Caroline Sauvé
A Coach’s Guide to Emotional Culture
@caro_sauve #Agile2019
Nice to meet you...
What’s on tap?

- What is Emotional Culture?
- Why is Emotional Culture important?
- Lenses for Culture: Altitudes
- Altitudes and Emotional Line
- Approaches for Coaching Emotional Culture
What’s not on tap?

- Integral Theory
- Integral Agile
- Integral Coaching
- Other developmental coaching lines - cognitive, somatic, interpersonal, etc.
Culture = Cognitive Culture

“Cognitive culture: the shared intellectual values, norms, artifacts, and assumptions that serve as a guide for the group to thrive.”

"Emotional culture: the shared affective values, norms, artifacts, and assumptions that govern which emotions people have and express at work."

- Barsade and O'Neil (2016, Jan). Manage Your Emotional Culture. [https://hbr.org/2016/01/manage-your-emotional-culture]
“Every organization has an emotional culture, even if it’s one of suppression.”

“Emotional culture influences employee satisfaction, burnout, teamwork, and even hard measures such as financial performance and absenteeism.”

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Unhealthy expressions of emotions (not negative emotions) leads to negative outcomes.
Lenses for Culture: Altitudes
Altitudes (Laloux, Madore, Spayd)

Teal: Evolutionary
Green: Pluralistic
Orange: Achievement
Amber: Conformist
Experiencing Altitudes with Music

1. **All of us** - Listen to the song associated to the Altitude. Take it in.

2. **As a group** - Develop a word cloud that reflects what you experienced (**thoughts, feelings, emotions**) when you heard the music.

3. **Each group** - Nominate 1 person to highlight 2-3 words that resonated for the group and contribute your “word cloud” to our wall.

4. Repeat 1-3 for each altitude :)
Amber - Conformist

Artist:
Spirit of Troy Marching Band

Song:
Fight On
Orange - Achievement

Artist:

Foo Fighters

Song:

My Hero
Artist: John Lennon

Song: Imagine
Teal - Evolutionary

Artist:
Blockhead

Song:
Insomniac Olympics
Altitudes (Laloux, Madore, Spayd)

- **Amber**: Conformist
- **Green**: Pluralistic
- **Teal**: Evolutionary
- **Orange**: Achievement

- **Egocentric**
- **Ethnocentric**
- **Worldcentric**

Complexity
Altitudes (Laloux, Madore, Spayd)

Worldcentric

Ethnocentric

Egocentric

Teal: Evolutionary

dis·cern·ing /dəˈsərniNG/
1. having or showing good judgment

Amber: Conformist
Altitudes and Emotional Line
Altitudes and Emotional Line

“The capacity to access, include, and skillfully be present to and interacting in the emotional field of self and others.” - Integral Coaching Canada, Inc. (ICCP 2017)
Altitudes and Emotional Line: Conformist

“The capacity to access, include, and skillfully be present to and interacting in the emotional field of self and others.” - Integral Coaching Canada, Inc. (ICCP 2017)

**Conformist** - Emotional fluency is limited to the expressions allowed by those in control (authoritative & egocentric). Expression of emotion aligns to a “greater good”.

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Altitudes and Emotional Line: Achievement

“The capacity to access, include, and skillfully be present to and interacting in the emotional field of self and others.” - Integral Coaching Canada, Inc. (ICCP 2017)

**Achievement** - Emotional fluency is aligned with personal achievement (transactional & ego-centric) and channeled into “positive emotions” relative to the degree of success.

**Conformist** - Emotional fluency is limited to the expressions allowed by those in control (authoritative & egocentric). Expression of emotion aligns to a “greater good”.
Altitudes and Emotional Line: Pluralistic

“The capacity to access, include, and skillfully be present to and interacting in the emotional field of self and others.” - Integral Coaching Canada, Inc. (ICCP 2017)

<table>
<thead>
<tr>
<th>Altitude</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Pluralistic</strong></td>
<td>Emotional fluency spectrum increases as concern for “other” grows (servant &amp; ethnocentric). Monitoring for reactions and making shifts to ensure emotional safety.</td>
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Altitudes and Emotional Line: Evolutionary

“The capacity to access, include, and skillfully be present to and interacting in the emotional field of self and others.” - Integral Coaching Canada, Inc. (ICCP 2017)

**Evolutionary**: Awareness emotions arising within self and others including how emotions feel, arise, and are triggered. Emotions held in 3rd person (transformational & world-centric).

**Pluralistic** - Emotional fluency spectrum increases as concern for “other” grows (servant & ethnocentric). Monitoring for reactions and making shifts to ensure emotional safety.

**Achievement** - Emotional fluency is aligned with personal achievement (transactional & ego-centric) and channeled into positive emotions relative to the degree of success.

**Conformist** - Emotional fluency is limited to the expressions allowed by those in control (authoritative & egocentric). Expression of emotion aligns to a “greater good”.
Emotional Line, Anger

“Anger is a signal of a boundary violation. Anger seeks to protect and restore.” - McLaren (Language of Emotions, 2010)
Emotional Line, Anger

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**Evolutionary**: Healthy: Anger named accurately in self and others - expressed genuinely and with intention (in 3rd person) to reveal boundary violations as they occur, allowing restoration. Unhealthy: Lack of integrity wrt emotions (aka - see unhealthy below).

**Pluralistic** - Healthy: Anger within safety of a trusted group. Unhealthy - “Transmuting” anger into compassion (e.g. self-abandonment).

**Achievement** - Healthy: Channeled into achievements (e.g. passion, competition). Unhealthy: Expressed passively (e.g. politics) or repressed (e.g. disengagement).

**Conformist** - Healthy: Expressed within context of positional authority. Unhealthy: Expressed passively (e.g. sabotage) or repressed (e.g. depression).
As a Group: Develop Emotional Line - Joy

“Joy is an expression of our affinity and communion. Joy seeks to offer happiness and gratitude for self and others.” - McLaren (Language of Emotions, 2010)

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<tr>
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<th>Unhealthy</th>
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<td>Evolutionary</td>
<td>Healthy: Joy experienced and expressed consciously and authentically “in the moment” It is treated like any other emotion - acknowledge, be grateful, and let it go.</td>
<td></td>
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<tr>
<td>Pluralistic</td>
<td>Healthy: Joy experienced genuinely through inter-connectedness. Unhealthy: Joy becomes a “goal” or imposed baseline emotion.</td>
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<tr>
<td>Achievement</td>
<td>Healthy: Joy experienced in relation to the importance attributed to the achievement. Unhealthy: Desirability of joy experienced through increasing levels of pain (e.g. - joy is a reward offered for unhealthy heroics).</td>
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<td>Healthy: Joy is expressed in service to the greater good. Experienced because of and in gratitude to the designated authority. Unhealthy: Joy expressed is misaligned with “greater good” or collective feelings.</td>
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Approaches for Coaching Emotional Culture
Approach to Coaching...

1. Coach healthy emotional culture within the altitude.
Approach to Coaching...

2. Nurture *wake up calls.*

*Don’t force or skip altitudes.*

1. Coach healthy emotional culture within the altitude.
Coaching Conformist Emotional Culture

*Coach healthy emotional culture within the altitude.*

- Clarify and honour the established cognitive culture and align with the greater good.
- Create safe "emotional spaces" for individuals.
- Develop emotional fluency within appropriate roles.
Coaching Achievement Emotional Culture

Coach healthy emotional culture within the altitude.

Give specific examples of what you might do as a coach, and consider:

1. How might you adapt and make use of the established cognitive culture?
2. How would you encourage a healthy expression of the “achiever” emotional spectrum?
3. How would you develop emotional fluency within the organization?

* Resist the urge to push to green! We are still in a egocentric altitude.
Coaching Pluralistic Emotional Culture

Coach healthy emotional culture within the altitude.

- Expand definition of culture to include emotions.
- Build empathy skills at all levels in the organization.
- Develop “emotional fluency” with all leaders and facilitators.
Coaching Evolutionary Emotional Culture

Coach healthy emotional culture within the altitude.

- Community based emotional culture experienced both inside and outside the organization.
- Emotional fluency developed at all levels.
In Summary...

● **Altitudes** - Meet the culture “where it is at”.

● **Emotional Line** - Understand and appreciate how emotions are expressed at each altitude (healthy & unhealthy).

● **Coaching Approach** - Coach healthy emotional culture within the altitude. Nurture wake up calls to next altitude when they emerge. Don’t force or skip altitudes.
Organizations have a **responsibility to develop the emotional wellbeing and consciousness of the people they impact.**
When organizations invest here - they not only make a more effective employee and create better products / services - they make better people by making people better.
Development of emotional line in organizations is the conscious creation of a healthier and more interconnected person.
Investment in emotional culture is an important expression of how organizations make the world a better place.
Let’s make the world a better place...

Don’t hesitate to reach out to Caroline via:

https://insideoutagile.ca/

Coaching courageous leaders (and coaches!) who are able to look within to change the world around them.