A Coach's Guide to Emotional Culture

GTA Agile Coach Retreat - October 2019

What's on tap?

- **What is Emotional Culture?**

- **Why is Emotional Culture important?**

- **Lenses for Culture:**

    - **AQAL - Integral Theory, Integral Agile**

    - **Intersubjective -> Altitudes**

- **Altitudes and Emotional Line**

- **Approaches for Coaching Emotional Culture**

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Culture = Cognitive Culture
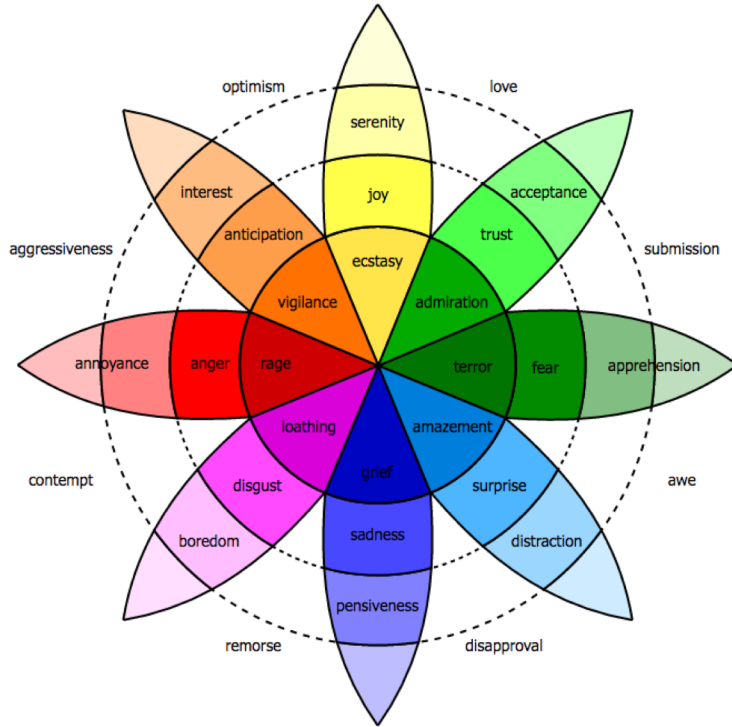
Loyalty

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**.
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Why is emotional culture important?

- Every individual's emotional development is combination of many factors (e.g. family, country, profession, etc.).

- Every organization **has an opportunity** to support individuals and groups to develop more healthy emotional expressions.

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

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Healthy expression of emotions is consistently associated with better performance, better quality, and better customer service.
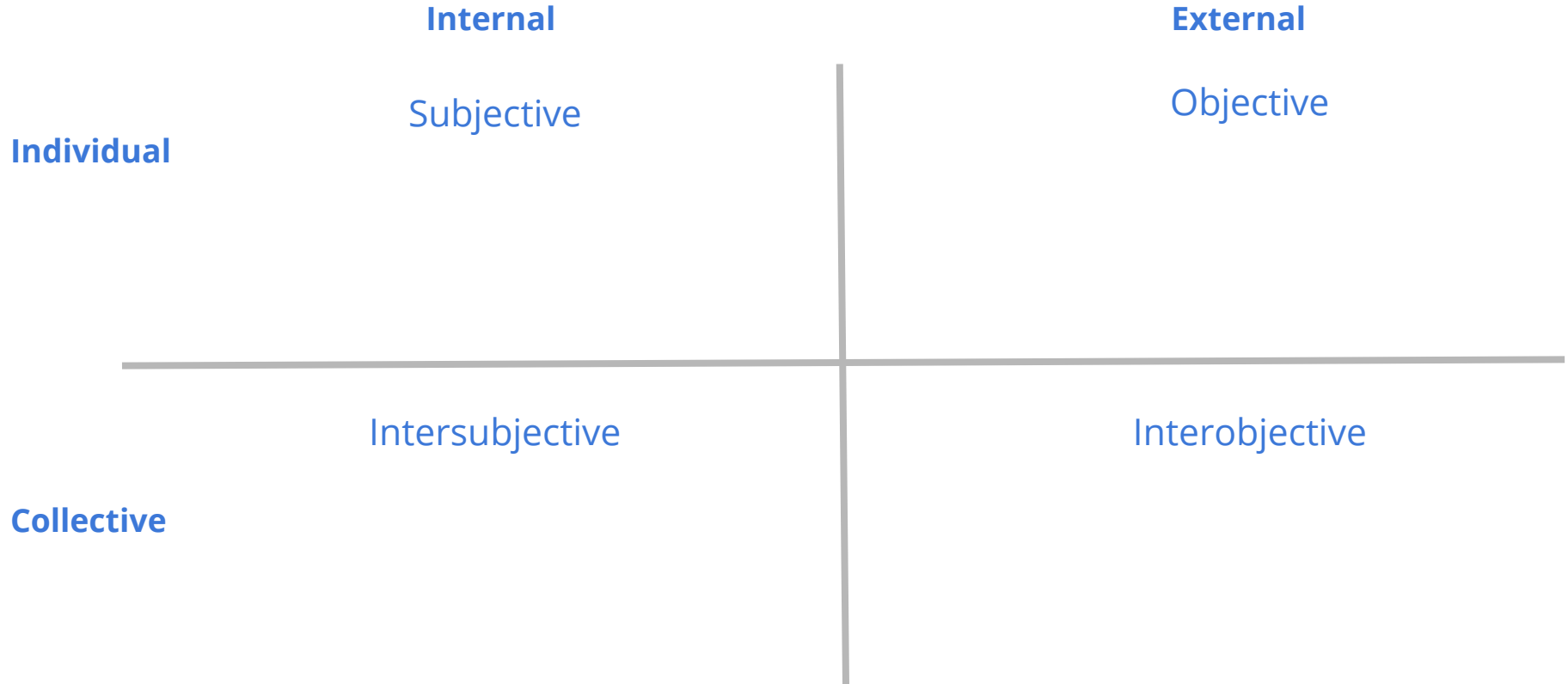
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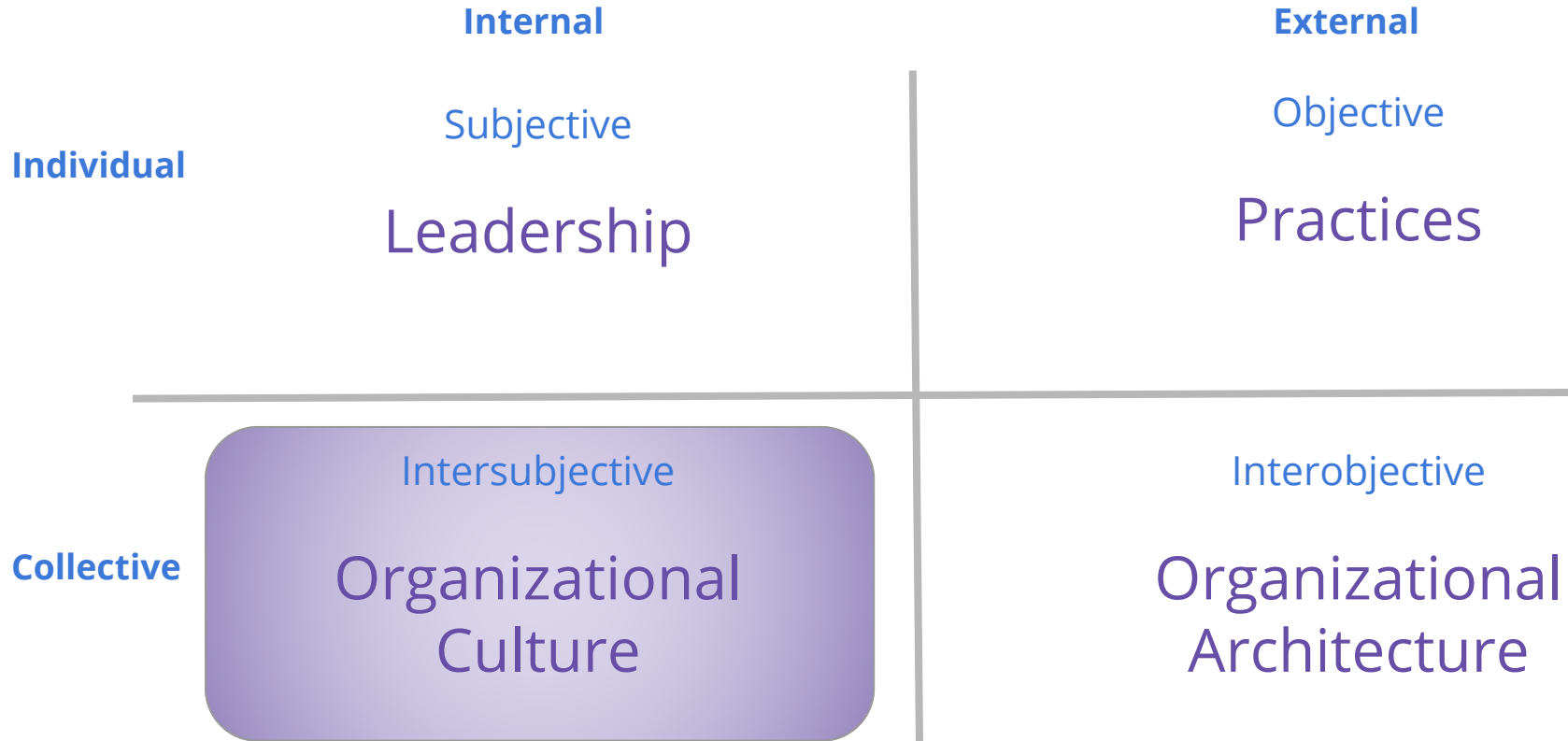https://hbr.org/2016/01/manage-your-emotional-culture

Unhealthy expressions of emotions leads to negative outcomes.
unhealthy expressions of emotions != negative emotions

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Lenses for Culture: Integral Altitudes

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Integral Theory – Ken Wilber – Quadrants

Internal

External

Subjective

Objective

Individual

Intersubjective

Interobjective

Collective

Integral Agile - Madore and Spayd - Quadrants

Internal

External

Individual

Subjective

Leadership

Objective

Practices

Collective

Intersubjective

Organizational Culture

Interobjective

Organizational Architecture

Altitudes (Laloux, Madore, Spayd)

- Altitudes are distinct "centers of gravity" that help us to meet the culture "where it is at".
- Teams, Departments, Groups, Organizations can all have distinct cultures.

Teal: Evolutionary

Green: Pluralistic

Orange: Achievement

Amber: Conformist

Experiencing Altitudes with Music

1. Listen to the song associated to the Altitude. Take it in.
2. Share thoughts, feelings, emotions experienced when you heard the music.

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

Amber - Conformist

Artist:

Spirit of Troy Marching Band

Song:

Fight On

Orange - Achievement

Artist:

Foo Fighters

Song:

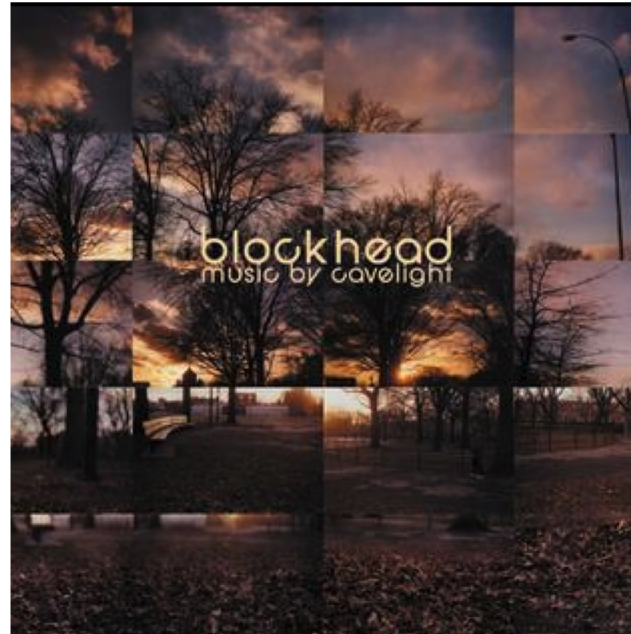**My Hero**

Green - Pluralistic

Artist:

John Lennon
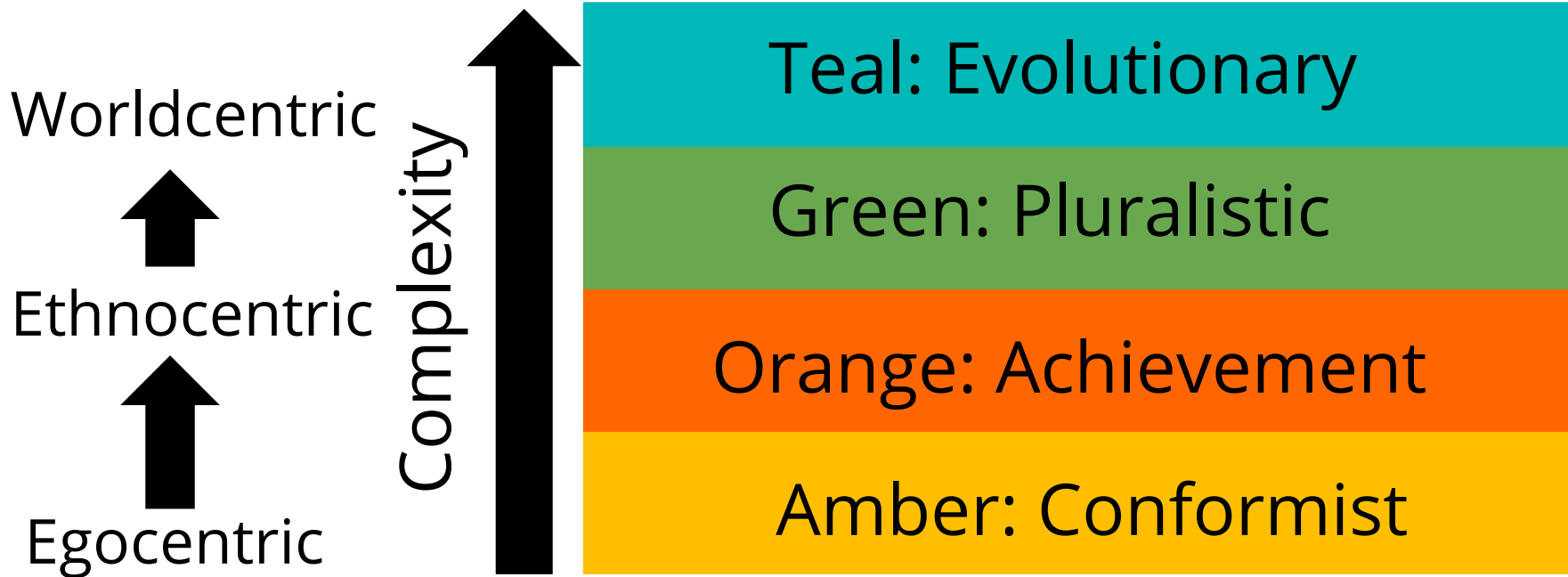
Song:

Imagine

Teal - Evolutionary

Artist:

Blockhead

Song:

Insomniac Olympics

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Altitudes (Laloux, Madore, Spayd)

Worldcentric

↑

Ethnocentric

↑

Egocentric

Complexity ↑

Teal: Evolutionary
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Altitudes (Laloux, Madore, Spayd)

Worldce[...]

Ethnoc[...]

Egocentric

Teal: Evolutionary

Amber: Conformist

dis·cern·ing
/dəˈsərniNG/

1. having or showing good judgment

Altitudes and Emotional Line

Amber – Conformist

Emotional fluency is limited to the expressions allowed by those in control (authoritative & egocentric).

Expression of emotion aligns to a "greater good".

Orange - Achievement

Emotional fluency is aligned with personal achievement (transactional & ego-centric).

Channeled into "positive emotions" relative to the degree of success.

Green - Pluralistic

Emotional fluency spectrum increases as concern for "other" grows (servant & ethnocentric).

Monitoring for reactions and making shifts to ensure emotional safety.

Teal - Evolutionary

sounds true
WAKING UP THE WORLD

BUURTZORG

BRIDGEWATER

patagonia®

Awareness emotions arising within self and others including how emotions feel, arise, and are triggered.

Emotions held in 3rd person (transformational & world-centric).

Emotional Line, Anger – Let's explore!

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

Evolution

Pluralist

Achieve

Conformist

Explore at the given altitude….

1. What would a healthy expression of anger look like within the culture?
2. What would an unhealthy expression of anger look like within this culture?

Emotional Line – Joy – Let's Explore!

"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)

Evolution

Pluralist

Achieve

Conformist

Explore at the given altitude….

1. What would a healthy expression of joy look like within the culture?
2. What would an unhealthy expression of joy look like within this culture?

Approaches for Coaching Emotional Culture

Approach to Coaching...

2. Nurture *wake up calls*.

Don't force or skip altitudes.

1. Coach healthy emotional culture within the altitude.

Teal: Evolutionary

Green: Pluralistic

Orange: Achievement

Amber: Conformist

Amber - Conformist

Imagine...

-> Amber / Conformist culture within an org

-> Leader exhibits unhealthy anger... bullying / shaming etc.

*Organizations have a **responsibility to develop the emotional wellbeing and consciousness** of the people they impact.*

Coaching Conformist Emotional Culture

Coach healthy emotional culture within the altitude.

- Clarify and honour the established cognitive culture (e.g. roles, protocol) and align with the greater good.

- Develop emotional fluency within appropriate roles.

- Create safe "emotional spaces" for individuals.

*When organizations invest in emotional culture - they not only make a more effective employee and create better products / services - **they make better people by making people better***.

Coaching Achievement Emotional Culture

Coach healthy emotional culture within the altitude.

- Cognitive culture is aligned with "actual culture" and is generally healthy.

- Establish greater emotional fluency (being present and aware of emotions of others) with leadership.

- Develop emotional fluency with achiever role models.

Development of emotional culture in organizations is the **conscious creation of a healthier and more interconnected person**.

Coaching Pluralistic Emotional Culture

Coach healthy emotional culture within the altitude.

- Expand definition of culture to include emotions.

- Build empathy skills (emotions in self and others) at all levels in the organization.

- Develop deeper emotional fluency with all leaders, mentors and coaches.

*Investment in emotional culture is an important expression of how organizations **make the world a better place.***

Coaching Evolutionary Emotional Culture

Coach healthy emotional culture within the altitude.

- Community based emotional culture experienced both inside and outside the organization. World centric values.

- Deeper emotional fluency developed and supported 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.

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 willing to look within to change the world.

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