

Quadrant II Newsletter

Research shows that the difference between leaders who derail in their career and those that soar to great heights is social skills. Social skills appear in the second quadrant of Stephen R. Covey's Importance-Urgency matrix: social skills are important to a career but not urgent (Covey is author of the top-selling business book *The 7 Habits of Highly Effective People*). Quadrant II provides an opportunity for business and technical professionals to learn and try out new social skills based in science.

9Mar2016, author: Valerie Patrick, PhD, *How to be Resilient in the Face of Setback and Challenge*

Quotable (*Key Message*)

Context is a powerful tool for leaders to build resiliency in the face of setback and challenge.

Quantify (*The Science*)

In his book *Social Intelligence: The New Science of Human Relationships*, Dr. Daniel Goleman describes some of the contributions of a fellow graduate student and founder of the affective neuroscience field, Dr. Richard Davidson, Professor of Psychology and Psychiatry at the University of Wisconsin–Madison as well as founder and chair of the Center for Investigating Healthy Minds at the Waisman Center. Goleman explains how Davidson's research has shown that each of us has a typical range of emotions we experience in an average day that is relatively stable over our lifetime. The center of this emotional range can be towards a more positive or a more negative emotional stance. Therefore, our reaction to a given event can naturally be more positive or more negative depending on our natural emotional set point.

Dr. Richardson's work also suggests that interventions, such as well-being therapy, can change and shape the brain in ways that produce beneficial emotional and social behavior (see Davidson, R.J.; and McEwen, B.S.; "Social Influences on Neuroplasticity: Stress and Interventions to Promote Well-Being," *Nature Neuroscience*, May 2012, Vol. 15, No. 5, p. 689-695). Therefore, despite our natural emotional set point, we can learn to have a more positive outlook in the face of adversity.

Dr. Richardson references the work of Dr. Giovanni Fava, Professor of Psychology at the University of Bologna, who provided evidence for the effectiveness of a well-being conceptual model developed by (see Fava, G.A.; "Well-Being Therapy: Conceptual and Technical Issues," *Psychotherapy and Psychosomatics*, 1999, Vol. 68, p.171-179) Dr. Carol D. Ryff, Hillsdale Professor of Psychology and Director of the Institute on Aging at University of Wisconsin-Madison. Dr. Ryff's well-being model is based on the following six dimensions: autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance (see Ryff, C.D.; "Happiness is Everything or Is It? Explorations on the Meaning of Psychological Well-Being," *Journal of Personality and Social Psychology*, 1989, Vol. 57, No. 6, p.1069-1081). In a study on human resilience (see Ryff, C.D.; "Self-Realisation and Meaning Making in the Face of Adversity: a Eudaimonic Approach to Human Resilience," *Journal of Psychology in Africa*, 2014, Vol. 24, No. 1, p. 1-12), Dr. Ryff illustrates how the dimensions of well-being can work together to address negative experiences. For example, Dr. Ryff sites the role of strong social ties (positive relations with others) to enable transforming a negative experience (environmental mastery) into powerful insights (purpose in life) that fuel growth (personal growth).

Coming back full circle to *Social Intelligence: The New Science of Human Relationships*, Goleman suggests a link between resilience and the capacity for

happiness.

Qualify (*Put into Practice*)

While there are six dimensions to Dr. Carol Ryff’s model of well-being, I will focus on the one called “environmental mastery.” Ryff describes environmental mastery as follows: “Has a sense of mastery and competence in managing the environment; controls complex array of external activities; makes effective use of surrounding opportunities; able to choose or create contexts suitable to personal needs and values.” Goleman offers a technique called reframing which addresses the latter part of this definition. In order to reframe, you need to be able to view a situation or event from all different perspectives. To access your best thinking, review “Five Ways to Improve Creativity for Innovation” (email valerie.patrick@fulcrumconnection.com to get a free copy if you don’t already have one). Next, ask yourself what is the best-case scenario as a result of the situation or event. Write down all the best-case scenarios you can think of. Then ask yourself the worst-case scenario as a result of the situation or event. Again write down all the worst-case scenarios you can think of. Now compare the best-case scenarios to the worst-case scenarios to help put the situation or event in perspective. Now articulate a scenario that is most helpful to moving you towards your goal(s).

Quip (*Fun*)



Environmental mastery can be used to serve evil goals like Cruella Deville's desire to make a Dalmatian coat. Of course, well-being comes from the pursuit of worthy goals, not evil goals.

Quest (*Resources*)

Dr. Valerie Patrick, Founder and President of Fulcrum Connection LLC, is an expert on the people engagement side of technical project management. Dr. Patrick is a Certified Professional Facilitator who can collaborate with you to plan, prepare, and execute engagements that are productive and rewarding experiences for all concerned. Dr. Patrick also provides training, consulting, and keynotes on facilitation, teamwork, collaboration, creativity, innovation, social intelligence, change management, and thriving on a steep learning curve. Contact Dr. Patrick (valerie.patrick@fulcrumconnection.com or text 412-742-9675) to set up an exploratory call. Ask about the new Performance Acceleration Package for technical teams.

Listen to the interview with Dr. Chris Laszlo, co-founder and managing partner of Sustainable Value Partners LLC as well as a Professor at Case Western Reserve University's Weatherhead School of Management and author of four business books. Dr. Laszlo describes a new paradigm for business that is emerging as a result of market shifts in Episode 10 of "Science of Success:

Social Secrets” podcast here: <http://scienceofsuccess.libsyn.com/podcast>. Also available on iTunes and Stitcher Radio and all comments are welcome and encouraged!

Also see the companion blog post about the mindset and discipline needed for flourishing here: <http://fulcrumconnection.com/blog/mindset-and-discipline-as-a-recipe-for-flourishing/>.

About Fulcrum Connection LLC

Fulcrum Connection specializes in instructional design, training, speaking, facilitation and consulting to develop skills in leadership, innovation, sustainability, troubleshooting teamwork, and managing technical professionals.