

“Intolerance of Intolerance” Diversity Awareness Corner



Beyond This Place... There Be Dragons!

Scott Warrick, JD, MLHR, SPHR

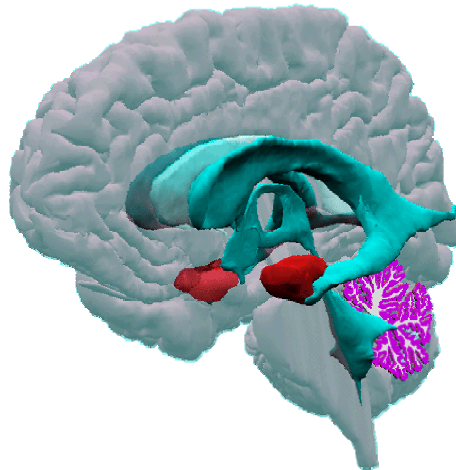
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TUNE YOUR NOBS!

Emotionally Intelligent Communicators: Why We Act The Way We Do



Do you work with “children”?

Do you know people who are “hypersensitive” and are offended by anything?

Do you work with “ego-maniacs”?

Do you sometimes “lose control” and go “nuts”?

You are not alone.

How Critical Are Our Employees?

According to research conducted by David Yankelovich, in “The 50 Best Companies in America to Work For,” the following is the national average of how much effort employees in the United States give to their employer:

- 23% Do The Best They Can**
- 34% Could Do More**
- 43% Do Just Enough So They Don’t Get FIRED!**

70% of most organizations’ budget is LABOR!

But if most employees are good decent people, then why do only 23% come into work everyday and give their employer their best?



TROLLS!!!

As a result of TROLLS and our inability or fear of addressing them:

- ❖ **77%** of all Americans **HATE** like their jobs,
- ❖ **20%** more Americans have **HEART ATTACKS** on **Monday morning** than on any other day of the week,
- ❖ **HOMICIDE** is the **SECOND LEADING** cause of **DEATH** on the job in the US, And It Is The **LEADING CAUSE OF DEATH FOR WOMEN**,
- ❖ **THREE** Americans Are **MURDERED** In The Workplace **EVERYDAY ...** and
- ❖ Over **1,000,000** Americans Are **PHYSICALLY ASSAULTED** In The Workplace **EVERY YEAR ...** Which Equates To **18,000** Americans Needing First Aid or Emergency Room Treatment **EVERY WEEK** because some co-worker had finally had enough and hit them in the head with a trash can!

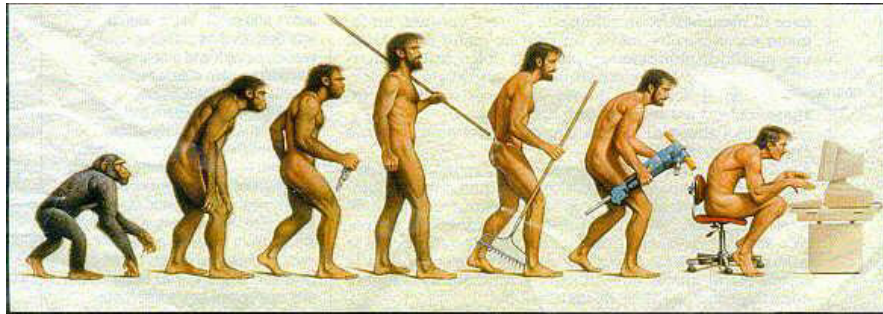
In short, we would rather DIE than work with these TROLLS!

According to various surveys conducted by CareerBuilder.com and Scott Hunter, author of “Making Work Work” (Hunter Alliance Press, 2003), the top two primary reasons Americans hate their jobs are:

Bullies and Poor Supervision

Keeping the Balance: PRIMAL INSTINCT vs. LOGIC

“Emotional Physiology”



Have We Evolved?

When Fred Flintstone left his cave in the morning, he took his life into his own hands. If Fred was going to survive the day and come home to see Wilma that evening, he had to rely on his highly developed primal instincts.

- When Fred saw some new animal or someone who looked different to him, his primal reaction was be very cautious of this intruder, not to trust the intruder and then possibly engage in “fight or flight,” which meant either running away from the intruder or trying to kill him.
- When Fred smelled something bad, his lips would purse and his nose would “scrunch up” in order to keep the bad odor out of his nasal passages ... which might be an indication that the plant was poisonous.
- When he was surprised, his eyebrows would immediately rise and his eyes widened. Why? In order to let in more light to better illuminate his retinas and to broaden his line of sight so he could more clearly examine any impending dangers.
- When Fred lost a loved one, he would grow sad. In this saddened state, his reflexes were not as “sharp.” This meant he would be in danger if he left his home ... and his brain knew it. So, his limbic system would burn “hotter,” which would put Fred into a state of depression. Fred would then grow *very* tired, so he would stay near his cave or hut, or maybe even in bed. He would remain near his home and his loved ones for comfort until he felt better. Depression would keep Fred close to home until he was better able to defend himself out in the world.

Of course, Fred did not know why he was reacting in these various ways ... he just did. All of these various reactions were simply his primary (“primal”) defensive responses designed to keep him safe.

In Fred Flintstone's time, a "hair-trigger temper" could have saved his life. Reacting quickly and being wary of anything that was different from himself, including other people, could have easily meant the difference between life and death. He did not have time to "reason through the options." He had to react quickly. His brain was designed to do just that.

Today, our brains act in the same manner. However, the world has changed greatly.

The natural state of humans is not to live in high rises, to drive around in 6-cylinder automobiles or to fly through the air at 300 miles per hour. Humans are animals ... just like all the other creatures that roam the planet. However, today we think ourselves "too civilized" to be compared to mere animals. I mean, it's the 21st century!

But the truth of the matter is that human beings are indeed animals. The natural state of a human is to live in a hut or a cave, to make his/her own fire, to hunt for or grow his/her own food and to fend off wild animals who viewed us from a very different perspective: **LUNCH.**

However, it is the 21st century and our society is quite different from Fred's. We are longer being chased by saber tooth tigers, when we see someone who is different from us, they are probably not trying to kill us, and when we leave the house, the chances we will return home alive are much better than they were 10,000 years ago.

Unfortunately, we have the same brain structure and functions that Fred had 10,000 years ago, so we also have the same primal reactions as Fred. In fact, the nonverbal cues we use when we are angry, frightened, disgusted, surprised and so on are recognized by humans all over the world without any language barrier at all. These reactions are simply universal to humans.

In short, those same brain functions that served Fred so well 10,000 years ago now work against us. Allowing these "hair-trigger reactions" to govern our behavior and giving into our various impulses without thinking today gets us fired, divorced, estranged from our children and thrown in jail. *That* is the basis of emotional intelligence:

Impulse Control and Self-Restraint

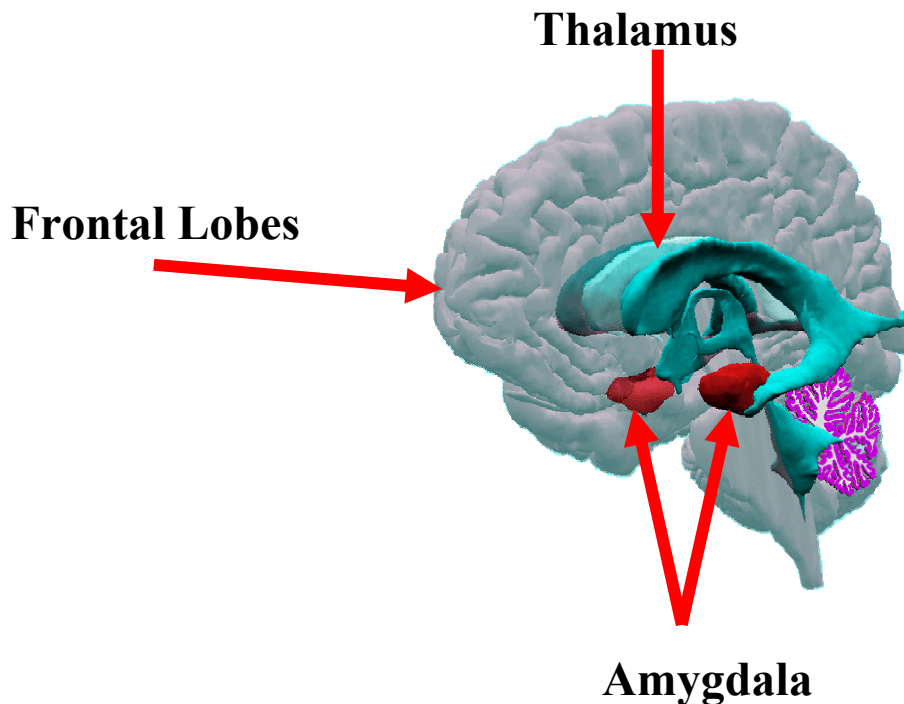
The problem is that we are working against nature when we try to conduct ourselves like emotionally intelligent people.



Which is Stronger ... Logic or Emotions?

Why Are Emotions *SO* Much Stronger Than Our Logic?

Different parts of our brain do different things, as shown in the following diagram:



Keep this diagram in mind as we examine what parts of the brain do what.

THALAMUS

The **thalamus** rests in the center of the brain. It looks like a large, dual lobed mass of grey matter and it is located at the top of the brainstem. One of the primary functions of the thalamus is to link the body's nervous system to the rest of the brain, which includes the limbic system ...

the brain's emotional center. A stimulus from the body passes through the thalamus, which then relays sensory impulses to the limbic system and to the frontal lobes for processing.

LIMBIC SYSTEM

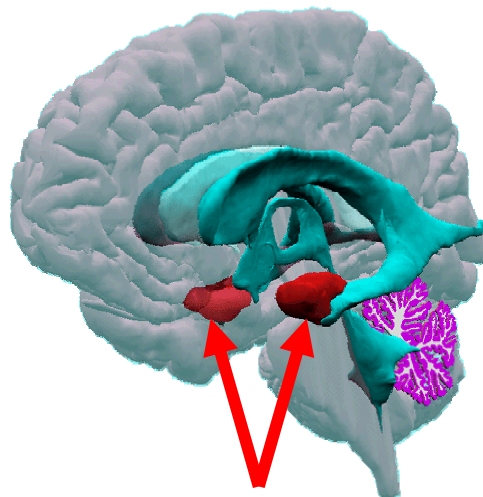
The **limbic system** is primarily involved in controlling our emotions and sexual activity.

AMYGDALA

The **amygdala**, which resembles two almonds resting on either side of the brain, is part of the body's limbic system. It is the amygdala that controls *all* of our passions. It is the body's emotional center. In other words, it reacts in response to pleasant and unpleasant sights, sounds, smells, taste and touch. Laughter, joy, anger, avoidance, and defensiveness are all emotions that are activated by the amygdala. The amygdala therefore acts as the brain's "**Emotional Tripwire.**"

There are two amygdalas located near the center of the brain, which act as the link between the body's nervous system and the rest of the brain. They are each about one inch in length.

TUNE YOUR NOBS!



Amygdala

The amygdala is also responsible for activating many of the nonverbal reactions we automatically exhibit, such as "tightened lips" and a frown when we are distressed, assuming a lowered defensive posture such as "crouching" when we are attacked, wrinkling our nose when we smell something bad, pursing our lips and pulling away when we taste a lemon, and so on. These are all primal reactions the body uses as it tries to protect itself from harm.

The size of the amygdala in animals is directly correlated to how aggressive that animal will behave. Humans have the largest amygdalas in the animal kingdom. Interestingly, in

humans, the amygdala is the single brain structure that varies most widely between the sexes, with the males having much larger amygdalas than females. However, when males are castrated, the size of their amygdala shrinks by 30%. (Don't try this at home.)

FRONTAL LOBES

The frontal lobes control such functions as our attention span, ability to focus, decision making, judgment, organization, ability to control impulses, etc. Commonly, these functions are referred to as “**Executive Functions.**” The frontal lobes in human beings comprise 30% of the brain, which is also the largest set of frontal lobes in the animal kingdom. This is the part of the brain that makes us human.

The left frontal lobe in particular has a very important job in relation to the amygdala. While the amygdala acts as the brain's “**Emotional Trigger,**” the left frontal lobe acts as the “**Neural-Thermostat**” for our emotions. The left frontal lobe keeps our emotions in check, and it does battle with the amygdala all the time. In any given week, humans experience approximately 150,000 emotions ... all of which must be controlled by the frontal lobes. Actually, the left frontal lobe does a pretty good job of keeping the amygdala in check most of the time. It will “dampen” all but the strongest emotions being generated. This of it this way:

What the amygdala GENERATES ... the left frontal lobe CONTROLS

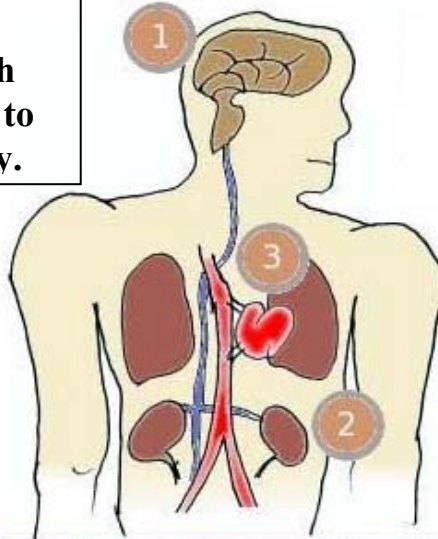
However, when the amygdala becomes overwhelmed, it will then overwhelm the left frontal lobe's ability to control this flood of emotion. This leads to the fight or flight response.

In short, when we feel we are under attack, we experience the same physical “fight or flight” response that Fred Flintstone did 10,000 years ago. Here is what happens:

FIGHT or FLIGHT

What happens in your body?

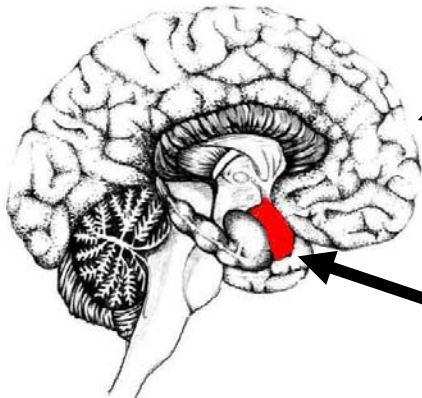
1. Stimulus is sent to the brain, which sends the “alarm” to the rest of the body.



3. The blood in the body is re-routed to the lungs, arms and legs, leaving the frontal lobes deprived of blood and the face “flushed.”

2. Adrenal Medulla releases epinephrine (adrenaline) into the body.

The Fight or Flight Response



FRONTAL LOBES: LOGIC

- Further from Brain Stem
- Loses Blood Supply in “Fight or Flight”

AMYGDALA: EMOTIONS

- Closer to the Brain Stem
- Retains Blood Supply in “Fight or Flight”

- First, a stimulus of some kind enters the brain, either through the skin, eyes, ears, nose, etc. When we are *not* under the influence of a “fight or flight” response, the stimulus enters the brain through the thalamus, which acts as the brain’s “neural-junction box.” The thalamus then directs this stimulus to the frontal lobes for processing, where the stimulus is interpreted and then sent back to the limbic system and the amygdala. However, when the “fight or flight” response is initiated, a different chain of events takes place.

- When the “fight or flight” response is initiated, the stimulus is still sent to the brain through the thalamus, but in times of high stress, rather than going directly to the frontal lobes first, the stimulus goes directly to the amygdala through a “back door” entrance. Since the amygdala is located very close to the thalamus in the center of the brain, it receives this message of impending danger in 1/12,000 of a second when it uses this “back door entrance.” However, our frontal lobes, the center of our reasoning and the “Neurological Thermometer” for the amygdala, are located much further away from the thalamus. As a result, the frontal lobes are at a huge disadvantage since it takes 1/6,000 of a second for this message of impending danger to reach them ... which is *twice as long* as it took this message to reach the amygdala.

This is why we can react so quickly and swat a mosquito on our arm before we even cognitively know what we are doing.

- This stimulus is then sent to the “adrenal medulla,” which is located just below the kidneys. The adrenal medulla then releases adrenaline throughout the body (*Outside* the brain this adrenaline hormone is “**epinephrine.**” *Inside* the brain it is “**norepinephrine.**”)
- With the epinephrine released into the body, the “alarm” has been “sounded.” The person’s blood is automatically “re-routed” to the large skeletal muscles in our legs, arms, and lungs, preparing the body to either do “battle” or “retreat.”
- The “epinephrine” then tries to enter the brain, but it is blocked. Epinephrine is not allowed to enter the brain. So, the *vagus nerve*, which carries sensory messages to and from the brain, is stimulated. The vagus nerve then stimulates the brain to release the neurotransmitter (adrenaline hormone) norepinephrine into the **amygdala.**
- And then finally ... **VIOLA!**

FIGHT OR FLIGHT!

However, it is important to understand that the body did not make any more blood. If the brain just sent additional blood to the muscles in the arms, legs and lungs ... where did the blood leave?

That’s right: **THE BRAIN!** You are brain impaired!

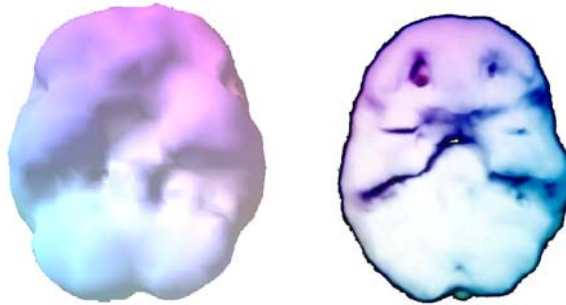
(This is also why our faces “flush” when we become angry. The blood leaves our face to go where the body feels it is needed ... which leaves us with a “cold” sensation in our face. This is where we get the feeling that our “blood runs cold.”)

Your brain needs blood to function. If your frontal lobes lack blood, they will not function properly, which means you lose much of your ability to reason and make good decisions. We then go on “automatic” and “reactive” functioning. This is why we revert to our primal instincts so quickly—which also explains why we kick our car when we get angry.

We're nuts.

Therefore, when we attack someone, it is absolutely ridiculous to think that this person will be able to process and fully understand what we are saying to them. Consequently, the communication breaks down.

To illustrate this effect, below are two nuclear SPECT scans of the underside of a human brain. The forehead is at the top and you are looking up into the brain... like as if you were looking at someone lying down in bed up through the bottom of their chin.



The scan on the left shows how a healthy normal brain *should* look. Notice how nice and “full” this scan looks. There are not any “holes” in this brain, which means it is getting nice even blood flow.

The brain scan on the right shows a very different image. In this scan, the person does not have proper blood flow to their frontal lobes ... which is what we experience when our brain engages our “fight or flight” response. The blood has been “re-routed” to the more basic and life sustaining areas. As a result, the blood flow to the frontal lobes has been greatly diminished so this person’s ability to reason and make good decisions is greatly impaired.

In short, this person is ... to one degree or another, temporarily “nuts.” In this state, people attack each other, they kick their cars, they punch walls and so on.

When there is reduced blood flow to certain areas, the brain looks like it has “holes” in it. There are not really holes in the brain, in most cases. The image simply reveals a lessened degree of blood flow, so reduced ability to reason will be the result.

In the end, our emotions overtake our logic. The amygdala takes control of our actions because it is capable of triggering our emotions long before the frontal lobes even know what is happening. In other words, when we lose our temper and go into a blind rage, we have been:

“Emotionally Hijacked”



Spotting an emotional hijacking is easy. The person usually says something like, “I just don’t know what came over me.”

When this happens, our amygdala has won. At that point, our amygdala is controlling our actions and *not* our frontal lobes ... and bad things usually happen.

In 2004, Yankees pitcher Kevin Brown was terribly frustrated with his pitching performance against the Orioles. So, when he went into the locker room, he punched the wall and broke two bones in his left hand. This is a typical of emotional hijacking. I would think the Yankees would be very upset if one of their \$15 million dollar a year pitchers went around punching walls to release their stress.

(An exception an emotional hijacking as being a bad thing is uncontrollable laughter. Since the amygdala is the trigger point for our emotions, and since laughter is one of our strongest emotions, the source of our laughter comes from this region of the brain as well. Remember: The amygdala controls all of our emotions ... good and bad. Uncontrollable laughter is a very good type of emotional hijacking, which release endorphins into the body, which is a chemical related to “morphine” with healing properties. It is from the endorphins being released into our bodies where we get the proverbial “runner’s high.”)

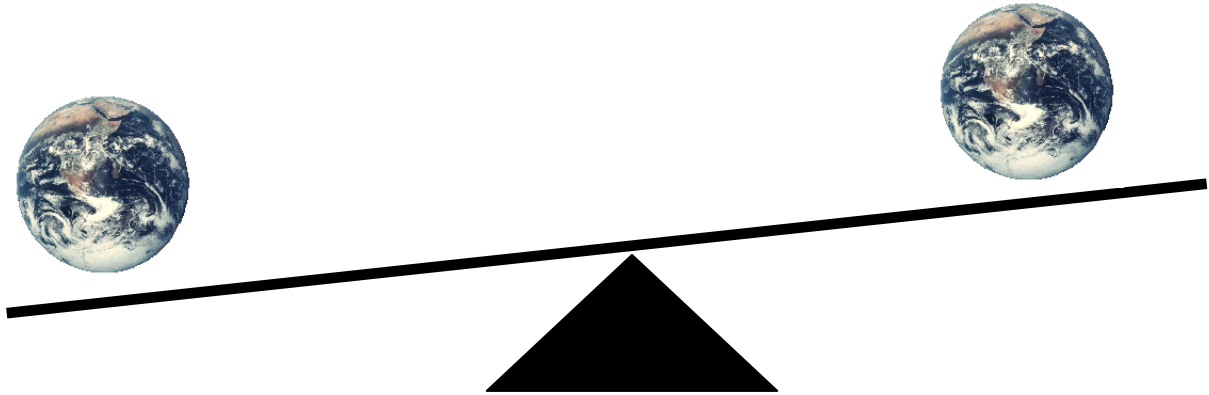
However, it is important to note that our emotions and ego are not bad things. We *want* to be excited about our work and our causes, which comes from emotion. This is how we get into a state of “flow” in our work. We also want to have self-confidence and high-self esteem, which gives us the courage to try new things. Consequently, both ego and emotions are very good things ... but not if you cannot control them.

Think of it this way:

Is a car a good thing? Yes, of course ... but what if you can’t control it?

When you cannot control your ego and emotions you are out of control, which makes you very dangerous to yourself and others. You *cannot* be an Emotionally Intelligent Communicator if you cannot keep your emotions and ego in balance with your logical brain.

EMOTIONAL INTELLIGENCE: TWO WORLDS AT WAR



Although most people do not realize it, they *literally* have two minds ... two brains:

The Emotional Brain (Amygdala) vs. The Logical Brain (Frontal Lobes)

That is a really scary proposition, considering how powerful the amygdala, our emotions and ego, is in comparison to our frontal lobes, our good judgment. Las Vegas was built on it. When your emotions and ego take over, your amygdala literally “heats up” and takes over. That is when you need to “tune your nobs.”

So, what traits define our Emotional Intelligence? There have been as many as 133 different factors identified that define our E.Q. However, some of the most prevalent factors are outlined below:

Common EMOTIONAL INTELLIGENCE Traits

COMMON E.I. TRAITS

Empathy, Concern For Others
Good Listening Skills
Interpersonal Skills
Realistically Optimistic
Adapt to Change
Ability to Cope With Stress
Self-Confidence
Assertive

EMOTIONALLY IMMATURE TRAITS

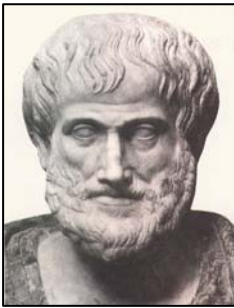
Self-Centered
Hypersensitive
Victim Mentality
Pessimistic
Rigid, stuck on behaviors (compulsions)
Frequent Outbursts, Edgy
Lack of Accountability
Paranoid

It is important to note that being an Emotionally Intelligent Communicator *does not* mean you do not have emotions or ego. Quite to the contrary.

Remember: “Emotions” and “Ego” are good ... but *not* if you cannot control them. The Emotionally Intelligent Communicator experiences the same emotions and ego that emotionally immature people experience. However, the Emotionally Intelligent Communicator keeps the two worlds of “Emotions/Ego” and “Logic” in balance with each other.

Is a gun a good thing? Yes, of course ... but not if you can't control it.

Can YOU Keep Your EGO & EMOTIONS in balance with your LOGIC?



“Anyone can become angry--That is easy.

But to be angry with:

*The right person ... To the right degree ... At the right time ...
For the right purpose ... In the right way,*

This is NOT easy.”

~~Aristotle. The Nicomachean Ethics

You can only do this if you can tune down your nobs and keep your frontal lobes in control.

For More Information on “Becoming An Emotionally Intelligent Communicator,” please feel free to contact Scott directly at 614-367-0842 or through his website at www.scottwarrick.com.



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Scott Warrick's Human Resource Consulting, Employment Law and Training Firm specializes in:

- ❖ **PREVENTING Employee Problems from happening and**
- ❖ **Training Managers and Employees ON-SITE in over 35 topics and**

Scott was the highest rated workshop presenter at both the 2006 and 2003 SHRM National Diversity Conferences.

Scott travels the country presenting his revolutionary “**TUNE YOUR NOBS! Becoming An Emotionally Intelligent Communicator**” and his “**Intolerance of Intolerance Skill-Based Diversity/Tolerance Program,**” which focuses on the **FOUR BASIC SKILLS** needed to combat **ANY** type of bigotry/bullying employees encounter in the workplace, rather than the traditional “Cultural-Based” types of programs that focus on only a few select different cultures.

Scott's clients include Ohio Department of Administrative Services, The Gap, Area Agency on Aging, Skyline Chili, The Ohio Supreme Court, Heinz Frozen Foods, Fayette County Hospital, Honeywell, Caraustar International, Utah State Workforce Development, etc.

Scott's academic background and awards include:

- Masters degree in Labor and Human Resources: The Ohio State University
- Capital University College of Law (Class Valedictorian (1st out of 233))
- Lifetime Senior Professional in Human Resources (SPHR) accreditation
- The Human Resource Association of Central Ohio's Linda Kerns Award for Outstanding Creativity in the Field of Human Resource Management and the Ohio State Human Resource Council's David Prize for Creativity in Human Resource Management

Solving Employee Problems BEFORE They Happen!

HERE'S WHAT ATTENDEES SAY ABOUT SCOTT WARRICK'S SESSIONS...

“My managers LOVE Scott! I would never even consider using anyone else.”

Tina Powers, Fayette County Memorial Hospital

**“Without a doubt, the best presenter I have ever heard.
Scott Warrick could make a seminar on “Manure Specifications” enjoyable.”**

Dirk Prusok, The Columbus Public Metropolitan Library

“Scott makes me feel MUCH more confident as a manager.”

Nance Curtis, Prologue, Inc.

“All of the managers at my company should come to Scott’s seminars.”

Amy Lieb, Krieger Ford

“Scott always provides realistic and manageable ways to handle personnel problems. Excellent!”

Ric Mazon, Professional Insurance Agents, Inc.

“THANK YOU for having these seminars!”

Darlene Duffy, Ohio Hunger Task Force

“I learned a great deal from Scott. This was just the information I was looking for.”

Kelsy Ruoff, Liebert Corporation, Inc.

“This guy could make ‘Two Steps To Brushing Your Teeth’ interesting.”

Collette Mak, OCLC

“Scott’s seminars are filled with examples and solutions to avoid problems. It was great!”

Mike McGovern, Odyssey Consulting, Inc.

“Scott is the best presenter we have ever had!”

Tim Thompson, Columbus Public Metropolitan Library

“Loved the ‘real world’ examples. Scott has really ‘been there, done that.’”

Kay Peters, Evans Adhesives, Inc.

Attendees agree ... “Scott Warrick Spins Magic!”