

Interpersonal & Group Dynamics:

an Experiential Workshop for Everyday Leaders

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August 2-4, 2019

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Feelings & Emotions - Be mindful of ...

- ▶ **Thoughts disguised as feelings**
"I feel like you _____" or "I feel that you _____" aren't feelings :)
=> "I THINK THAT you _____ and I FEEL _____ about it"
- ▶ **Interpretations disguised as feelings**
- ▶ **Conflicting or Multiple emotions** -- still valid !
- ▶ **Cover/Mask or habitual "Go To" emotions**
- ▶ **Flooding**
 - Self-soothing (techniques throughout day)
 - Ask for pause/break if needed

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Feelings & Emotions - What are they?

Feelings vs. Emotions

Categories: a) *Mad - Sad - Glad - Bad - Egad!*
b) *Positive - Negative - Vulnerable*
c) *Love or Fear*

Unsure? a) **Body sensations**
b) **Relationship impact or impulse**
Closer? More distant?
Turn towards - Turn away - Turn against - Turn within
c) **Metaphor / Imagery**

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Feelings & Emotions - Why bother?

With Others:

- ▶ Depth/meaning in conversations
- ▶ Deepen relationships
- ▶ Leak out anyway
- ▶ Congruence builds trust
- ▶ Self-discovery (values, priorities)

Within Yourself:

- ▶ Early warning system
- ▶ Self-disclosure - more fully known
- ▶ Increased odds getting needs met (convey what's imp't)
- ▶ Awareness & skill
= choice in actions
= management of reactions (affect labeling)

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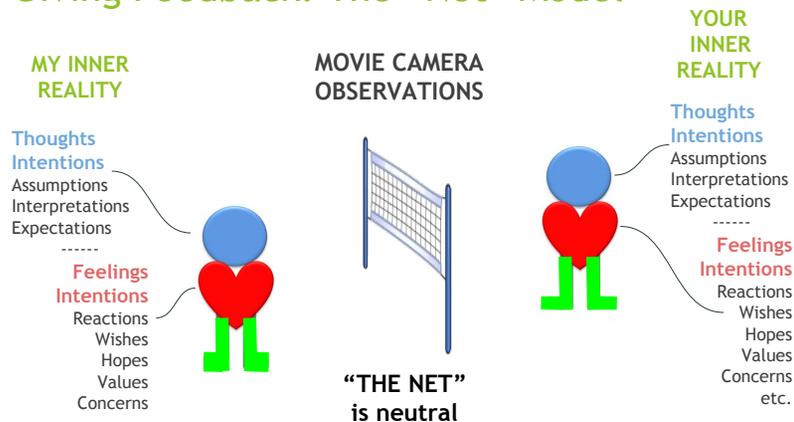
Intent vs. Impact: Benefits of Feedback

- ▶ Gauging whether or not our impact meets our intent
- ▶ If enough data says no, we may choose to recalibrate, learning about ourselves in the process
- ▶ This becomes circular Experiential Learning model
- ▶ Also, feedback gives us a chance to actually share our intent, which may not be known by the other

Why don't we give feedback?

- Protection:** ... Might hurt "their" feelings
- Emotional math:** ... $+5 - 5 = 0$
... "Too small to raise"
- Identity/Reputation:** ... "I'd be seen as _____"
... "I'm easy-going, tough, _____"
- Missing skills:** ... Feel inadequate to deal with response
... Feel inadequate to repair relationship harm
- History:** ... Went poorly in the past

Giving Feedback: The "Net" Model



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Feedback Model (your side of the "Net")

1. What you observed
 - a. As if on video tape
2. What it evoked in you
 - a. **Feeling words**
 - b. Somatic experience
 - c. Movement (toward, away, against, frozen)
 - d. Metaphor
3. Optional:
 - a. Impact on the relationship (e.g., trust level)
 - b. Where does it come from in you ("there and now")

Giving Feedback: “Net” Model Benefits

Sticking w/ your expertise (your side of the net)

Maximizes

- Accuracy
- Being heard
- Being understood
- Trust

Minimizes

- Mistakes
- Defensiveness in other
- Misinterpretation
- Skepticism, Wariness

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Giving Feedback: Additional Suggestions

- ▶ Ask if the person is open to it
- ▶ Identify and name risk level (Zone of Learning)
- ▶ Share concerns
- ▶ Share Intention in naming the impact on you
- ▶ Timing (are you 5th person to give same feedback)
- ▶ Keep antenna tuned to social identity of you and the other
- ▶ Note: we often have distancing reactions to behaviors in others that we don't like seeing in ourselves

Receiving feedback

- ▶ Listen to **understand** (not to respond)
- ▶ Listen for the “**Kernel of Truth**” -- “Try it on”
- ▶ **Repeat** what you heard (... and ask if you got it all)
- ▶ Notice & **name** your internal **reactions**
- ▶ Ask for a break/**pause** as needed
- ▶ Get curious about the **other** (lens/experience/preference ...)
- ▶ Hear my **impact** - vs. descriptions of “me” or my intent
- ▶ **You decide** what to use and how !

More Benefits of feedback

- ▶ Update “accuracy” of our shoulder voices
- ▶ **Build skills: adds choice (vs. mandates) for future**
 - ▶ **Feedback is always information about the giver**
 - ▶ **It may or may not have a lot for the receiver**
 - ▶ **And it is not a mandate for change**
- ▶ **Build self-awareness and interpersonal connection**
 - ▶ **Feedback does not have to be a one-off, uni-directional experience (like a performance review)**
 - ▶ **It can be a **bi-directional loop** (sharing flow of impacts, on each other and on the relationship), that increases resonance and understanding**

Triggers

Flooding: Automatic Physiological Reaction

Natural, Reasonable, often Unavoidable

From **self-talk**

From **feedback:** Heen/Stone “Find the Coaching in Crit”

- ▶ Identity triggers
- ▶ Truth triggers
- ▶ Relationship triggers

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Managing Triggers

Self-awareness: Learn your patterns

Self-soothe:

Social: Ask for a break

Mental: Compassionate self-talk
Recruit curiosity
“5 red things”

Physical: Box Breathing
Closed nostril breathing
2x exhale

Hum
Sigh
Feel feet

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Reminder: What to share in T-Group?

Thought bubbles

Reactions to what's happening
(bored, engaged, confused, checking out, want more)

Insights you're learning

Your assumptions -- Name and check them out

Observations about group dynamics, patterns, mood/tone, ...

Reactions to what others have done or said

Reactions to what's happened (or not happened) involving YOU

Who you feel closer to, less close to

Unfinished business or elephants in the room

“There and Now”

Instincts, Ideas, Requests, Needs, Hopes



Coaching on Goals

- Inquiry focus
- Behaviorally specific? (Actionable, Measurable)
- Reasonable “stretch” and risk level?
- SWWYA
- Focus on what you WILL do
- Agree upon desired accountability
- No T-grouping! Give feedback & reactions in group

