

Crescendo Connect Conversation – May 20, 2013

Presented by: Fred Mandell, Ph.D.

Materials for call:

- Slides Handout

Call Etiquette:


- Your phone line will be muted during the during the presentation.
- To ask a question, **PRESS 5***.

Thank you!

EI AND CREATIVITY: THE SYNERGY SYSTEMS

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May 20, 2013

Objectives



- Understand how the current global context requires new leadership skills (meaning EI and Creativity)
- Learn about 7 Creative Skills that successful leaders share with master artists and innovators
- Identify where Creativity and EI support and synergize each other.

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Definitions

Emotional Intelligence

(Salovey and Mayer)

“The ability to perceive emotion, integrate emotion to facilitate thought, understand emotions and to regulate emotions to promote personal growth.”

Creativity

The ability to bring into existence that which did not exist before or to find new and novel ways to connect what already exists

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One Person's Journey

100+ Interviews
The Great Artists

Insights:

- Change (personal and organizational) is a creative process
- Leading change takes specific creative skills
- These creative skills are learnable



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IBM Global HR Study

IBM

Three key capabilities enable organizations to work *beyond* borders

Cultivating creative leaders
Developing the next generation to lead a more global, flexible and diverse workforce



Mobilizing for speed and flexibility
Rapidly develop and deploy workforce skills and capabilities to match emerging opportunities

Capitalizing on collective intelligence
Fostering collaboration and knowledge sharing to drive efficiency and foster innovation

2010 IBM Global Chief Human Resource Officer Study: Working beyond Borders
ibm.com/chrostudy © 2010 IBM Corporation

The Question (Part I)

...is not **WHETHER** to develop the creative skills of leaders and ourselves, but **HOW**.

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The Question (Part II)

...and how do EI and Creativity
support and synergize the
performance of leaders and
ourselves.

The 7 Creative Skills

- ☑ Preparation
- ☑ Seeing
- ☑ Using Context
- ☑ Embracing Uncertainty
- ☑ Risk-taking
- ☑ Collaboration
- ☑ Discipline



Claude Monet, Water Lilies

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7 Creative Skills Definitions

Preparation:	Deliberately engaging in activities that prepare the brain to undertake creative work
Seeing:	Having the ability to discern new connections, gain fresh perspective, and stay alive to new possibilities
Using context:	Understanding the environments in which one works and lives and using that knowledge to make changes in one's life or work
Embracing uncertainty:	Acting on the opportunities, sometimes hidden, presented by change
Risk-taking:	Acting without certainty of outcome.
Collaboration:	Engaging with others to help develop new ideas or make desired changes
Discipline:	Acting consistently whether or not one feels motivated

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- ❑ The research shows a strong correlation between emotions and creativity.
- ❑ When people experience stress they trigger a physiological response that emphasizes a tightened focus toward survival
- ❑ When people are in a positive emotional state it triggers a physiological response characterized by openness to new data and the big picture
- ❑ There is an emotional element to all creative skills; creative engagement in turn stimulates positive emotional outcomes
- ❑ Examples include Neil Ashkenazi PhD, Eva Selhub M.D., Dr. Herbert Benson M.D., Sherrod & Singer, Barbara L. Fredrickson, PhD

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*“I do not paint a table.
I paint the emotion
the table evokes in me.”*

~ Henri Matisse



Seeing

- The essence of seeing is *discerning new connections, gaining fresh perspective and staying alive to new possibilities.*
- When seeing in the creative sense, we:
 - Notice aspects of situations that other people don't seem to see
 - Are aware of at least several ways of interpreting a situation
 - Do not make assumptions before the full picture emerges
 - Pay attention to what is missing and not obvious about a situation
 - Detect connections between seemingly unrelated things or ideas

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Developing Your Seeing Skill

Four Seeing Strategies



❑ **STEPPING BACK FROM THE CANVAS** – moving yourself some distance from your day to day life or work to gain a fresh perspective.

❑ **PAYING ATTENTION TO NEGATIVE SPACE** – tuning into thoughts and feelings we tend to avoid, deny or undervalue.



❑ **TURNING THINGS UPSIDE DOWN** – radically shifting perspective. Turning the premise of our thinking completely around



❑ **CULTIVATING THE MIND OF A CHILD** – introducing the spirit of play and spontaneity into the way we look at things, unbound by rules. Allowing ourselves to return to what gives us joy and energy without pre-judgment

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Paying Attention to Negative Space

In art, negative space is the space that surrounds a subject.

- ❑ Negative space defines the subject
- ❑ Negative space adds more information and dimension to the subject
- ❑ “Negative” space isn’t negative



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Georgia O’Keeffe
Brooklyn Bridge

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Negative Space Questions

- What is missing?
- What do we take for granted or assume?
(Do I hold an idea or does the idea hold me?)
- What is not obvious?
- What do we deny or tamp down?

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EQ-i2.0 Model of Emotional Intelligence	Seeing—having the ability to discern new connections, gain fresh perspective, and stay alive to new possibilities
SELF PERCEPTION <ul style="list-style-type: none"> ➤ Self Regard ➤ Self Actualization ➤ Emotional Awareness 	How does emotional awareness promote seeing? How does seeing sharpen emotional awareness?
SELF EXPRESSION <ul style="list-style-type: none"> ➤ Emotional Expression ➤ Assertiveness ➤ Independence 	How does a sense of independence enhance seeing? How does seeing build confidence in independence?
INTERPERSONAL <ul style="list-style-type: none"> ➤ Interpersonal Relationships ➤ Empathy ➤ Social Responsibility 	How does empathy contribute to seeing? How does seeing amplify empathy?
DECISION MAKING <ul style="list-style-type: none"> ➤ Problem Solving ➤ Reality Testing ➤ Impulse Control 	How does problem solving draw on seeing? How does seeing accelerate problem solving?
STRESS MANAGEMENT <ul style="list-style-type: none"> ➤ Flexibility ➤ Stress Tolerance ➤ Optimism 	How does flexibility enable seeing? How does seeing strengthen flexibility?

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EQ-i2.0 Model of Emotional Intelligence	Collaborating—engaging with others to help develop new ideas or make desired changes
SELF PERCEPTION <ul style="list-style-type: none"> ➤ Self Regard ➤ Self Actualization ➤ Emotional Self-Awareness 	How does emotional self-awareness contribute to collaboration? How does collaboration heighten emotional awareness?
SELF EXPRESSION <ul style="list-style-type: none"> ➤ Emotional Expression ➤ Assertiveness ➤ Independence 	How does emotional expression contribute to collaboration? How does collaboration enhance emotional expression?
INTERPERSONAL <ul style="list-style-type: none"> ➤ Interpersonal Relationships ➤ Empathy ➤ Social Responsibility 	How do interpersonal relationships support collaboration? How does collaboration leverage interpersonal relationships?
DECISION MAKING <ul style="list-style-type: none"> ➤ Problem Solving ➤ Reality Testing ➤ Impulse Control 	How does reality testing show up in collaboration? How does collaboration integrate reality testing?
STRESS MANAGEMENT <ul style="list-style-type: none"> ➤ Flexibility ➤ Stress Tolerance ➤ Optimism 	How does optimism advance collaboration? How does collaboration support optimism?

For more information

- Email: fred@fredmandell.com Tel: 781.444.4554
- Website: www.fredmandell.com
- The Leader's Studio offers:
 - 21st Century Leader Development
 - Innovative solutions to current challenges: Fred's Blotcher; Where Art, Life and Leadership Collide (email Fred to be added to distribution)



Becoming a Life Change Artist; 7 Creative Skills to Reinvent Yourself at Any Stage of Life (Penguin)

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What's Next?

- EI Peer Coaching
 - Launches May 22!!!
- Crescendo Connect Conversations
 - July 8 – Emotional Intelligence and Resilience
 - Sept 9 – Visioning Emotionally Intelligent Leadership
 - Nov 12 – TBD (Let us know what YOU would like to share!)
- EQ-i^{2.0}/EQ360 Certification
 - June 11 & 12 (In-person Training)
 - July 9, 11, 16 & 18 (NEW – Virtual Training!)
 - Sep 10, 12, 17 & 19 (NEW – Virtual Training!)
 - November 5 & 6 (In-person Training)

Thank you!!

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