



Power of Candor

*Enrich the
TEC
Experience*

Facilitated by:

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Communicate, cooperate, create...we guide organizations who want to transform through the wisdom and solutions within their own people.



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The most important conversation in any organization is the one you're not having.

You all know what it is.

What would happen if you actually had it?
Rick Eigenbrod

I have great hope for tomorrow. And my hope lies in the following three things: Truth, youth and love.
Buckminster Fuller

Failure is that which we learn nothing.
Margaret Sampson

Power of Candor *Enrich the TEC Experience*

Icebreaker with Bonobo

Objectives:

- How do triggers undermine our effectiveness and enable us to lose our power?
- How is anger the BIG cover up?
- How does rational thinking disconnect in all emotionally charged situations and we lose control?
- How can we learn from leading edge brain research the art of candor vs. aggressive confrontation or the silent treatment?
- How do you use the tools necessary to remain in control when you're in the heat of the moment?
- How can you find more time than you have now during a busy day? I'm going to share my secret.

The power of candor creates a safe environment to talk about the tough issues. Results:

- Find the most creative solution
- Feel heard and appreciated
- Remain empowered and in control

Stop arguing about
who's right: explore
each other's stories.

Douglas Stone

Debrief the Interaction Quotient Quiz

Exercise:

There are 3 different behaviors we experience that compromise our effectiveness:

➤ Passive aggressive

Facial and tone of voice not congruent with our words

Sarcasm that is personal

Put down

Revenge

Setting others up for failure

Withholding information

➤ Aggressive

Loud voices

Temper

Throwing objects

Bullying

Cursing

Resentment

➤ **Passive**

Silent treatment

Ignoring

Denial

Seething

Saying "yes" when you want to say "no"

Everyone at some time in their life has acted out a few of these different behavior aspects when irritated, angry or challenged. Choose the one of these three behaviors that you have experienced most often.

1. Using the flip chart divide into two sections by drawing a vertical line down the center of the chart.
2. In the left column, as a group, write down five things that irritate, frustrate or make you angry. Use the notes you've taken over the past month or think of new ones.
3. In the right column, write down the corresponding stimuli you feel in your body. Examples: tight throat, sick stomach, headache, back hurts, clenched hands, heart racing, face flushed, sweating, clenched jaw, etc.

In this communication-intensive time, the breakthroughs for both individuals and organizations are internal.

Self-aware people don't resist change; they don't make counter productive decisions based on feelings they don't even realize they have.

People who know what drives them are much more willing to take risks, test new ideas, and aggressively pursue opportunities.

The knowledge they gain gives them an advantage that can no longer be gained through external means.

Morris Schectman

Actions and Behaviors

Actions and behaviors are the effect or evidence from a stimulus.

1. What are some examples of undesirable behaviors in your organization?

Poor Planning

2. What do you think triggers these behaviors?

3. Take a minute and look over this list. Do you **solicit or enable** any of these behaviors?
What's important is for you being aware of how you trigger different behaviors within your organization.
Make a few notes to yourself.

Suppressed feelings
are a distraction.
They make it hard to
listen.

• Susan E. Greene

Have your feelings or
they will have you.

Bruce Patton and Sheila
Heen

The Brain

To understand the role of the brain in managing conflict and solving problems first let us look at two parts of the brain.

1. The primitive brain center, the **LIMBIC SYSTEM**, is fully developed at birth.
 - Initiates and controls the survival instinct – *fight or flight response*
 - Controls physical emotional feelings that trigger us to take action
 - Thrives on routine, pattern and predictability – the familiar
2. The thinking brain center, the **CORTEX**, is fully developed in the mid-twenties.
 - Logic and rational thinking
 - Creative problem solving
 - Allows us to think about our feelings
 - Allows us to talk and describe our feelings
 - Allows us to observe our feelings
 - Enables us to learn how to listen attentively

Your body is like a battery filled with electricity. Often we act as if we're a lamp looking for a light socket so we can get juiced.

The surge of electricity/juice is the emotion from one limbic center plugged into another limbic center. This is the limbic dance.

Susan E. Greene

Whole Brain

- Allows us to discover the **most creative solution**
- Utilizes our **wisdom from experience**
- Where we **access our intuition**
- Center for our **gut instinct**

Let's demonstrate that the brain doesn't know the difference between imagination and reality.

In physics, kinematics is the study of motion exclusive of the influences of mass and force. In layman's terms, the energy that passes through a physical body or thing is kinetic energy.

For example: a car hits another car on the freeway and creates a chain reaction. This is a kinetic energy response.

Exercise:

Kinetic arm exercise with two volunteers

Debrief

- What happened when the first person said their name?
- What happened when the second person said their name?
- What happened when the second person said the first person's name?
- What happened when the person remembered a time they were being passive, passive aggressive or aggressive?
- What happened when the person remembered when they almost became passive, passive aggressive or aggressive, instead they chose respectful and appropriate behavior?
- What does this mean to you?
- When is a person their most powerful?

The brain does not know the difference between remembering actions and the actual time of action.

When you are *just thinking* about inappropriate behavior you give away your power and you become physically weaker.

The human body is similar to a battery with electricity running through it. It is these electrical responses that allow a lie detector machine to work.

It's terribly amusing
how many different
climates of feeling
one can go through in
a day.

Anne Morrow Lindbergh

When you reach
behind the anger and
share your true
feelings, the anger
goes away.

Phil McGraw

Understanding Emotions

- Emotions are real, natural, healthy and necessary
- Emotions are physical reactions to a stimulus
- Emotions are the body's alarm system
- Emotions allow us to feel loved and loving.
- Emotions help us be compassionate
- Emotions enable us to show appreciation
- Suppressing emotions is unhealthy
- Expressing emotions in respectful ways is healthy and responsible

When you suppress
feelings of fear by
expressing anger, you
also suppress all
feelings of joy.

Susan E. Greene

Anger is a signal to
pay attention.

Howard Caesar

Anger and Rage

Anger is a secondary emotion. When we express anger or rage it is because we don't have the **courage** to express our real feelings. Anger suppresses our fears that control us in various ways.

Most people find they experience FEAR, false evidence appearing real, one of these four ways.

- FEAR of Isolation – the need to not be abandoned or rejected
- FEAR of Failure – the need to be right
- FEAR of Conflict – the need for everyone to get along
- FEAR of Powerlessness – need to control

When we express anger by projecting it outward through passive aggressive and aggressive behavior we lose our control and give away our power.

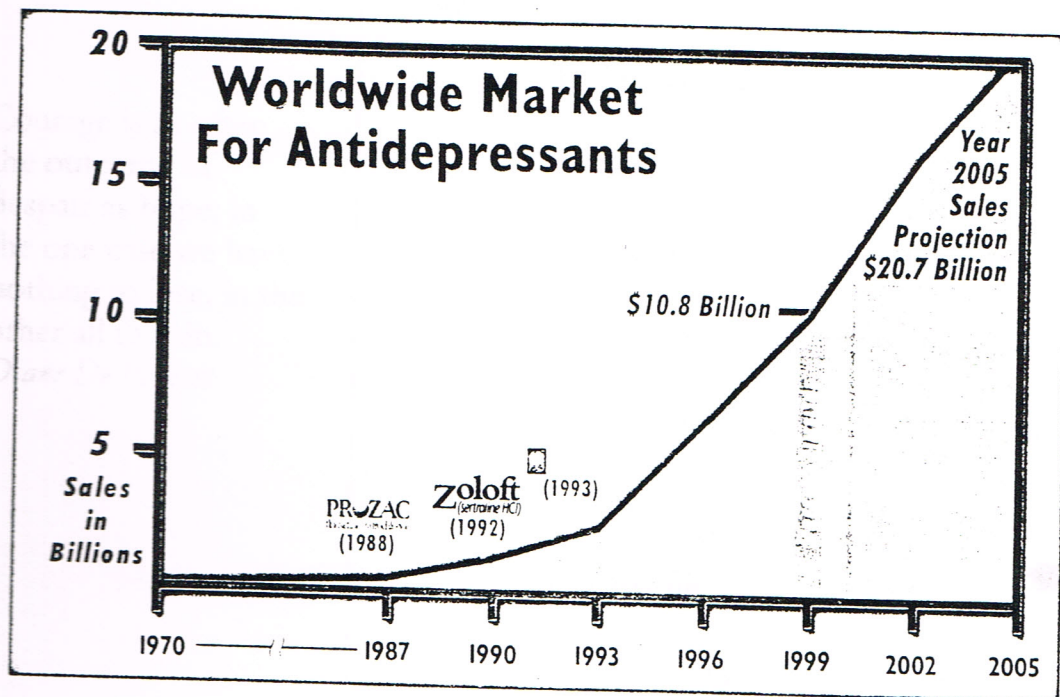
When we project anger inward it becomes depression. We lose our control and give away our power.

Projecting anger outward or inward keeps us from our truth. It keeps us in denial.

Think of a time when you were very angry.

- Can you see the primary emotion?
- Reach behind the anger and discover your true feelings.
- What were these feelings of vulnerability and fears?
- The moment you express these true feelings, the anger gently disappears.

Worldwide Market For Antidepressants



Source: GulfStar Group, Inc.

Before I built a wall
I'd ask to know what
I was walling in or
walling out.
Robert Frost

Courage is as often
the outcome of
despair as hope; in
the one case we have
nothing to lose, in the
other all to gain.
Diane De Poitiers

Anger Ladder

Adapted from Dr. Ross Campbell's Anger Ladder.
Think about anger as having 15 different levels
from pleasant behavior to passive aggressive
behavior, which is the most destructive level of
anger.

1. Pleasant behavior
2. Seeking resolution
3. Focusing anger on source only
4. Holding to the primary complaint
5. Thinking logically and constructively
6. Unpleasant and loud behavior
7. Cursing
8. Displacing anger to source other than original
9. Expressing unrelated complaints
10. Throwing objects
11. Destroying property
12. Verbal abuse
13. Emotional destructive behavior
14. Physical abuse
15. Passive aggressive behavior

Psychiatrists say it is far **more difficult** to heal victims of passive aggressive behavior than victims of physical abuse.

Physical abuse is direct and open.

Passive aggressive behavior is very subtle and insidious. Usually happens as quick, small situations building over a long period of time.

The new currency in the millenium is not going to be our words it will be our commitment based on action and behavior.

Larry Payne

The Art of Candor

When we get irritated, frustrated, angry or offended whether we direct it inward or project it outward to someone else there is a proven and effective way to utilize the brain to manage this situation. I call it **REPORT! REPORT! REPORT!** It is the art of candor.

On the television special, *The Brain at Work*, produced by PBS, Dr. Kotrla from Baylor College of Medicine endorsed this technique as an effective way to handle emotions in an appropriate way.

Example of an irritation: **ROAD RAGE**

"You shouldn't have pulled in front of me you _____! If I had a big truck I'd ram it into your car right NOW!"

The steps in **REPORT! REPORT! REPORT!:**

1. **Observe** you are choosing to be upset.
2. **Pay attention** to your body's alarm system. Remember we discussed how irritations lead to stress reactions in the body. Pay attention to where is the stress is resonating in your body.

This is what the brain does in response to the fight or flight trigger. It is dumping adrenaline and stress chemicals throughout your body in response to your thoughts or feelings.
3. **Choose** to handle your emotional reactions.
4. Take a deep **breath**. Feel your inhale come all the way from your abdomen.

Men are disturbed
not by things that
happen, but by their
opinions of the things
that happen.

Epictetus

We remain in struggle
when we are attached
to our emotional
drama.

Susan E. Greene

5. **Report by describing your feelings** from an **observer's point of view. Talk about the facts** of the situation. Think of reporting as if you were a television news reporter describing the situation and the facts from an observer's point of view.

Example:

A special bulletin from your local television station has interrupted your favorite show. The local news station is reporting that a major storm with hurricane strength winds is heading towards your community. The storm has already left other communities with catastrophic damage in the storm's path.

The reporter reports all the facts. They tell you about how people are getting ready for the storm. They also talk about the different emotions people are experiencing. The reporter usually talks about the FEAR someone has expressed.

Whatever they report it is always in an observer's point of view. They want to be understood. If they become emotionally dramatic on the air, you the listener will be distracted by their emotions. You won't hear the whole story.

6. Make sure you are **breathing deeply**. When we are upset, we take shallow breaths.
7. **Listen** to yourself or the other person until they are finished. Continue reporting until you are calm and **in control**.

Almost always it is
the fear of being
ourselves that brings
us to the mirror.

Antonio Porchia

Struggle

Triggers can unconsciously set off a series of emotions that plunge us into struggle. People say it feels like a merry go round, a prison or a gerbil on a wheel. It is like a short circuit. It runs us and we lose control.

To get out of struggle we can pay attention to the triggers and choose in the moment to not run the story. **Just stop the story.**

Report by explaining the facts and describe the feelings.

No excuses, no guilt, no judgements, no justification or no reasons. Immediately the struggle stops.

Report! Report! Report! Now you are in control.

To be happy at home
is the ultimate result
of all ambition.

Samuel Johnson

Struggle on the Short Circuit

- You are introduced to a **new concept** or have a **direct experience**
- **React or have a feeling** about this concept or experience
- Unconscious reaction can be an excuse, blame, guilt, judgement or justification. I call this the **short circuit**. 1,2,3 & 1,2,3 & 1,2,3... **It is how we tell our story.**
- Choose step #3 and remain in struggle or **choose to consciously move** to step #4.
- Pay attention and choose consciously to stop the short circuit. **Stop the excuses, blame, guilt, judgement and justification. Stop the story.**
- Look behind the anger. Think about your true feelings and fears. Talk about them to the other person by **Report! Report! Report!**
- This process activates the whole brain, cortex and the limbic centers. **Only now is the most creative solution available to you.**

This is the art of candor. The result is you honor yourself. You move out of struggle. You are now accessing your wisdom.

Once you are real you
can't become unreal
again. It lasts for
always.

Margery Williams

Now I want you to
raise your right hand-
and remember what
we say at Wal-Mart,
that a promise we
keep-and I want you
to repeat after me:
From this day
forward, I solemnly
promise and declare
that every time a
customer comes
within ten feet of me,
I will smile, look him
in the eye, and greet
him. So help me Sam.

Sam Walton

Candor Exercise

Now that you have the why and the how, it is time
to practice the art of candor through **Report!**
Report! Report!

The most important conversation in any TEC
group is the one you're not having.

You all know what it is.

Using the skills we talked about during this
session, it is time to practice what we've learned.

The result will be more trust and deeper
relationships. **More importantly, you will know
it is safe to talk about tough issues** when we
feel vulnerable.

Other TEC groups have shared with me that they
receive more support within TEC than they had
experienced as a TEC group before. Let's practice.

Promise

We have explored different concepts today as you
practiced candor as an art. How will you use the
information and techniques we discussed here
today? What step are you willing to take, starting
now, to put this experience into action? Make a
promise to yourself. Write it down. It will be
mailed back to you in approximately 30 days.

Closing Comments

What would happen if every person in your organization interacted and spoke with the art of candor?

That simple question creates a picture for me with no boundaries. I see an organization with unlimited vitality and creativity.

I see people willing to grow and be equally fulfilled. They are doing what they love to do.

They know they are making a difference. Everyone feels listened to and appreciated.

It takes a commitment from each person to be totally candid with themselves first, than with each other.

It begins with you. Thank you. Susan E. Greene

Susan Greene is known as the Communication Expert on PBS-Houston Public Television where she has been presenting programs since 1997. Her latest TV special: *The Brain at Work* about handling emotions in the workplace during conflict and crisis will be available on video in 2000.

In 1986, Susan Greene founded Greene Alliances, Inc. She is recognized as a master facilitator, coach to CEOs, speaker, TV personality, consultant, and mediator. She is a resource for organizations who want to eliminate barriers, shift behaviors and transform through the wisdom and solutions within their own people.

Greene's hottest program with her clients in 1999/2000, *The Power of Candor*, was developed for CEO Roundtables. This three-hour session is changing leadership and group dynamics in organizations internationally.

Since 1971, Greene's work has spanned 15 countries on five continents. Her career started at ITT where she was the recipient of ITT's "Marketing Tool of the Year" award in 1974 for Europe, Middle East & Africa, while she was director of marketing & sales for the London Sheraton Hotel. She developed a team that achieved \$22 million in sales the first year of operation working with organizations worldwide.

Greene later returned to the U.S. and joined Boise Cascade Corporation where she increased sales by over \$7 million dollars within 18 months. She expanded the product distribution by utilizing her relationship skills to set up strategic alliances with customers and vendors throughout the U.S. During her second year she successfully negotiated the industry's first long-term contract with a major oil company.

As she began working with organizations on communications, the University of Houston invited her to join them as an Adjunct Professor for continuing education. She developed a series of courses on self-directed work teams, managing conflict and communicating for accountability.

As an astute observer of human behavior, Greene's work is constantly evolving. Her corporate communications work with Houston Public Television, the oldest PBS TV station in the country, led to a PBS TV special on her as an entrepreneur, a two-year call-in TV program: *Working Relationships with Susan Greene*, a series entitled *The Brain At Work* and a one-hour television special.

In 1997, Susan expanded Greene Alliances, Inc. and opened The Corporate Renewal Center on a 125-acre ranch in Round Top. Here client groups who come to the ranch on retreat discover it is easier to speak with candor and work through the tough issues in a relaxed setting.

Greene was invited to sit on the national Advisory Board for The Columbine Project. Their goal is to help people handle their anger before it leads to violence through education, research and providing resources. Later this year, the website: www.columbineproject.net will be accessible to anyone needing assistance.

Memberships include: Alternate Dispute Resolution Section of the State Bar of Texas, National Speakers Association, and Rotary. Rotary International bestowed her with a Paul Harris Fellow.

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Power of Candor

Power of Candor, *Enrich the TEC Experience*, is a popular program that originally was designed for CEO roundtables at the request of The Executive Committee Worldwide (TEC). In this fast paced, half-day session Ms. Greene will engage the members in various interactive exercises and meaningful dialogue.

Value to members: they will develop a powerful leadership skill to handle tough situations that come up within their own organizations, TEC, and at home. The results are increased candor, trust and deeper relationships.

The objectives:

- Understand the triggers that undermine effectiveness
- Discuss why and how anger is NOT the issue
- Utilize the brain to manage difficult people and solve problems quickly
- Understand leading edge brain research to learn the art of candor vs. aggressive confrontation or the silent treatment

Candor brings forth the wisdom of an organization. It provides the opportunity to increase overall potential of any collaborative group. There is pre-work for the participants to maximize their time with Ms. Greene.

"Thanks for the work you are doing and the quality presentation you made to our group. I felt like I really connected with you. You are very skilled and knowledgeable about your topic. The result is that you are very effective as a speaker. I am sure that many people share my feelings about you and benefits have resulted in their lives from having had an opportunity to attend one of your presentations." A. Whiting, CEO

"As I reflect back on the past year one of the best values my members received was from you. What really separates you from everyone else in consulting is your desire to share your knowledge with business owners, CEO's and executives who benefit immensely from your wisdom and experience. There is a great need for your insightful thoughts. What you do well is 'compellingly communicate imaginative ideas'. You ARE making a difference." C. Ferneyhough, Chair

Susan Greene, CEO, founded Greene Alliances, Inc. in 1986. She is a resource to organizations who want to eliminate barriers, shift behaviors and transform through the wisdom and solutions within their own people. Her passion is interacting with groups or one-on-one where she challenges and helps them move to new levels of cooperation, creativity and candor in an environment of safety. PBS-Houston Public Television calls Susan the communication expert where she presented: *Working Relationships* for two years. Greene has just completed a one-hour television special with PBS: *The Brain at Work*.

Recommended Reading

The Last Word on Power *by Tracy Goss*
Executive re-invention for leaders who must make the impossible happen.

The Magic of Conflict *by Thom Crum*
Turning a life of work into a work of art.

What is the Emperor Wearing? *By Laurie Weiss*
Truth-telling in business relationships.

Difficult Conversations *by Stone, Heen and Patton*

Passive Men, Angry Men *by Marvin Allen*

Men are from Mars, Women from Venus *by John Gray*
A practical guide for communication.

Wisdom of the Ages *by Wayne Dyer*

A Different Drum *by M. Scott Peck*
Community making peace.

A Simple Abundance *by Sarah Breathnach*

Emotional Intelligence *by Daniel Goleman*
Why it can matter more than IQ.

Working with Emotional Intelligence *by Daniel Goleman*

Why Are You So Cranky? *by Leslie Charles*

Internal Frontier *by Morris Shechtman*
Creating the personal transformations that lead to success

The Anatomy of Spirit *by Carolyn Myss*

FISH *by Stephen Lundin, Harry Paul & John Christensen **

Leadership is an Art *by Max Depree*

Working Ourselves To Death *by Diane Fassel*

You Don't Understand *by Deborah Tannen*

* Published 2000

Available May 2000

Learning System

1

Video Produced in PBS
Television Studios with a
live audience

2

Ten Individual Participant
Guides

3

One Facilitators Learning
Guide

\$995 includes S/H
additional participants
guides @ \$35

**20% Discount for
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If purchased within 45
days of TEC presentation

For more information:
Linda at LR Enterprises
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Brain At Work Learning System

How to handle difficult
situations and emotions in
the workplace.

Five Segments

The following five segments
will give you the necessary
tools to manage conflict and
confrontation.

- Learn how to hit your target
- Learn how to get off the anger ladder
- Learn about the brain and how to handle emotional situations
- Learn through entertaining workplace scenarios
- Learn about the importance of creating a balanced life

This learning system will
start the process to create a
healthy collaborative work
environment.

Supportive facilitator and
participant's learning
materials to present your
own in house interactive
workshop.

In this fast moving,
thought provoking, fun
session, participants
will have the
opportunity to look at
what triggers conflict
and how to change it.

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Susan Greene's 27 years of international
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builds long term relationships with her
clients whether they are a Fortune 100
company, non-profit organization or a
small business. Susan has worked with
thousands of people helping them to
create more fulfilling relationships at
work and in their personal life.

Free Quiz

Interaction Quotient

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This learning system will start the process to create a healthy collaborative work environment.

Supportive facilitator and participant's learning materials to present your own in house interactive workshop.

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