affectionately. It is spoken beneficially. It is spoken with a mind of good-will.
- ✚ Time pressure, situational stress, pain, sloth, anger, fear, envy, pride, and greed are all stumbling blocks toward compassionate communication. Empathy before understanding and requests is essential.

Model: (more a consciousness than a technique)

	Expression		Empathy
Observation	When I see / hear . . .	Observation	[When you see/hear . . .]
Feeling	I feel . . .	Feeling	Are you feeling . . .
Need	Because I need . . .	Need	Because you need . . .
Request	Would you be willing?	Request	[Would you like . . .?]

Observations: Description of what is seen or heard without added interpretations. For example, instead of "She's having a temper tantrum," you could say "She is lying on the floor crying and kicking." Without adverbs. "Yes, and . . ." Everyone needs to agree with the observation, like what a video camera would record.

There are no evaluations; it's what is without spin. This supports seeking common ground.

Feelings: Our emotions rather than our story or thoughts about what others are doing. For example, instead of "I feel manipulated," which includes an interpretation of another's behavior, you could say "I feel worried." Avoid the following phrasing: "I feel like . . ." and "I feel that..." - the next words will be thoughts or behaviors, not feelings. Instead of saying "I feel like crying," say "I feel sad and frustrated"

Needs: Feelings are caused by needs, which are universal and ongoing and not dependent on the actions of particular individuals. State your need rather than the other person's actions as the cause. For example, "I feel annoyed because I need support" rather than "I feel annoyed because you didn't do the dishes." "I feel as I do, because I am needing _____."

Requests: Doable, immediate, and stated in positive action language (what you want instead of what you don't want). Demands are often couched as questions. "Would you clean your room now?" Not referent power. A good example, "Would you be willing to come back tonight at the time we've agreed?" rather than "Would you make sure not to be late again?" Requests are disconnected from demands. By definition, when we make requests we are open to hearing a "no," taking it as an opportunity for further dialogue. *You have to hear the YES and the NO. What are they saying "yes" to that is inviting them to say "No" to my request? What are the needs behind their choices?* "Tell me what comes up for you when I say this . . ." "I really appreciate your . . . (intention/behavior) . . . can you guess where I'm coming from?" You're asking for understanding, connection, or an action. Striving to meet everyone's needs.

Questions for reflection before communicating

These are solo, reflection questions – not a dialogue you enter with someone right away

- ✚ What's alive in me? Clearly expressing how I am. My please. Receive, with empathy, how you are.
- ✚ What's alive in them? What might their feelings and needs be, both met and unmet?
- ✚ What can I do to make life more wonderful?
- ✚ What do we want them to do?
- ✚ What do we want the person's reasons to be for doing what we want them to do?
- ✚ What do you need to know to give me what I want?
- ✚ What gets in the way of my holding their needs dear?
- ✚ Rate the intensity of your feelings – is this a 2 or 10? Can I read your mind? Is this an 8 or 9 for you?
- ✚ You have to hear the YES and the NO. What are they saying "yes" to that is inviting them to say "No" to my request? What are the needs behind their choices? They are choosing something positive and bright.
- ✚ Would you tell me what needs of yours are preventing you from saying yes to my request?
- ✚ If only we could understand them they way they'd like to be understood.

Feelings

- ✚ Feelings let us know how we are doing; how our becoming is going. Reflects a met or unmet need.
- ✚ Higher stakes often involve more intense feelings, which may increase the difficulty of practicing NVC.

Faux, or Foe, Feelings			
What are they		Examples	
✚	interpretations masquerading as feelings	Abandoned	Disrespected
✚	something someone else has done to us	Abused	Ignored
✚	judgment about the other	Attacked	Intimidated
✚	they inflame instead of inform	Betrayed	Invisible
✚	born from fear and sadness – need to get to needs below those	Bullied	Let down
			Manipulated
			Neglected
			Put upon
			Rejected
			Rushed
			Unappreciated

Feelings					
Joy and Contentment			Fear and Anxiety		
Adventurous	Loving	Pleased	Afraid	Disturbed	Puzzled
Affectionate	Moved	Proud	Alarmed	Dubious	Reluctant
Alive	Overjoyed	Refreshed	Anxious	Embarrassed	Restless
Amazed	Peaceful	Relaxed	Apprehensive	Impatient	Scared
Amused	Excited	Relieved	Bewildered	Jittery	Shocked
Astonished	Fascinated	Satisfied	Cautious	Nervous	Stressed
Calm	Friendly Giddy	Stimulated	Concerned	Overwhelmed	Terrified
Confident	Glad	Surprised	Confused	Panicky	Worried
Content	Grateful	Thankful	Disconcerted	Perplexed	
Curious	Happy	Thrilled			
Delighted	Hopeful	Touched			
Determined	Inspired	Tranquil			
Eager	Intrigued	Trusting			
Ecstatic	Invigorated	Upbeat			
Encouraged	Joyful				
Sadness and Grief			Anger & Frustration		
Bored	Dismayed	Hurt	Aggravated	Cranky	Impatient
Depressed	Despairing	Lonely	Agitated	Disgusted	Indignant
Disappointed	Exhausted	Melancholic	Angry	Exasperated	Infuriated
Discouraged	Helpless	Sad	Annoyed	Frustrated	Irritated
Disheartened	Hopeless	Tired	Appalled	Furious	Resentful
		Troubled			Upset

Needs

- ✚ Needs are the means/vocabulary of our becoming. Needs are your yes. They serve life.
- ✚ We are not responsible for meeting other people's needs. People need to be responsible for meeting their own needs, and their own feelings. We can still acknowledge the interdependence that exists though.
- ✚ NVC may not result in the resolution of a strategy. There are Realistic conflicts of strategies.
- ✚ Needs vs. Strategies to meet the need. Communicate strategy as a need and it is heard as a demand.
- ✚ Success Counselor need mapping:
 - Fun Leisure, Creation
 - Love and Belonging Identity/Meaning, Understanding, Transcendence, Affection
 - Freedom Freedom
 - Survival and Safety Subsistence, Protection/Security
 - Power and Worth Creation, Participation, Identity/Meaning, Understanding

Needs				
Subsistence	Protection/Security	Participation	Freedom	Identity/Meaning
Clean Air & Water	Fairness	Accomplishment	Autonomy	Acknowledgement
Food	Honesty	Acceptance	Choices	Appreciation
Rest	Justice	Belonging	Allowing	Challenges
Shelter	Keeping Agreements	Capacity	To Speak One's Mind	Clarity
Sustenance	Nurturance	Community		Dignity
	Openness	Competence		Integrity
	Order	Connection	Understanding	Learning New Skills
Creation	Safety	Dependability	Consideration	Privacy
	Space	Encouragement	Empathy	Self-Development
Creativity		Harmony	Peace of mind	Self-Mastery
Expression	Leisure	Interdependence	To be heard	Solitude
Inspiration	Celebration	Opportunities To		To Be Someone
	Comfort & Ease	Help Others	Transcendence	To Make Sense Of One's World
	Play & Fun	Power With	Beauty To Behold	
Affection	Recreation	Recognition	Goodness	
		Respect	Love	
Companionship		Support	Peace	
Friends		To Enrich Life	Rhythm	
Intimacy		To Serve Life		
Kindness		To Share Life's		
To Matter To		Joys & Sorrows		
Someone				

Empathy

Empathy was first created as a word in 1912 by Baruch Urieli. Carl Jung used the word in his theorizing in 1950.

“The awakening through the soul of the other begins when attention is directed not only to the contents of another's words but to the soul gesture and soul movement which precedes the speaking.” Johannes Tautz, The Meditative Life of the Teacher.

Shifting world views

Old World View	New World View	Old World View	New World View
Truth	Thoughts	Intent to correct	Intent to connect
Thoughts / Evaluations	Observations	Life-alienating	Life-serving
Evaluations	Feelings	Head	Heart
Strategies	Needs	Being (still)	Becoming (evolving)
Demands	Requests	Defy or comply	Choice
		Extrinsic motives	Intrinsic motives
		Power over others	Power with others
		Moralistic judgments	Value judgments