

**Emotional Self-Awareness:**

***The ability to recognize and understand one's feelings and emotions, differentiate between them, and know what caused them and why.***

***Start with these pre-reading and self-study exercises. Other developmental resources are listed after this section.***

**Emotional Self-Awareness Pre-Reading and Self-Study Guide**

Emotional self-awareness is the foundation of emotional intelligence and is critical to career success, health, learning, relationship satisfaction and individual performance. These emotional self-awareness exercises will improve your skill in understanding and working with emotions and facilitate your effectiveness at work and in your personal life.

By completing this self-study on emotional self-awareness you will improve your ability to:

- Identify the emotional and intellectual factors that contribute to your decisions
- Label your feelings
- Discriminate the intensity and range of feelings you experience
- Recognize the existence of multiple feelings in a given situation
- Identify what triggers feelings
- Appreciate the "contagious" nature of feelings
- Recognize that emotions can change over time
- Shift your emotional energy

Have you ever been confronted with an unexpected situation and scrambled to figure out what to do next? Think about the volatility of construction projects and how they are filled with such situations. Projects are in a constant state of flux. Think about your day-to-day situations. Or perhaps you walked into an OAC meeting fully prepared, only to be told that the topic of the meeting had changed but you didn't know it. Or scheduled a meeting with an important client and arrived late because you were held up by traffic. Most of us can identify with these kinds of situations where we are immediately called on to respond in an emotionally intelligent manner. Developing emotional self-awareness is a life-long process. Some people develop it naturally as they mature. But you have the opportunity to develop it on purpose!

Is it really possible to develop emotional self-awareness and improve emotional intelligence?

- Yes, the good news is that emotional intelligence can be learned. Your emotional skills develop through experience over your entire lifetime. While this self-study will give you tools to increase your emotional intelligence, the real classroom is your everyday life!
- Emotional learning is quite different than cognitive (intellectual) learning. It takes place in a different part of your brain. Cognitive learning primarily accesses the memory centers while emotional learning is literally hard wired into your nervous system. Developing new emotional skill actually retrains your neural pathways (the system in your body and brain which carries messages around). The more you practice your new emotional self-awareness skills, the stronger those emotional

habits become. An old emotional habit (e.g. holding a grudge) atrophies from lack of use when replaced by another emotional habit (e.g. forgiveness). Emotional learning is more like learning to play a musical instrument or learning a language. It takes more time, repetition, application, reflection, follow up and coaching.

What are the benefits of emotional self-awareness?

Like many people, you probably make decisions without giving a great deal of conscious thought to many of them. For example, did you reflect on your rationale for purchasing your last car? You probably spent time evaluating cost, mileage, comfort, financing, color, and other factors. But, did you actually spend time analyzing why those factors were important? Was it that blue reminded you of your favorite bicycle? Or, that you chose the same car company as your parents? So much feeling goes into every decision you make – and most of the time you aren't even aware of it. Those feelings provide critical information. That information helps you make decisions. So, by getting better at using emotional information along with other rationale, you will be able to make better choices in your life. People who have developed their emotional self-awareness are more likely to:

- make career and job choices, which match their talents and give them satisfaction
- create and sustain healthy relationships
- be highly regarded as team players
- exhibit formal and informal leadership qualities
- take appropriate risks and understand the consequences of their actions
- maintain their composure and demonstrate resilience
- elicit trust from others
- enjoy a general sense of well-being
- identify their level of stress tolerance and manage their lives to avoid debilitating stress
- accurately assess their strengths and weaknesses and know what they need to develop
- trust their intuition and use it to be creative
- make thoughtful choices and take responsibility for their actions
- know their values and live in alignment with them
- recognize and respect differences in others
- manage their time and resources consistent with their priorities
- demonstrate integrity
- balance their work and home lives
- maintain flexibility in the face of challenges and change

What if I am not so good at it? The reverse is often true.

Sometimes people with low emotional self-awareness:

- are unhappy with their jobs and they don't know why
- are dissatisfied in their personal lives and they don't know why
- alienate the people they work with and they don't know why
- don't achieve their potential and they don't know why
- get passed over for promotions and they don't know why
- fail over and over in relationships and they don't know why
- make rational decisions that don't work out and they don't know why

- have a vague sense of restlessness or lack of fulfillment and they don't know why

There are several skills involved in being emotionally aware, such as recognizing and identifying feelings, understanding the reasons underlying your emotions, and understanding how emotions can be influenced. These skills allow you to be more in tune with your emotional life and use the skills to be effective in every aspect of your daily life. But, how you use these skills is, to a certain extent, a reflection of your beliefs about the value of emotion.

Next you will explore some of your attitudes toward emotion and how those attitudes might impact your effectiveness. Following are some common attitudes toward emotion. Check all that reflect your own thoughts and beliefs about emotion:

Attitudes toward emotion:

- ☐ "I try to keep my emotions in check. I have them, but I find that they aren't particularly helpful in the workplace."
- ☐ "I'm not big on thinking about my emotions. I prefer to work in the rational realm."
- ☐ "I am committed to being in touch with my emotions, and especially, the emotions of others. I think it's necessary for a productive and ethical business environment."
- ☐ "People let their emotions get the best of them too often. Too much emotion usually signifies faulty logic."
- ☐ "I don't like to think too much about my emotional state at any given time. I'd rather just live and let live."

So what does emotional self-awareness look like anyway?

1. Recognizing feelings
2. Identifying and labeling feelings
3. Identifying the intensity and range of feelings
4. Recognizing that you can hold multiple feelings at the same time
5. Identifying what triggers feelings
6. Appreciating that emotions are contagious
7. Recognizing that emotions can change over time
8. Demonstrating how to shift emotions

## SKILL #1: RECOGNIZING FEELINGS

The very first step to becoming emotionally aware is to recognize your feelings and differentiate them from thoughts and body states. When you are aware of feelings, and the thoughts and sensations that go along with them, you are better able to make appropriate choices.

Over the course of your lifetime you will have developed some very consistent correlations between certain feelings and particular sensations in the body. For

example, your palms may sweat when you are anxious, your heart might pound when you are excited, perhaps your face gets bright red when you are angry, sometimes you feel nauseated before a presentation, and probably you have difficulty breathing when you anticipate a confrontation. How you react in a given situation often dictates the outcome.

Consider safety. There are all kinds of approaches to safety (rules, consequences, personal protective equipment, best practices), yet no one has “cracked the code” in creating behaviors that lead to zero accidents. And consider the billions of dollars that organizations have spent on reengineering and restructuring, quality programs. Each of those initiatives was carefully planned out and yet few have ever succeeded in achieving their goals. Why? Each employee is tapping into their own emotional databank of information to help them decide what to do. That personal information often overrides any other influence and directly influences their behavior. So it just makes sense to learn to value emotional information at least as much as cognitive information in order to make the best decisions possible.

The process of recognizing your feelings requires practice in learning about their relationship to different thoughts and the body’s responses. As you take the time needed to reflect on your emotional reactions you will find it easier to differentiate a thought from a feeling. And you can “tune in” directly to your body to help you understand your emotions. For example, you may not be consciously aware that someone is irritating you while she is giving a report. However, you may observe that your neck is getting sore. You could ask yourself, “What is this stiff neck about?” and find an interesting response that will guide you in your interaction with that individual. For example, you may recognize that your irritation is because she did not acknowledge your role in preparing the report. Once you are clear about the feeling and its cause you are more likely to be able to do something constructive with it, e.g. expressing your disappointment, rather than carrying it around with you and ruining your day.

Emotions are a critical source of information. Dr. Candace Pert, a respected neuroscientist at MIT and Georgetown Medical Center has found that human beings have receptors for emotion throughout the body. In other words, emotions don’t “live” just in the brain or in the heart. They exist throughout the body. In her groundbreaking book, Molecules of Emotion, Dr. Pert explains that we are bombarded by more information each day than we can possibly absorb or process effectively. We naturally go to our emotions to help us determine what is and is not important, whom we respect and whom we do not, what will make us happy and what will make us miserable. Emotions are truly the beacon that guides the hundreds of choices and decisions we make each day. Most of it happens below our level of awareness but we can get better at tuning into this source of wisdom.

Reflection:

Do you tend to rely more on your thought or your feelings when making decisions?  
Are there different times/places where there is a difference, e.g. home versus work?  
Where my ego is involved, etc.?

Do you more easily communicate thoughts or feelings to others?

## SKILL #2: IDENTIFYING AND LABELING FEELINGS

In many normal activities, you are exposed to situations or information that bring up emotions. Some emotions will be pleasant, some uncomfortable, some familiar and some hard to identify or even confusing. As you experience or feel an unfamiliar emotion, a question that may follow is, "what is this feeling?" Being able to identify a specific feeling is a basic emotional self-awareness skill. Some people call this skill "emotional literacy." Look at your EI Roadmap and the exercises on how you are feeling. Use the feeling words and feeling wheel to help.

You probably easily recognize common feelings such as happiness, impatience, and anger. However, it may be harder for you to identify and understand more subtle or complex feelings, sometimes leading to confusion or leading to difficulty relating to others.

So, why is identifying emotions important? What difference will it make?

- People do their best when their thoughts, feelings and behavior are in synch with each other. This requires being able to identify feelings. The more aware you are of feelings, the better able you will be to observe their impact on yourself and others and to choose actions that are appropriate to the feelings and to getting the results you are seeking.
- And ... the easier it is for you to label and communicate your feelings, the easier it is to identify what you need and ask for it. For example: When faced with a difficult issue at work, instead of yelling "\*@#% you! I quit!" a person can use feeling words to clearly communicate and improve a difficult situation. "Boss, I feel confused and anxious when your directions are vague. I would feel more confident if you would clearly explain it to me."
- Your feelings are the source of information you use to assess whether you are in the right job or career. Subconsciously you probably consult your feelings to answer such questions as, "Does this job use my talents well?" and "Are my opinions valued?" or "Do I want to do this kind of work for the rest of my life?" Those considerations determine how motivated you are to stay or leave, work hard or hardly work.

## SKILL #3: IDENTIFYING THE RANGE AND INTENSITY OF FEELINGS

Because we are all individuals, each of us experiences the same situation in a different way. And because we each approach a situation from our own perspective, how we react and the extent to which our emotions are affected are also different. And when your identity (your role at work, your position in the family) is linked to that situation, the feelings elicited may be even more intense!

Being emotionally aware involves being able to recognize the way in which you react to situations, as well as your ability to recognize the subtle nuances that characterize your feelings. This awareness can help you communicate your reactions more clearly to others and understand their reactions.

So What?

All feelings exist on a continuum from very weak to very strong. In a typical day, you probably experience many different types of feelings, at varying degrees of intensity. Felt and expressed appropriately, those feelings are a rich resource. However, feelings at the outer edges of the continuum can be problematic.

When some emotions, e.g. anger, fear, insecurity, are experienced too intensely, they can lead to results such as workplace violence, underachievement, etc. On the job, behaviors such as a verbal outburst can be the result of a feeling, which is out of proportion to the trigger. Some people have the opposite problem. They experience and show so little feeling that others can't get a "read" on them. Either type of emotional experience (too much or too little) may be counter-productive on a team or in a customer service environment. And lots of time is wasted at the proverbial water cooler as employees try to figure out how to avoid a manager who is in a rage, or they try to guess the mood their laid back manager is in.

Reflection:

Are there situations in the workplace that you think you might feel more intensely or less intensely than other people? What are the consequences?

Identify one situation that triggers intense feelings for you and reflect on it. Consider some of the following questions and record your responses:

- What is the situation?
- Under what circumstances do I feel these intense feelings?
- Under what circumstances do I tend to NOT show feelings?
- How do I handle the intense feelings?
- What is the typical result?

#### SKILL #4: IDENTIFYING MULTIPLE FEELINGS

To add another rung in your climb up the ladder of emotional self-awareness, you need to recognize that emotions co-exist with each another. Just as what you feel is not isolated to one situation, the feelings you have are not independent of one another. Do you recall your feelings at the completion of a really great project? Surely you were happy to close out this amazing project and move on to the next one. But did you also feel somewhat saddened or even afraid of leaving that work environment where you felt confident and safe and successful? Did you feel unsure and a bit afraid of what you would encounter on the next project?

So What?

The following wise axiom has been credited to several authors: "the ability to hold two conflicting thoughts at the same time is the sign of the mature person." The same might be said regarding feelings. Life is complex and the mature person knows better than to try to oversimplify it.

Contemporary literature on leadership is full of descriptions of the "authentic" leader. This style of leadership requires honest and direct communication and it inspires motivation and loyalty. The authentic leader claims the right to hold and express multiple feelings, even if they appear contradictory. That authenticity

generates trust and respect from others. For example, imagine your own response to the manager who announces that, while she is confident that a Joint Venture with another company will ultimately create exciting new opportunities, she feels that there will be some issues with your company's close-knit culture versus this other company, which is more cold and calculating.

#### Reflection:

Think of a time in your own life when you felt multiple (and/or mixed) emotions, such as a first day in a new position at work or the retiring of a mentor and friend? Describe and reflect on the different, and sometimes conflicting, emotions you experienced.

#### SKILL #5: IDENTIFYING WHAT TRIGGERS YOUR FEELINGS

A fairly advanced skill in emotional self-awareness is the ability to identify the cause of your feelings. This is not an easy task. Much of the time you may not have a clear sense of what triggers your emotions. But, being able to identify the reasons for your emotional states can assist you in managing them.

Many times the reasons people fail in jobs or careers is because of the way they handle (or don't handle) their emotions. Being unaware of your feelings and what causes them can lead to some pretty serious consequences. For example, discomfort in dealing with someone from another culture can lead to behavior that is discriminatory. Feelings of pressure to turn in good safety numbers or profit numbers can lead directly to questionable practices, under-reporting and inaccurate numbers. When you recognize these feelings when they are happening you can choose appropriate responses that serve you, rather than get you into trouble. After you have begun to see patterns, e.g. "I always start to lose my temper when other project stakeholders question me," then you can choose to take a proactive approach.

#### SKILL #6: RECOGNIZING THAT EMOTIONS ARE CONTAGIOUS

Can you remember a time when your mood changed after interacting with someone? You probably can. Sometimes this influence is dramatic, and sometimes it is subtle. In either case, emotional self-awareness allows you to recognize how other people's emotions impact your own, and in turn, how your emotions influence the people around you. When you are unaware of the contagious nature of emotional energy, you are vulnerable to catching an "emotional virus." With conscious effort you can "immunize" yourself so that you do not pick up others' negativity and let it interfere with your own motivation and drive.

Most people think events cause feelings when in fact it is thoughts surrounding feelings that cause other feelings.

So what?

The importance of creating the right emotional energy to support goals is implicitly understood by most successful organizations. Many team-building initiatives

explicitly attempt to evoke this energy, calling it “esprit de corps” and hoping that it inspires team members to higher levels of performance. And, many organizations conduct annual employee morale surveys and create committees to change those aspects of corporate culture, which demotivate their employees.

Recent research has identified the overarching power of the leader in creating productive cultures. More than any other factor, it is the leader who creates the emotional climate in the organization. That emotional culture either inspires workers to perform at their best or it inhibits their optimal efforts.

Reflection:

Consider that you are “broadcasting” your feeling states to others all day long. What emotional energy are you transmitting and what do you think the impact is? Using your workplace as your own personal laboratory, spend a day paying attention to the two-way transmission of emotional energy and record your insights.

Once you are more sensitive to the contagious nature of feeling, you will want to develop a practice of protecting yourself from others’ negative energy. Some people like to create an imaginary “force field” around themselves to deflect negative energy.

#### SKILL #7: RECOGNIZING THAT YOUR FEELINGS CAN SHIFT OVER TIME

Emotions are related to time in two different ways:

1. You can undergo many different emotional states and hold many different feelings over a short period of time, as brief as the blink of an eye
2. An individual feeling that you hold regarding a particular event or circumstance can change over time, sometimes slowly, sometimes very fast.

Understanding how your emotions change is very important for recognizing and identifying what you feel and why you feel.

When your skill in emotional self-awareness increases, you will be able to predict the course of your emotional reactions. For example, if you are a project manager starting a new project, you might intuitively know that first you will feel a combination of exhilaration and anxiety. You may even find the anxiety strong enough to interfere with your performance. From past experience, you also know that the anxiety will diminish as you get into the project and will be replaced by a sense of mastery. You may assume that you need to go through the anxiety to get to the confidence, but you don’t. By changing the way you talk to yourself, you can actually shift from the original feeling state (anxiety) to the final feeling state (confidence). That self-talk might sound like, “Jack, you’ve been through this drama every project for the past ten years. You’re a great project manager, and you’ve got a great team, so knock it off! Just enjoy the excitement and let go of the nervousness.” With that kind of a self “talking-to” your brain chemistry will literally change, providing you with the energetic resources to plan the project successfully.

Reflection:



Reflect on today, starting with when you woke up in the morning until right now. What do you think about the way in which your emotions evolved over time? How different were your feelings when you first woke up until now?

## SKILL #8: SHIFTING YOUR EMOTIONS

Finally, the most practical aspect of being emotionally self-aware is knowing that you have the capacity to change your emotions. That is, once you have identified your emotions and their underlying causes, you become able to influence them so that you feel better and function more effectively in your environment.

So What?

As you read in the last section, you have the natural ability to shift your feelings at will. This is easier for some people than others. You will want to build up your own emotional “tool kit” of ways to shift emotions. These tools serve as “catalysts” to create a shift of emotional energy. In your personal life, you are probably using several catalysts from the following list:

- calling a friend you know will give you the inspiration you need to stay on your diet
- renting a favorite movie to make you laugh when you are sad
- scheduling a massage or a manicure when you need some pampering
- having dinner at a favorite restaurant to recognize your daughter’s soccer win

At work, you can and already do employ the same strategy. A gesture as simple as bringing doughnuts is an attempt to shift the mood of the group. Surprising the project workers with a lunch or tee shirts can make both of you feel good. Recognizing the efforts of the team to meet a deadline can be accomplished by an afternoon spent together at a baseball game.

Following is a list of possible situations you may encounter at work on a daily basis. Read each of them and write down what you might say to yourself in that situation.

1. You missed a critical deadline.
2. A meeting you were running went very poorly and was unproductive.
3. A direct report of your does not respond to your requests for information.
4. Your boss assigns a very important project to your friend.
5. You get a promotion.

Shifting your emotion state through reflection

You know that at the end of the day you are taking your entire family out to dinner and a movie. Throughout your day, you experience the following:

1. When you reach the project, several trade partners do not show up, putting you way behind on a pour.
2. There is an accident on site. Although it is not serious, it is recordable.
3. The client is angry about a change order and storms into your office to express his displeasure.
4. Your boss calls you and tells you that if you don’t correct the schedule, you could be pulled off the project.

5. It's the end of the workday and you are heading home.

What do you do to shift the emotional energy and enjoy the time with your family?  
How do you process these difficult emotional situations?

## **Emotional Self-Awareness**

### ***Self-Directed Exercises***

#### Emotional self-awareness Outcomes

**At the end of the Emotional self-awareness exercises you will be able to:**

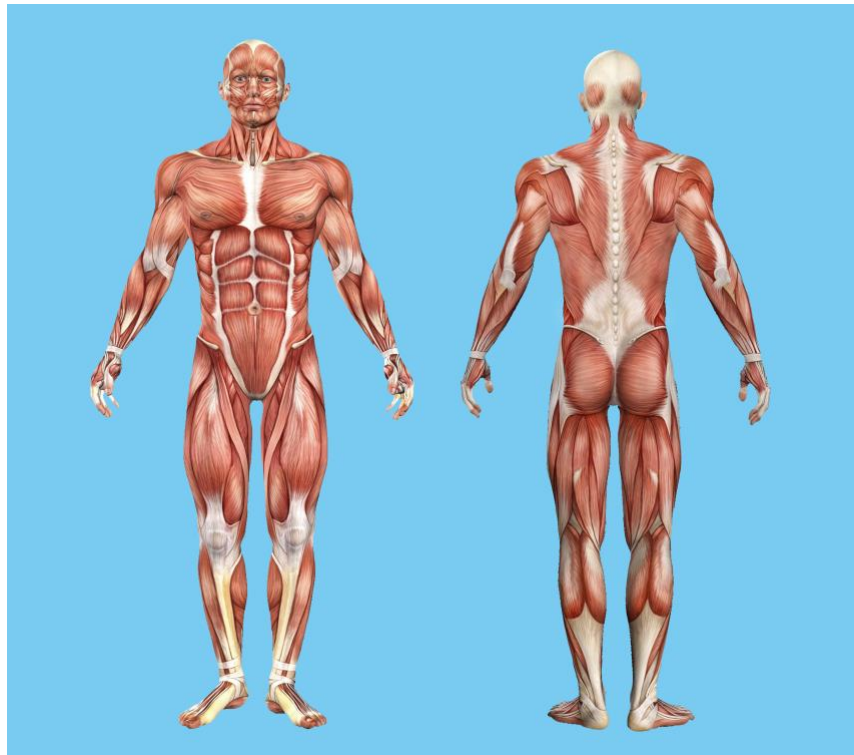
- understand the impact that emotions have on your thoughts, actions, and ultimately, your leadership effectiveness
- identify your unique emotional response patterns and their implications for your health, happiness and performance
- have an appreciation for the power your emotional energy has on other's attitudes, motivation, behaviour, and productivity
- use practical skills for leveraging emotion and creating a productive team environment

## Where Do I Feel...?

Draw an arrow from the listed emotion to where you feel it in your body.

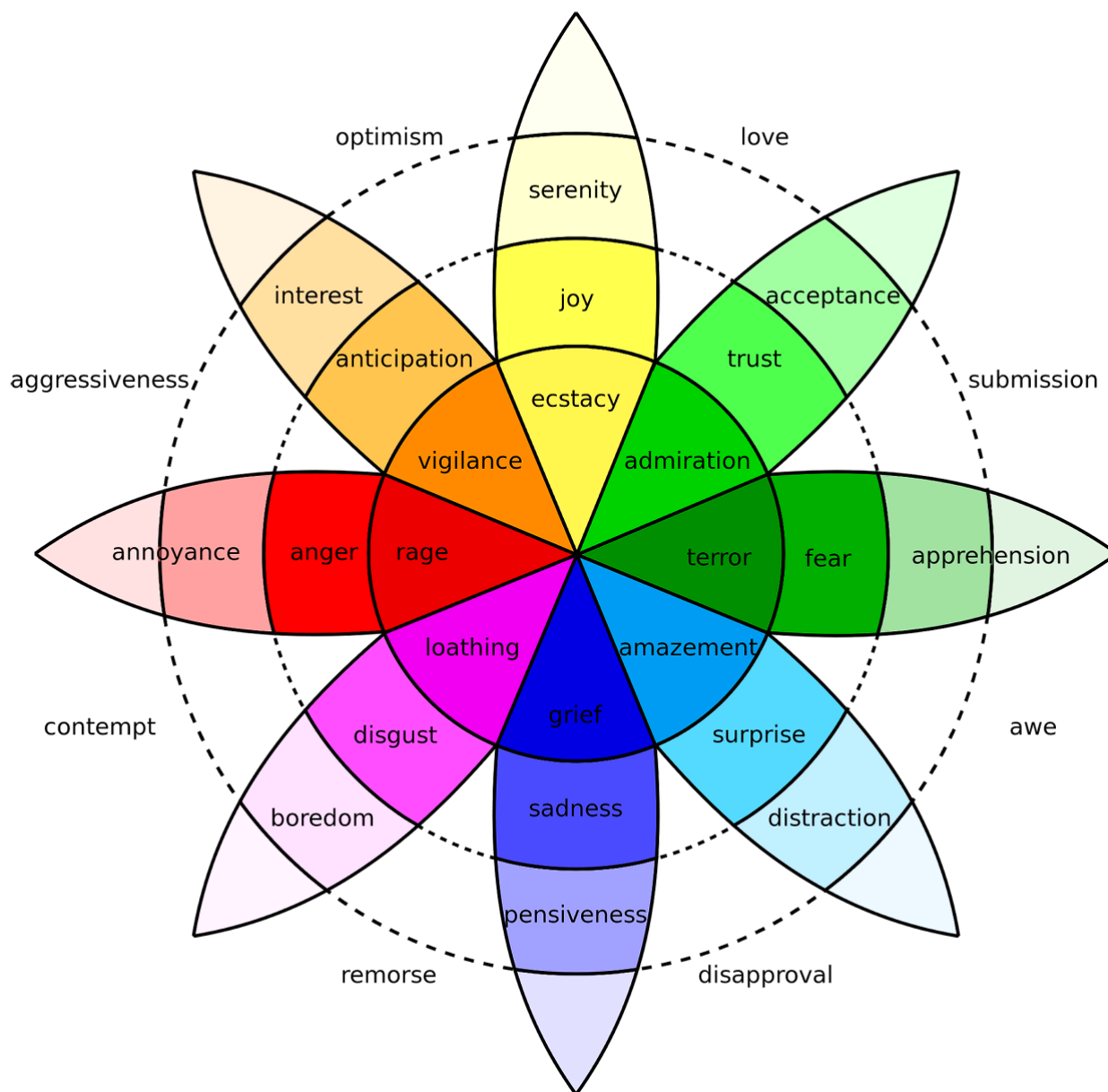
Look at your feeling word exercise from the EI Roadmap and locate those feelings in your body as well.

**APPRECIATION**  
**ANGER**  
**FRUSTRATION**  
**LOVE**  
**PRIDE**  
**HAPPINESS**  
**SHAME**  
**FEAR**  
**IRRATIBILTY**  
**SADNESS**  
**ANTICIPATION**  
**CURIOSITY**  
**HOSTILITY**  
**PANIC**  
**FATIGUE**  
**ANXIETY**



Plutchik's Feeling Wheel:

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Pay special attention to the progression of emotion. The emotions on the inner circle don't just happen. They progress from the outside in. If your emotional self-awareness is good, you can feel the emotions on the outside of the wheel and manage them. If the emotion is not desired, you can prevent it from getting to the inner circle by managing your emotional state through reframing. If the emotion is desired, you can focus on your emotional state from the outside in until that emotion is achieved. The following pages will take you through exercises to achieve those results.

Think of several situations where you are aware of your emotions. Write down your various feelings, a summary of the situation, the intensity and the impact.

My Emotion Triggers

Feeling	Situation	Intensity	Impact
1.			
2.			
3.			
4.			
5.			

### My Personal Values

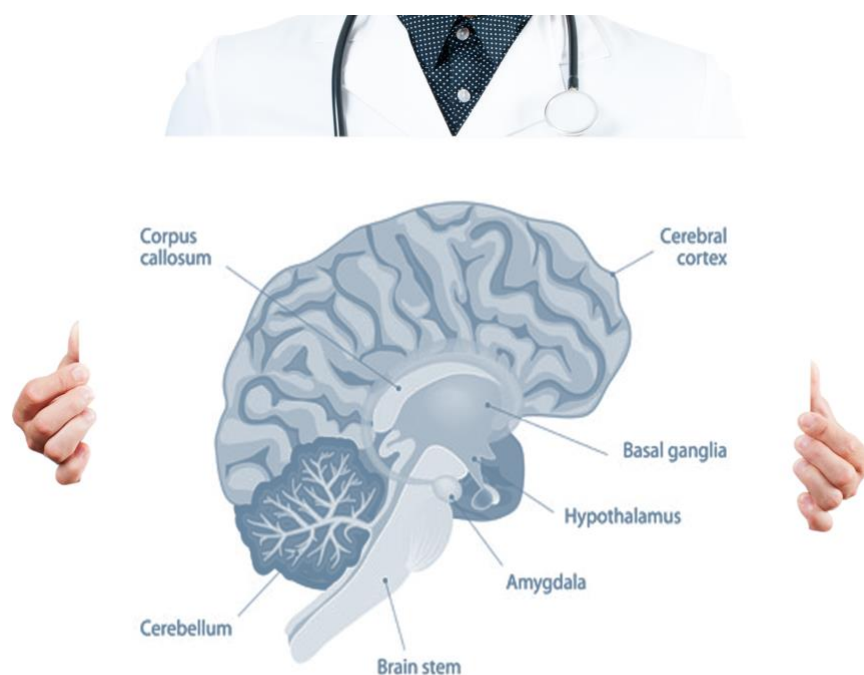
Rank the following values: 1 for little or no value and 5 for high value

<b>Success</b>	<b>Order</b>
<b>Truth</b>	<b>Loyalty</b>
<b>Wisdom</b>	<b>Morality</b>
<b>Creativity</b>	<b>Harmony</b>
<b>Spirituality</b>	<b>Cooperation</b>
<b>Freedom</b>	<b>Challenge</b>
<b>Status</b>	<b>Peace</b>
<b>Wealth</b>	<b>Acceptance</b>
<b>Security</b>	<b>Making A difference</b>
<b>Responsibility</b>	<b>Independence</b>
<b>Excellence</b>	<b>Fame</b>
<b>Relationships</b>	<b>Family</b>
<b>Privacy</b>	<b>Equality</b>
<b>Play</b>	<b>Adventure</b>
<b>Power</b>	<b>Fairness</b>
<b>Health</b>	<b>Efficiency</b>
<b>Pleasure</b>	<b>Nature</b>
<b>Aesthetics</b>	<b>Competence</b>
<b>Reputation</b>	<b>Community</b>
<b>Achievement</b>	<b>Altruism</b>

How do these values affect your emotional states during various situations day-to-day?

# Anatomy of an Emotional Hijack

1. Something happens which provides information: event, thought, image, feeling. This stimulus can be external or internal and the stimulus itself is neutral.
2. The information goes to the senses to the Thalamus (The Controller) and is sent immediately to the Amygdala (Emotional Brain). At the same time, it travels to the Neocortex, the largest part of the Cerebral Cortex (Thinking Brain).
3. The Amygdala contains all of our life experiences with any emotional content. The Amygdala asks, "Is this like anything that happened before?" The problem is a) there is a shorter distance from the Thalamus to the Amygdala. b) the Amygdala only gets 5% of the information. c) the Amygdala database is low tech. d) the brain doesn't have capacity to notice everything. e) The Amygdala is looking for negative content.
4. If the Amygdala answers yes (this negative thing has happened before), it causes an emotional hijack. The emotional brain "hijacks" the thinking brain. The body believes it is under attack and systems are deployed to fight, flee or freeze. Adrenaline and Cortisol (stress hormone) are released: for quick energy and focus with increased sensitivity to danger.
5. The attack reinforces and "grooves" our mental maps (the world is unsafe, people cannot be trusted, I am a good/bad person.) The body delivers these messages as physical feelings and internal dialogue. Over time, we develop patterned responses: aggression, fear, feeling paralyzed.



***"In an emergency, the emotional brain hijacks the thinking brain."***

Daniel Goleman



## **Early Warning Signs of an Emotional Hijack**

### **Instructions:**

- **Put a check by all that are typical of you.**
- **Try to remember the last time you had each response. Record them.**

**My heart starts to pound.**

**My eyes tear up.**

**Upsetting thoughts run over and over in my mind.**

**My stomach feels queasy.**

**My face flushes.**

**I find it hard to focus on anything else.**

**My muscles start to tighten in my neck, shoulders and back.**

**I can feel a headache coming on.**

**There is an edge in my voice.**

**Disturbing images and pictures flash through my mind.**

**I think about getting even.**

**My forehead, hands, or underarms sweat.**

**I pull away from other people.**

**My breathing gets more rapid.**

**I get an urge to eat something or I lose my appetite.**

**I lose my train of thought.**

**I get very critical of myself**

**Automatic Thoughts: Determine the situations where you have these automatic thoughts. Then determine the feelings surrounding those automatic thoughts and write them in the space provided.**

TYPE OF AUTOMATIC THOUGHT	EXAMPLE	FEELING
1. Fortune Telling	"I'm going to blow it."	
2. Mind Reading	"He will think I'm incompetent."	
3. Catastrophic Thinking	"It's going to be a disaster."	
4. Over-generalization	"This is going to play out like every other time I started a new job."	
5. Shoulds	"I shouldn't be so anxious. I should be more adult about this."	

**Reflection: What are your core beliefs around:**

*You vs. others, e.g. people are good or bad*

*The world, e.g. the world is safe or dangerous*

*Accountability, i.e. whose fault is it?*

*Hope, e.g. the glass is half full or half empty*

**When you encounter these automatic thoughts, reframe them. See the next page.**

## Reframing Guidelines

**THE NEXT TIME YOU FIND YOURSELF THINKING THESE AUTOMATIC THOUGHTS,  
REFRAME THEM USING THE FOLLOWING METHODOLOGIES:**

### **FINDING EVIDENCE**

- ⇒ Ask yourself "what are the facts?"
- ⇒ Identify other, more accurate, interpretations.
- ⇒ Consider how someone else would see the situation.
- ⇒ Scan for all possible causes.

### **SHIFT PERSPECTIVE**

- ⇒ Argue with yourself.
- ⇒ Take the opposite point of view.
- ⇒ Be your own "devil's advocate".

### **TAKE A POSITIVE OUTLOOK**

- ⇒ Ask yourself what good might come out of this.
- ⇒ De-catastrophize.
- ⇒ Find the silver lining.

***The purpose of reframing is to help you shift from being your own worst critic to being your own best champion.***

Think of a situation where you usually have negative self-talk and fill out this form as a rehearsal for next time. Name the situation. Name your desired outcome. List all of the negatives, objections, and yes, buts. Then list how you will turn this around to positive self-talk.

### Self-Talk Turnarounds

<b>Situation:</b>	
<b>Desired Outcome:</b>	
<b>Negatives, Objections, Yes Buts</b>	<b>Turnarounds</b>
<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
<b>Turnaround Tips: Find evidence, talk back to yourself, take a positive stance.</b>	

#### Example:

Situation: I chose to work late and missed my kid's play. I feel badly and I am a crappy human being and a poor excuse for a father. I hate myself for it.

Desired outcome: Don't go down the bad road of putting myself down as a father.

Negatives/Turnarounds:

1. You missed her play/I've made 75% of her events.
2. You CHOSE to work late/I am a great provider and sometimes work has to come first.
3. Your daughter likely resents you/My daughter loves me knows I love her.
4. Your wife resents you/My wife loves me and steps in whenever she needs to.
5. Your wife feels unsupported/We support each other and take up slack for the others.

## The Rules of Engagement

### **Engagement is about emotion: yours and theirs.**

#### **Instructions:**

- Go back to the feeling word wheel in your EI Road Map.
- Circle all the feelings that you are comfortable expressing at work.
- Cross out those you can't/won't express.
- Now circle those that are crossed out which you would be comfortable expressing outside of work.

#### **Debrief with a partner:**

- Where did you learn it wasn't OK to express those feelings?
- What are the consequences of not being able to express them?
  - To you
  - To the project
  - To the organization in general
- On your team, department, etc.

#### **Emotional Self-Awareness Development Activities**

**NOTE: If you believe you are having mental health issues such as anxiety, depression and/or suicidal thoughts, please reach out to the suicide prevention hotline at 1-800-273-8255 or visit: [preventconstructionsuicide.com](http://preventconstructionsuicide.com) for information, risk assessments, and support material.**

#### **Practical Daily Application:**

1. Keep a daily journal to record what triggers strong feelings in you.
2. Develop a practice of asking yourself, "How do I feel about this?" with choices you need to make. Trust the answer you get and use the information to make your decision. Use the feeling word vocabulary.
3. Go for walks in nature and tune all your senses into the experience.
4. Do some form of meditation and/or reflection each day where you observe your emotions and all of your senses.
5. Create a contract with someone else to increase your expression of feelings.
6. Learn a centering technique (e.g. meditation, prayer) to use before identifying and expressing what you are feeling.
7. When you practice meditation or reflection, notice the feelings that fly in and out.
8. Ask family and friends closest to you to coach you: e.g. when you are upset about something, have them ask you to describe how you feel about the situation.
9. Listen to different kinds of music and identify the types of feelings each piece evokes.
10. Look at different images in Google Images and describe how they make you feel. Write down these descriptions.

11. Point at different objects in your environment and name them something different. You should do this out loud and do at least 20 objects. For instance, point at a lamp and say door. Point at a table and say book. Point at a shelf and say tub. This forces your brain into a hyper self-awareness as it tries to reconcile these two conflicting pieces of information. Afterward, sit and notice the difference in your level of awareness.
12. Engage in some form of creative self-expression (e.g. painting, writing) to identify feelings.
13. Clarify your personal values.
14. Don't be ashamed of your feelings.
15. Don't feel the need to DO. Just BE. Sit and fully experience the world around you.
16. Practice yoga, especially balance postures. When you are not in the moment, you will lose your balance.

### **Exercises and General Development Ideas:**

1. Go on a quest. Pick a color and an emotion or emotional state (happy, sad, angry, tired, energized, assertive, empathetic, etc) You could throw a dart at the feeling wheel if you wish. Try to focus on an emotion that you are trying to cultivate more of. Walk around for a set period of time from 30 minutes to all day in any environment (city, rural, nature, etc) with the color and the emotion in mind. Find all of the ways you connect with your environment through all of your senses keeping in mind the emotion and color. You can have encounters with others as long as you keep your quest color and emotion in mind throughout. How does this focus affect your awareness of emotional states and how it is affected by all of the things that surround you? How does your awareness of a color and/or emotional state affect how you interact with others?
2. Increase your feeling word vocabulary-see word list in the back of this booklet.
3. Learn the difference between thoughts and feelings.
4. Learn the places in your body where you experience various feelings. The next time there is an emotionally charged situation, get some distance, take a few breaths and inventory your body.
5. Identify your attitudes or beliefs about emotions in general.
6. Identify people who are good at identifying and expressing their feelings and observe them.
7. Identify the subtle differences between feelings, e.g. irritation and frustration.
8. Notice what types of feelings are easier and harder for you to identify and express.
9. Recognize the relationship between thoughts, feelings and the resulting behavior.
10. Think of feelings as messages. When you experience a particular emotion in a situation, ask yourself what the message is.
11. Observe in which environments you are most comfortable expressing your feelings.
12. Discuss the emotional content of books, movies, plays, and other situations with others. One of the best movies for discussions about emotions is *It's a Wonderful Life*.
13. Analyze your own feelings rather than the actions or motives of other people.

14. For fun, turn off the sound when watching TV or videos and guess what the characters might be feeling. Ask yourself how you would feel if you were in the same situation.
15. Analyze your own feelings rather than the actions or motives of other people.
16. Read the emotional self-awareness work book at the end of this section.
17. Practice EFT (Emotional Freedom Technique) to rid yourself of negative emotions.

### **Books/Plays/Operas/Fables/CDs/Magazines:**

1. Read Emotional Self-Awareness Pre-Reading and Self Study exercises following these pages.
2. Read What to Say When you Talk to Yourself by Shad Helmstetter.
3. Take the Questionnaire in Achieving Emotional Literacy by Claude Steiner.
4. Learn about how emotion works. Read The Emotional Brain: The Mysterious Underpinnings of Emotional Life by Joseph LeDoux.
5. Read The Power of Emotion by Michael Sky.
6. Read Emotional Alchemy by Tara Bennett-Goleman.
7. Read Emotional Literacy by Rob Bocchino.
8. Read The One Thing You Need to Know by Marcus Buckingham.
9. Read The Wisdom in Feeling by Peter Salovey and L. Feldman-Barrett.
10. Read Primal Leadership by Daniel Goleman.
11. Read Mind Wide Open by Steven Johnson.
12. Read Encouraging the Heart by Barry Posner and James Kouzes.
13. Read Hidden Dynamics by Faith Ralston
14. Read How the Science of Feelings Can Transform Your Life by Normal Rosenthal.
15. Read The Molecules of Emotion by Candace Pert.
16. Read Learned Optimism by Martin Seligman.
17. Read Coming to Our Senses: Healing Ourselves and the World through Mindfulness by Jon Kabat-Zinn.
18. Read Full Catastrophe Living by Jon Kabat-Zinn.
19. Read Wherever You Go, There You Are by Jon Kabat-Zinn.
20. Read any books of self-exploration by Alan Watts.
21. Read any books of self-exploration by Ram Dass.
22. Read Zen Mind, Beginner's Mind by Shunryu Suzuki.
23. Read the novel Deliverance by James Dickey and see the self-discovery of the characters.
24. Read The Ragamuffin Gospel by Brennan Manning.
25. Read The Wisdom of Accepted Tenderness by Brennan Manning.
26. Read Ruthless Trust by Brennan Manning.
27. Read Man's Search for Meaning by Victor Frankl.
28. Read The Book of Secrets by Deepak Chopra.
29. Read Erfolg im Job mit EQ by Hendrie Weisinger
30. Read Emotional Intelligence at Work by Dr. Michael Larrass.
31. Read The Artist's Way by Julia Cameron.
32. Read The Secrets Men Keep by Stephen Arterburn.
33. Read No Yelling: The Nine Secrets of Marine Corps Leadership You Must Know to Win in Business by Wally Adamchik.
34. Read any of the books by Gary Zukav including The Heart of the Soul: Emotional Awareness.
35. Read The Five Love Languages by Gary Chapman.

### **Movies/TV/Videos:**

1. Watch any movie, then listen to the soundtrack alone and determine how the music makes you feel. Describe the feeling to someone.
2. The Manchurian Candidate-Marco, played by Frank Sinatra, keeps exploring his feelings until he uncovers an assassination plot.
3. Regarding Henry-Harrison Ford's character, a brilliant lawyer caught in an accidental shooting that reduces his cognitive function, learns self-awareness through his recovery.
4. Awakenings-The patients at a mental hospital become "aware" if only for a short period of time.
5. Invasion of the Body Snatchers-Aliens grow pods that replace humans. The new beings are void of emotional self-awareness.
6. Wings of Desire-Angels return to earth and long to be able to feel like a human again.
7. It's a Wonderful Life runs the gamut of emotions. Watch it and discuss all of the emotions that the movie depicts. All fifteen emotional competencies are well represented in this movie.
8. Miracle on 34<sup>th</sup> Street-Watch how Doris, played by Maureen O'Hara becomes more emotionally self-aware throughout the movie.
9. What the Bleep do We Know?
10. Groundhog Day-Watch Phil Connors as he becomes more emotionally self-aware.
11. Watch The Best Years of our Lives and struggle along with these returning soldiers.
12. Watch Slingblade and see the self-awareness of the various characters and how it affects their interaction with each other.

### **Websites/Apps:**

1. Visit [www.newlifeparadigm.com](http://www.newlifeparadigm.com) and sign up for their newsletter.
2. Visit [www.higherawareness.com](http://www.higherawareness.com) and sign up for their newsletter.
3. Visit [www.mindfulness.com](http://www.mindfulness.com) and learn about having your awareness fully in the moment.
4. Visit [www.umassmed.edu/behavmed/faculty/kabat-zinn.cfm](http://www.umassmed.edu/behavmed/faculty/kabat-zinn.cfm)
5. Visit [www.myfatherusedtosay.com](http://www.myfatherusedtosay.com)
6. Awareness App
7. Mobile Therapy App
8. Download the app: Self Check-In
9. Download the app: MoodMinder
10. Download the app: iEmotion
11. Download the app: AWARENESS
12. Download the app: I Am Feeling...

### **Inspirational Quotes:**

1. "What is necessary to change a person is to change his awareness of himself."  
Abraham Maslow
2. "The man who is aware of himself is henceforward independent; and he is never bored, and life is only too short, and he is steeped through and through with a profound yet temperate happiness." Virginia Woolf
3. "The ultimate value of life depends upon awareness, and the power of contemplation rather than upon mere survival." Aristotle



4. "The first step toward change is awareness. The second step is acceptance."  
Nathaniel Branden
5. "Let us not look backward in anger or forward in fear, but around in awareness." James Thurber
6. "I want you to take your ego out of the equation and judge the situation dispassionately. Arrogance and self-awareness seldom go hand in hand." Ian Fleming (M talking to James Bond in Casino Royale)

**To decrease Emotional Self-Awareness:** Google hypersensitivity and take a look at some ways to decrease your emotional self-awareness.