

# Caroline Sauvé

A Coach's Guide to Emotional Culture

@caro\_sauve #Agile2019



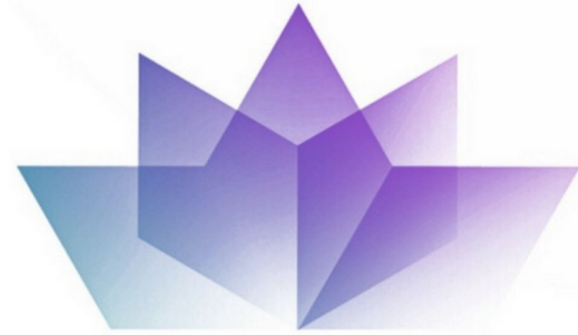
InsideOutAgile

AUGUST 5-9

WASHINGTON D.C.

AGILE2019

Nice to meet you...



InsideOutAgile



# 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

Trust

Respect

Integrity

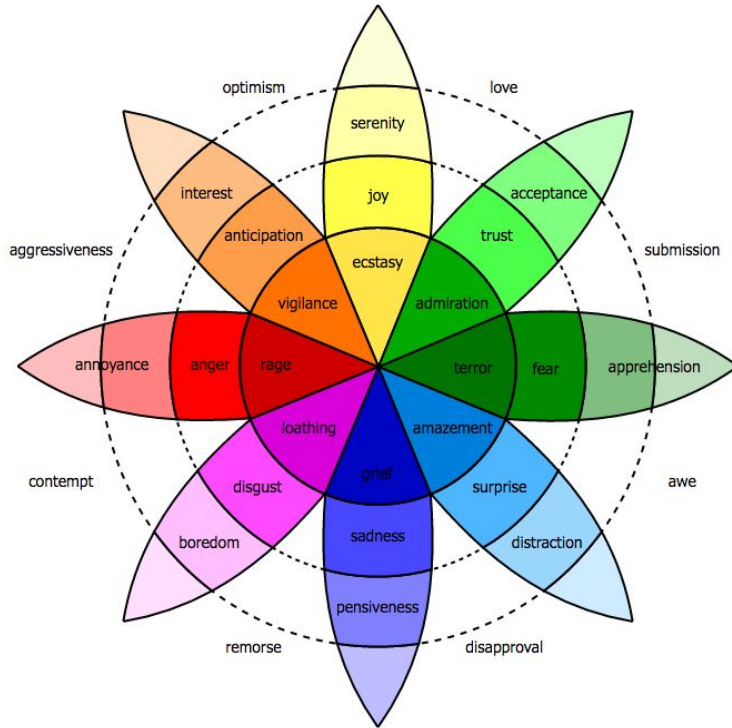
Commitment

Collaboration

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

- Barsade and O'Neil (2016, Jan). **Manage Your Emotional Culture.**  
<https://hbr.org/2016/01/manage-your-emotional-culture>

# Culture = Cognitive Culture + Emotional Culture



Plutchik's Wheel of Emotions

*“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.”*

- Barsade and O’Neil (2016, Jan). **Manage Your Emotional Culture.**  
<https://hbr.org/2016/01/manage-your-emotional-culture>





*“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**



# Green - Pluralistic

Artist:

**John Lennon**

Song:

**Imagine**



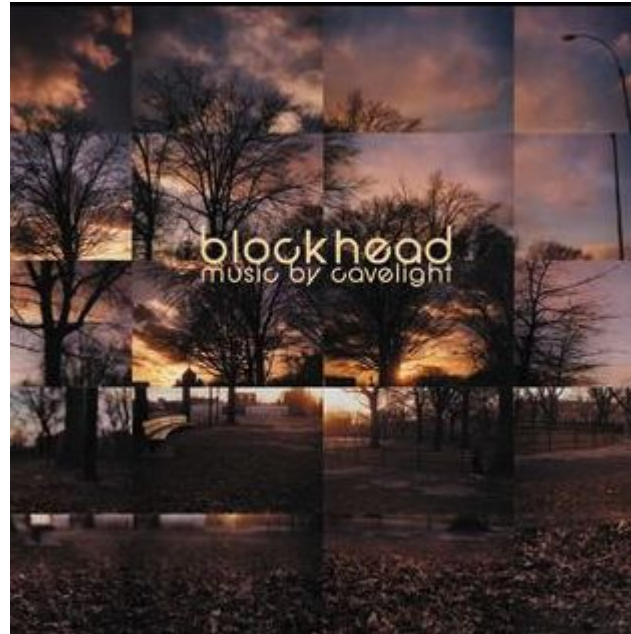
# Teal - Evolutionary

Artist:

**Blockhead**

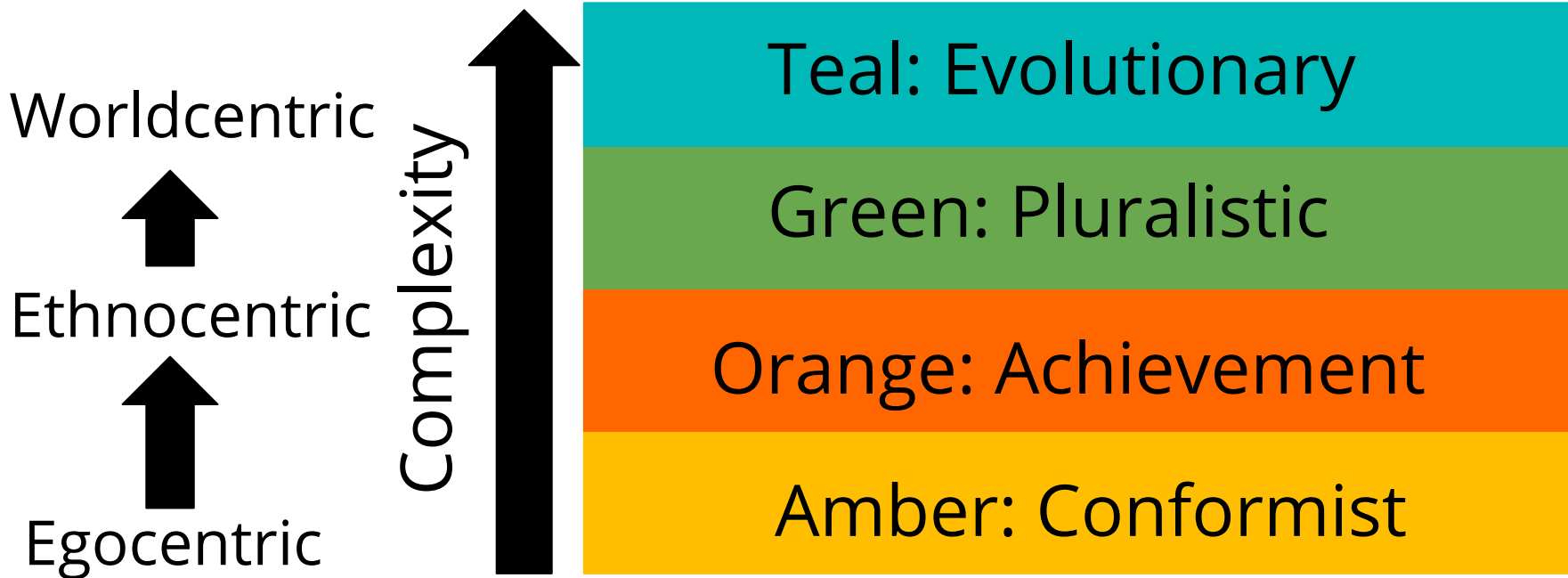
Song:

**Insomniac Olympics**

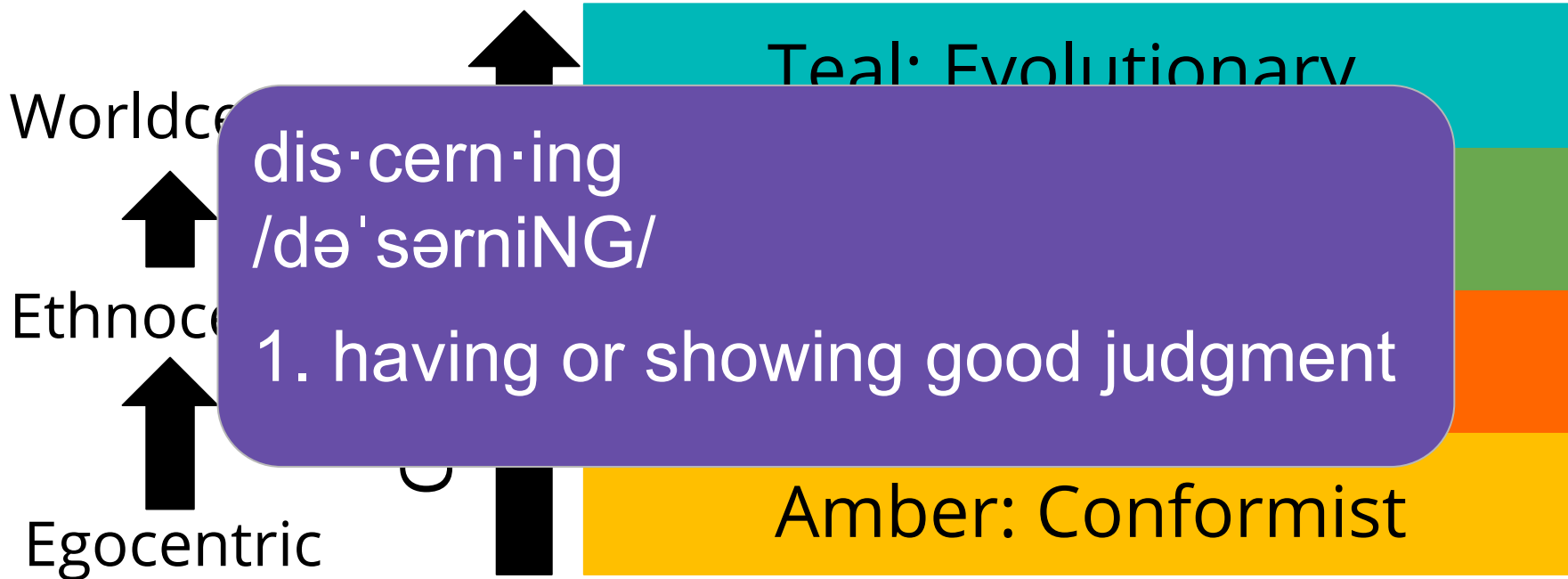




# Altitudes (Laloux, Madore, Spayd)



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# Altitudes and Emotional Line

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*“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”.

# Altitudes and Emotional Line: Achievement

@caro\_sauve



*“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)

**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”.

# 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)

**Evolutionary**

**Pluralistic**

**Achievement**

**Conformist**

# Emotional Line, Anger

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

**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,

**Evolutionary:** 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.

**Pluralistic:** Healthy: Joy experienced genuinely through inter-connectedness. Unhealthy: Joy becomes a “goal” or imposed baseline emotion.

**Achievement:** 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).

**Conformist:** 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.

# Approaches for Coaching Emotional Culture

# Approach to Coaching...

Teal: Evolutionary

Green: Pluralistic

Orange: Achievement

Amber: Conformist

- 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.**



Teal: Evolutionary

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# 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.

