

## **Introduction Module,**

sponsored by ASAW 2007

Transcriptions from our Tele-workshop series,  
***Emotional Intelligence for Resilient Leaders and Professionals***

Comments by William R. Murray, President of Eagle Alliance Executive Coaching

### **How to get the most out of the whole program:**

Names have been changed in all transcripts to preserve anonymity.

#### **Participant Workbook**

To get the most out of this program, please read through the Participant Workbook **Introduction Section**. This transcript of the Introduction does not go over the Participant Workbook Introduction. You can just read it in the Participant Workbook.

Use the Participant Workbook to see what general topics are in each Module. Audio recorded discussions may be in a different order than topics in the Participant Workbook.

#### **Fieldwork**

Also in the Participant Workbook are Fieldwork assignments. Please do them all. You must practice in order to learn these skills. You need to practice skills by doing Fieldwork assignments in between listening to the recordings and reading these transcripts.

#### **Audio recordings**

Using the audio recordings along with these transcriptions will reinforce your learning. You can listen to recordings from different sessions than these transcriptions were taken from. While there is some duplication, each session of a topic is different as participants bring up different questions and life situations to discuss.

#### **Skipping**

Feel free to jump past any sections in Transcriptions that do not hold your interest. Just scroll down or page down to the next section heading.

## Session 1

Bill Murray, Facilitator, plus Sam, Cindy, Abby

### ***“What do you hope to get out of this Teleworkshop series?”***

Bill: What do you hope to get out of this Teleworkshop series, not just today but the whole thing?

Sam: My interest is in just being open to wherever the discussion takes us with respect to emotional intelligence. My specific interest is in the topic of emotional intelligence as presented by Dan Goldman, going back the early '90s. Learning more about not only the topic that you are focusing on, Bill, but maybe gleaning some background with respect to the rise of popularity in the workplace of the topic of emotional intelligence. And the reason for that is that I'm involved with a workshop that deals with identifying and letting go of self-limiting feelings, thoughts, emotions, and wants. And as I am in the process of helping to take this workshop which has previously been viewed as a personal growth workshop, taking it to the workplace, what I found was the challenge of languaging so that it's in integrity with its topic, but also so that the language is more resonant with the workplace community. My thought was that because the workplace, much of the workplace, has come to become familiar with emotional intelligence, many of the organizations are using activities and initiatives within their organization for emotional intelligence that, because of the topic that I'm interested in, I think that potentially emotional intelligence, there might be a first-cousin relationship between what we're doing in our workshop and the development aspect of emotional intelligence. I'm interested in seeing if that is, in fact, the case. I want to see whether or not I could authentically and in integrity talk about our workshop in the context of emotional intelligence.

Bill: Anybody else?

Cindy: I am a spiritual life coach. I work with a lot of people who are in corporations. I also train coaches, and we teach some coaching skills, and part of that includes emotional intelligence, so the better I understand my own emotions, the better and more effective coach I am.

Bill: That's intriguing. Spiritual life coach. Can you tell us any more about that?

Cindy: Sure. We look at the authentic self, and we use self-coaching skills to help the client bring that authenticity into any other area of their life. So that their spiritual practice begins to blend with their work, their family lives, their community work.

Bill: And they have the self-coaching skills, you teach them how?

Cindy: Right, we help them learn the self-coaching. We don't have a process that we teach them. We have a process for helping them uncover their own self-coaching skills.

Bill: Anybody else want to jump in? [Gives Abby a chance to speak.] Let's go ahead and get my handouts. Participant workbook. Calendar of meeting dates (under "Executive Coaching Resources").

### ***Life situations as cases***

Bill: What I like to do in these sessions is I have certain things I want to teach, emotional intelligence skills, and I love to have people bring up their **own life situations** that we discuss around these skills. "How would I apply this?" So I invite you to think about any of your own current life situations you'd like to bring up, and remember we don't know your last name, we don't know where you're from, so it's pretty anonymous. You can talk about your boss. Don't name your company, but you can talk about your boss if you want to, or talk about anything. So I hope that anonymity takes care of it. But on top of that, let's all promise each other that we'll be confidential. Can we do that?

### ***Quote from Dr. Martin Luther King, Jr.***

**Comment:** The next section is a lengthy discussion of the above quote. You may want to skip on down several pages to the Overview Section if this seems too long for you.

Bill: You'll see that I had that quote from Martin Luther King, Jr. in our Participant Workbook. Would somebody be kind enough to read that out loud?

Sam reads: "What is needed is a realization that power without love is reckless and abusive, and love without power is sentimental and anemic." --Martin Luther King, Jr.

Bill: So, what comes up for you when you hear that?

Sam: We really need to discern what power is, and how we feel it, and where we feel it.

Bill: Those are interesting words – how we feel it, and where we feel it. Could you say more about that?

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Sam: The word “power” for me, my knee-jerk reaction is to think of physical power, physical strength. That’s where I go when I first think about the word “power.” And then to think about me being powerful in a different way is something that I haven’t really given a lot of thought to, around the word “power.” So I have to begin to focus on what I’m feeling about that word, and where it’s coming from, and then using Martin Luther King’s quote as a guide, is to understand that first I have to really be aware of my center, and whether that center is about love, or whether it’s about something else. And if it’s about something else, I need to bring myself back to that place of love. And that in that place of love, one of the items that’s present or available is power. So that’s my first take on it.

Bill: I like that idea, of what’s in your center. Not today, but next session or the third session, we’ll get into, how do we lose that being centered? What happens to make us lose it, and how can we get it back in the crush of a difficult moment?

Sam: Great.

Bill: I consider that sort of the height of emotional intelligence. When things are really going bad, how do you recover your centeredness?

Sam: Right, exactly.

Bill: So we’ll definitely have that topic. Any other thoughts for you all about this quote?

Cindy: Well, I found myself a little annoyed by it. [Laughs]

Bill: [Laughs] Oh, shucks.

Cindy: When I thought about it, when I sat with it, it was about, it only talks about power in a negative sense. And it only talks about what’s wrong with power when it’s coupled with these other things. And it doesn’t talk about the power of creating, or of co-creating. So that’s why it annoyed me. I think I worked too hard at it.

Bill: Well, that’s interesting. “Power” certainly can be a positive word. I would think Martin Luther King’s listeners in the ‘50s and early ‘60s that they would have been startled that this word was connected with love. They would only have negative connotations for it. The power they were experiencing –

Cindy: Having been around in the ‘50s, I understand what you’re saying, and I think that even at that time, I had difficulties because it was only focused on what was wrong.

Bill: Well, let’s refocus it, by all means.

Cindy: And I did struggle with that whole concept of power, until I remembered there's always the power to create, and then later on, the power to co-create.

Bill: So what if any relationship does love have to do with that?

Cindy: I think love is the power to create, and co-create.

Bill: That sounds good. Could I paraphrase that as, "Love manifests itself as power to create?" Or love can be manifested in that form?

Cindy: Absolutely, I think, yes.

Bill: How about the other half of it, love without power? Any thoughts about that?

Abby: I have a thought about that. I don't know that there's anything [31:32]. I don't know that there is anything such as no power. The feeling I get, a sense of powerlessness, that I'm sure we all have at some point or another, whatever that situation is, but it's not an absolute [32:00], no power, because it's a matter of perception, it's a matter of [32:04 what we own?]. So to say "love without power," I don't get that at all. [32:16]

Cindy: Thank you. [laughing]

Bill: So we've got two women annoyed, here. Martin Luther King is turning over in his grave. [laughing]

Cindy: As Abby was speaking, I was getting a little clearer about that second part of it, and what came up for me is that when you cling to somebody else – but to me, that's not love. That's that helplessness, that sense of powerlessness that you're only complete if you have that other person in your life. And that, I would say, is kind of sentimental and anemic, but it's not love. Love is power, and it's very powerful. And it fills us with itself.

Bill: I like what you're saying. Anybody want to stick up for Martin here?

Sam: I would jump in and say – I think that maybe, you know, I can have a foot in Martin's world. I don't know the audience that he was speaking to – I don't know if this is a spoken quote, or – I think probably he took this approach because he was talking to a lot of people about whose background he wasn't familiar, and so he was addressing an audience and trying to create a context, and many in that audience maybe hadn't done a lot of work, and didn't see that love is power. They saw it as separate rather than

integrated, as a good thing or a bad thing. So he's making that distinction for his listeners. I would agree with what has been said here, that love is power. And I would go on to say that if we're centered and if we're expressing love, it shows up in a lot of ways. When it's appropriate to be collaborative, it's collaborative. When it's available in a relationship, there's a unity and [35:50] in a relationship. But I think probably Martin Luther King was trying to address a very general audience. That's why he made that distinction.

Bill: Can you think of situations where people have tried to embrace love, but thought that power was a no-no, let's stay away from that, and they ended up being sentimental or anemic?

Sam: That's certainly been my experience over the years. I had seen it that way, at one time. So this quote would have meant a lot to me the way he said it.

Bill: This was a public speech, but he also did a lot of sermons, and in churches I think there's been thousands and thousands of sermons about loving that never got anybody into social activism. They didn't do anything to create justice, to deal with the power structures that are out there. Sometimes you need some form of power – Martin Luther King was an advocate of nonviolent approaches, but there's still power in those. So he understood that you can't just sit there in your church pew and talk about being loving. You've got to get out and exercise power, and confront the powers that be. So I think that's where he was saying there's something else needed. Because that sermon topic of love had not had much teeth in it. Any other thoughts about this?

Cindy: I think it's a really good example of how words can emotionally trigger us, positively or negative.

Bill: Well, let's see if you can come up with any positive associations to it. Anything you can think of? I'll lead off. I'll tell you one for me. A lot of people I know, particularly people with church backgrounds, but others too, have accepted this notion that power is somehow bad, that good people don't use it, it's only those crummy power-hungry types. And even there, the phrase "power" would go naturally with "power-hungry."

It's not something you want to embrace, because you're virtuous and idealistic and loving and so forth. I think that people who approach their values this way end up being conflict-avoidant. They spend a lot of energy figuring out how to avoid conflicts, and they think that's all part of what it means to be loving. So I think the issue is not resolved for a major part of the population that's still approaches the two things – love and power – in that fashion. So for them, it could be a very helpful quote. What do you think about that?

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Cindy: I would agree with what you're saying. I see that when I'm coaching clients. They do, they have that kind of fear of power, because they see power as destructive, and they only see it as destructive. And as you start to explore the power to create, that changes not only their emotional reaction to the word "power," but also their ability to take action. So I thought that was a good point.

Bill: Anybody else?

Sam: I like it the way that it is. It generates this kind of self-inquiry that we're going through now. It stimulates the individual who's hearing it to begin to ask how they would define love, and how they would define power. This whole quote suggests that they are really potentially integrated, and I think for a lot of people that would be a new idea. So I think it, especially given to a large audience, I think it would stimulate a lot of discussion and a lot of opportunities to share different ideas and to grow in the answers that you're hearing. That's my experience in listening to everybody talk about this, is that I'm growing in my ability to distinguish some of what for me are the subtleties in what are being talked about today.

Bill: Anybody else have a comment? I wanted to make another distinction about this. I think most people when they hear the word "power" have a negative connotation. They're thinking of it as power over. The kind of power that lords and kings and bosses have. As opposed to what you could also talk about is power with – or power to empower. Power to empower is spoken about in a lot of places, really – empowering. I think if you start talking about it that way, it's like talking about the power to create, power to empower. Now it has a good flavor. I think it's possible to say that this power to empower comes out of love, and that power over, often comes out of fear.

Sam: Yes, right.

Cindy: I'll agree with that.

Bill: And that's a helpful way of noticing, why is it that one kind of power seems to end up causing harm and the other can bring about good? If your power over comes largely out of fear – and I try to remind myself of that when I'm with somebody who's trying hard to have power over – or if I'm looking at politicians that seem to relish having power over, and I get mad at them, and I try to remind myself, they're probably coming out of fear. That doesn't mean I shouldn't do what I can to try to stop them and create justice and so forth, but it makes me have a little more empathy.

Sam: They're reacting, then, Bill, instead of responding.

Bill: Well, that's a possibility. How do you mean that, reacting and responding?

Sam: Coming out of fear, my own experience is when I'm fearful I'm constantly vigilant and reacting to my surroundings. I'm responding. I'm more resonant with my surroundings. And flowing with what's being called for in the moment.

Bill: If we start to hold that in the mind – do we want to empower, to have power with – instead of, do we want to have power over – it may get embarrassing, in my experience and in other people's, we find more often than we'd like that we've slipped into wanting power over.

Can any of you think of an example? Well, I'll offer you one from my life. Power over doesn't always mean that I'm going to command and control it, but it may mean that I influence them, that I make a good impression, which is pretty crucial for me as a consultant. I might enter today's Tele-Workshop with golden intentions of being loving, right? But then somebody says something like, "That darn old Martin Luther King quote. That's full of it."

And I get riled, and I come back at them with something negative. I've lost my original intention. Why did I come back at them with some kind of one-up statement? Why? Because I got fearful. Gee, they're going to tear down this nice little statue that I built here, and nobody's bowing down to it, saying "Gee, how smart you were and how clever you were to find that quote." Instead, they're smashing the thing to smithereens. I can get triggered. I can get reactive right on the spot. It happens all the time. Little things like that. So it's not just the politicians starting a war we don't need. It's people like me all of a sudden losing that original intention to be loving and empowering, and switching over to some other goal, such as to impress.

## Overview of entire program

**Comments:** I suggest you listen to this overview on my 5-minute Introduction audio recording on my web site.

Bill: What I'd like to do now, with your permission, is to talk nonstop for maybe five minutes, and attempt to give you a preview of how this thing will unfold and why it might be worthwhile to stick it out, etc.

Here's an overview of the whole program: we are still on the subject of goals and priorities. Then we'll go on to the subject of communication, and pick up more of what we're already doing, which is how to handle difficult conversations, how to speak in a

manner that people can really hear. We'll talk about dialogue, a key skill of servant leadership, and I invite you bring in your spiritual perspective at any time.

I talk about giving and receiving feedback. When I say "I talk," I always want us to do our own examples from our own life. So you might be thinking about anything going on in your own life that you'd be willing to talk about.

Then I'll go onto the subject of assertiveness. I have found that people who think of themselves as progressive tend to think of themselves as good listeners, but a little weak on the side of asserting themselves. That has led me to put in quite a lot of content about assertiveness, but to do this in the fashion of all the skills we've already talked about – dialogue and communication skills, listening skills.

Then I have some time on self-management. That's really a business term, but it really means knowing yourself, looking inside. We're doing that constantly throughout the program. Then I talk about relationship management – how to put yourself in the other person's shoes, have empathy, understand relationships. Again, that's something we're doing throughout the program, but I focus on it a bit more there.

I highlight the subject of conflict quite a bit, and often, the examples I'm asking for, have to do with conflict. By the time we talk about it as a separate topic, we'll be well prepared to focus our skills on conflict management.

Then I circle back to listening skills, which we're doing all the time, but by then hopefully we've asserted ourselves and we've worked on our weaknesses. Now we can come back and work on the strength of listening, and all the sub-skills that go into that.

Then I talk about facilitating other people. A common word for that is empowerment. How to facilitate other people to find their own solutions to problems, as opposed to just offering advice.

And something, again from the business world, called performance management, but we do this with our friends and children and everybody else too, without using that label. This has to do clarifying problems and problem-solving. Again, this is something our culture teaches us to focus on, so I put it way at the back, because we're used to that. It's not a new subject for most folks. I do have some new ideas for how to do it better.

And then finally, putting it all together, trying to practice all these skills, because practice is the important thing. We'll want to practice a lot. Practice has to do with you offering your own real-life situations. I have some role plays, but I only use them in desperation. It's much better if we work from your situations, so I'm willing to depart from my own prepared examples at any time. You would find it more interesting, and by and by, you

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would all get a chance to offer real-life examples. One more thing about practicing: when I have your emails, I will send you an email with everyone's email addresses showing, so you can contact each other. I invite you to email each other and say, "Let's practice this." Step out there with a partner and get feedback on what we're trying to learn.

### **Overview – another version**

This is a second Overview talk from a different session. I am putting them both together here because this second one has some different ideas. This is a summary of what I said, not the actual words. This makes it quicker to read since you have already read one summary.

See the list of topics in the Participant Workbook. How to hold together power and love? Backbone and heart? Tough love. Leaders need to exert power. Stand up to difficult people. How to hold crucial conversations? How to do that, and stay connected? Dialogue and listening skills are a better choice in the long term.

Seldom wise to use force, even when it's available. Goal is win-win. Be very clear about what's inside us: self-awareness about one's own needs. Have courage in surfacing conflicts.

New options come to light, options we couldn't see if we were afraid to face conflicts. Having new options leads to better decisions. Heart of leadership is decision making.

Emotional intelligence can be the heart of good leadership and also the heart of powerful living. Helps with performance appraisals, even discussing kids' performance.

I recommend servant leadership. Help other people solve their own problems, help them to grow. Don't just solve the immediate problem. Help the other person learn how to solve future problems better. How to facilitate people's resourcefulness?

Definition of coaching. Relationship management with others. Improving their emotional intelligence.

Format of the Tele-Workshop, Emotional Intelligence for Resilient Leaders and Professionals. Lasts almost a year, practice in between sessions, interactive. Group effort. You'll see improvement.

That's my preview for the future. What does that bring up for you?

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Sam: It sounds very exciting, etc.

Cindy: Ditto, etc.

(web site\transcriptions\1ASAW Intro-ted)