EMERGING STEP®

Live your challenges!

Human Intelligence:
a constructive inquiry

James.dillon@emergingstep.com

EMERGING STEP®
Live your challenges!

A constructive inquiry into emotional intelligence

How can we generate more communicative quality and interaction in our relationships with others?

What is the distinction we make between *constructive influence*… and manipulation?

What are our *personality traits and preferences*?

How can we explore our behavioral tendencies?

What is *collective intelligence*?

EMERGING STEP®

Live your challenges!

How our brain works

1. A look at our brain… and the Amygdala
2. The brain and its neurons
3. Human Beings: animals with 3 brains, MacLean
4. Human brains have 2 alternatives:

   Sperry, Nobel Prize winner
4. Four cerebral spheres: Hermann's model

EMERGING STEP®
Live your challenges!

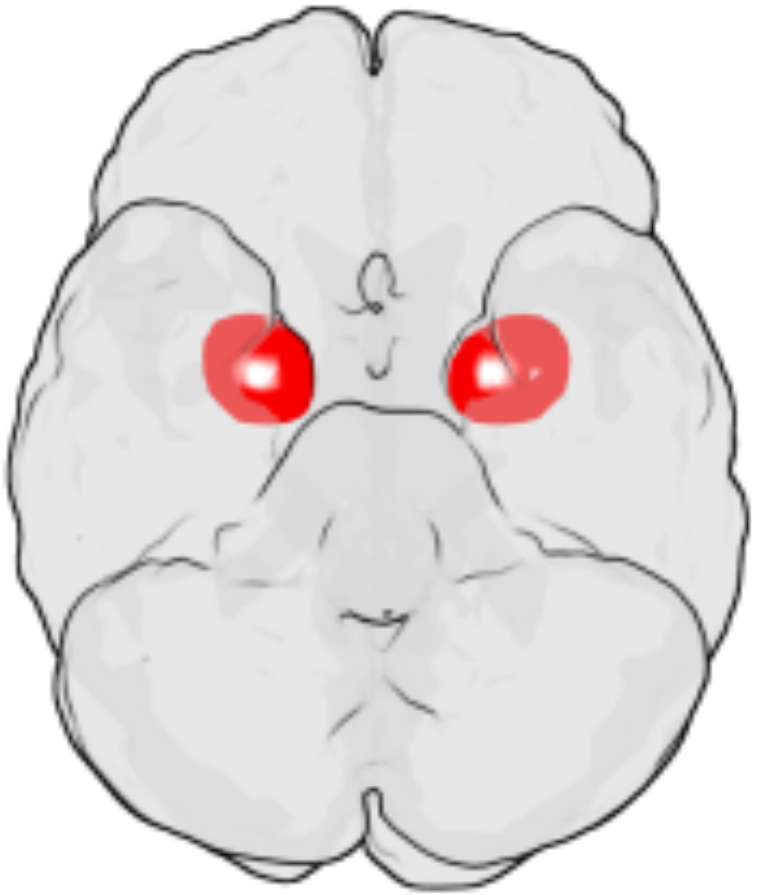
The Amygdala:

Two almond-shaped clusters of nuclei within temporal lobes

Emotional responses: anger, fear… "emotional hijacking"

Rapid decision-making

"Random Access Memory" for the brain



EMERGING STEP®
Live your challenges!

Interesting facts about the brain

It consumes 25 watts

The body consumes 95 watts

Our brain reacts to stimuli within 85 ms

We develop a consciousness about these stimuli in 250 ms

EMERGING STEP®
Live your challenges!

Our neuronal intelligence commands us

The brain and nervous system is composed of billions of neurons, each one connected to millions of others.

Our brain is constantly adapting itself

Connections between neurons are cellular and always evolving.

Our brain only wears out if we don't use it.

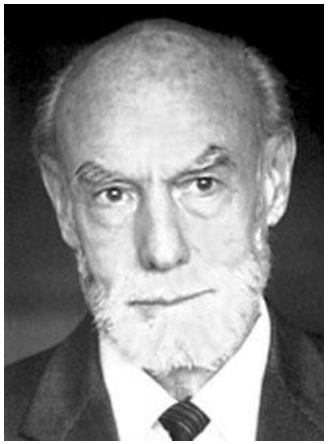
In our neurons, electric activity is triggered by chemical phenomena, producing different substances.

Neurotransmitters send messages able to cross over minute distances, called synapses, transmitting information from one brain cell to another.

EMERGING STEP®
Live your challenges!

Our alternative selves

Roger Wolcott Sperry, Nobel Prize winner:
“One brain reasons, while the other dreams.”



Left brain

Right brain

Left brain: manages our ability to speak and to express ourselves

Right brain: how we think without language

EMERGING STEP®
Live your challenges!

Left brain:
critical, analytical, deductive

Language, oral expression

Abstraction: analytical capability, deducing with a rational approach

Methodology: using methodical step-by-step processes based on logical order

Logical calculation based on numbers and facts

Determining cause and effect

EMERGING STEP®
Live your challenges!

Right brain: creative, synthetic, intuitive

Understanding nonverbal elements	Recognizing shapes and faces easily Image, imagination, colors
Visual	Describing with drawings Spatial perception, visualizing in 3 dimensions Able to locate key elements in a given context
Auditive	Tone, intonation of the voice: style, pace and rhythm
Dreaming, intuition	Analogies, associations
Kinesthetic	Describing gestures Recognizing objects by touching them

EMERGING STEP®
Live your challenges!

But who are we?

Exploring the human personality

Key words:

Preferences

Character traits

Dominants

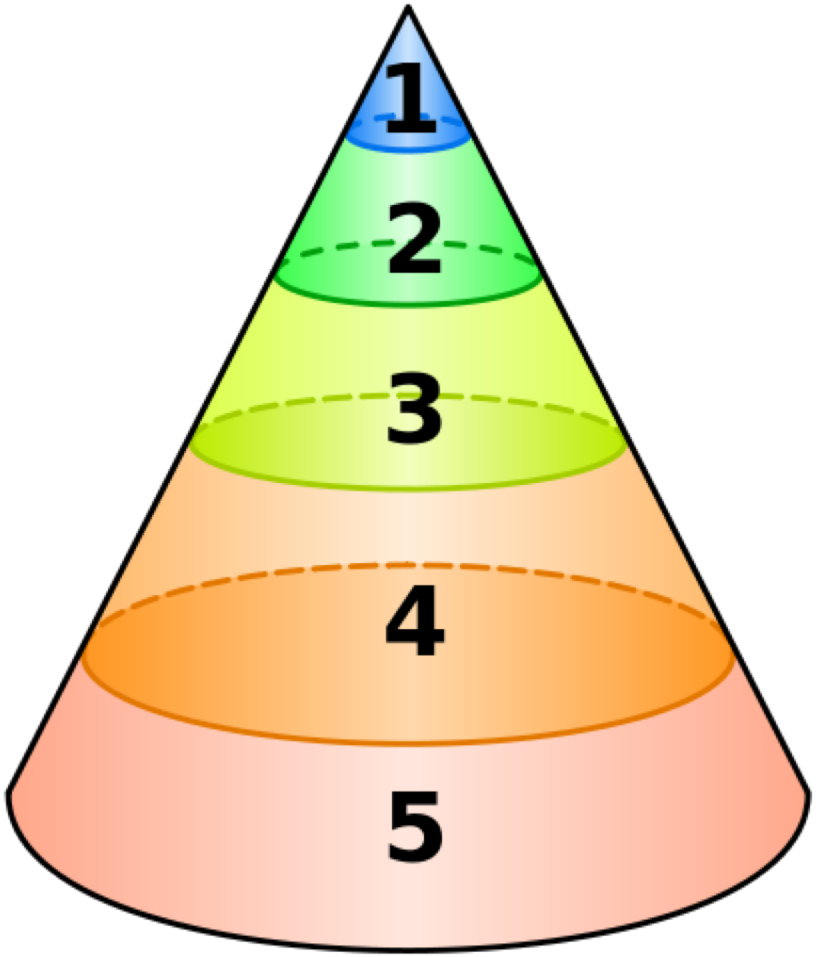
Consciousness, awareness… unconscious behaviors

Archetypes

Collective Intelligence… Collective Unconsciousness

EMERGING STEP®
Live your challenges!

The psyche, according to psychoanalysis



Representation of the structure of the psyche:

1. The Me
2. The consciousness
3. The personal unconsciousness
4. Collective unconsciousness
5. The part of the collective unconsciousness that cannot be known, the “archaic unconsciousness.”

Two important keys to any psychometric evaluation:

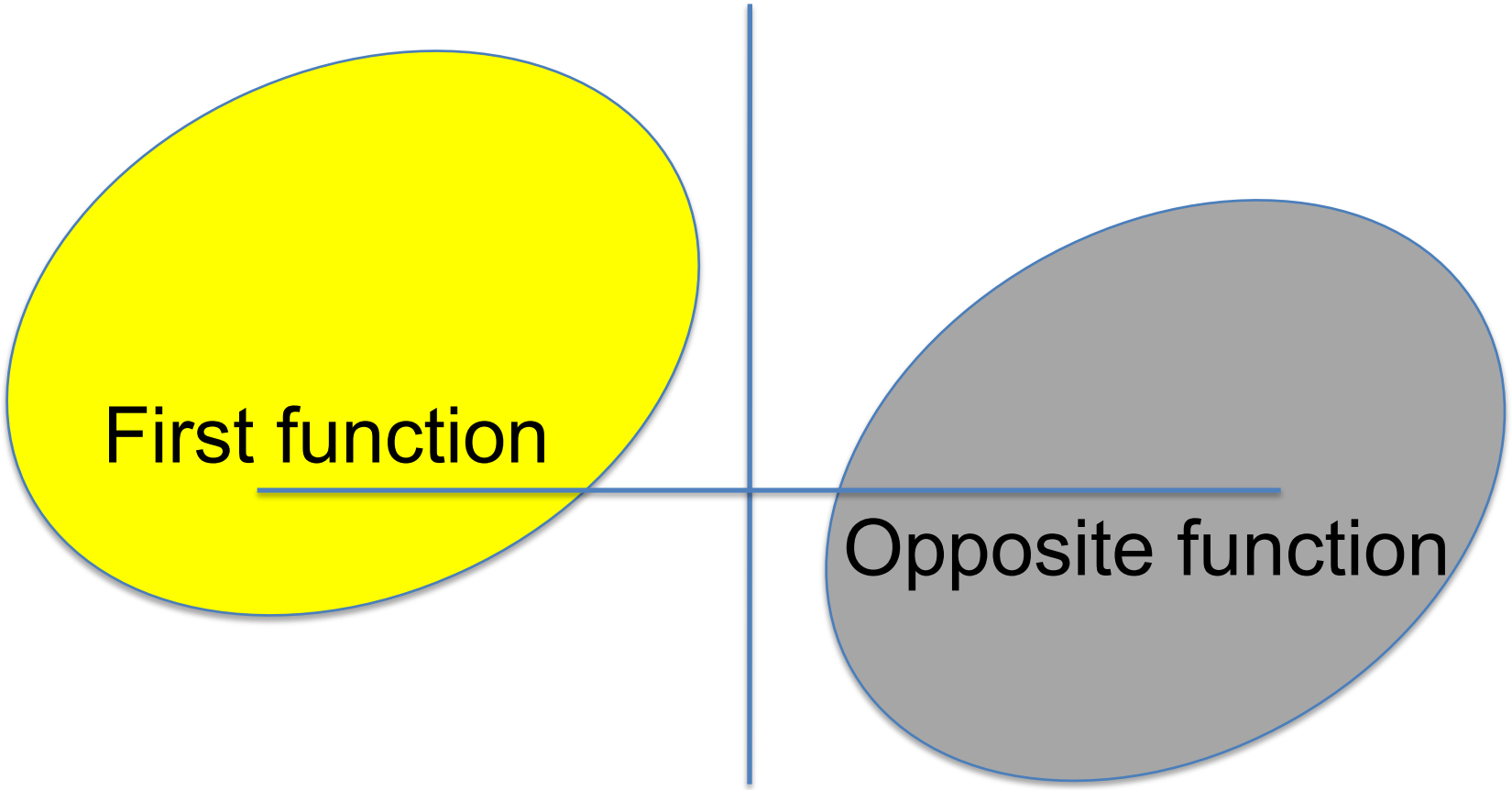
Fidelity

Validation

EMERGING STEP®
Live your challenges!

What MBTI describes

Dominant function



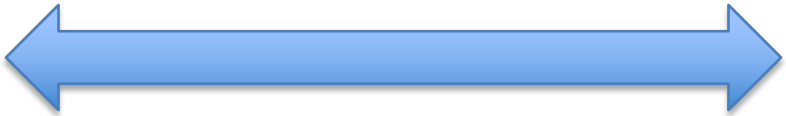
Underlying function

EMERGING STEP®
Live your challenges!

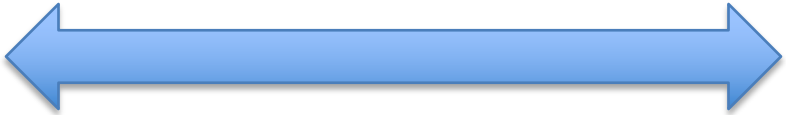
MBTI

4 fundamental dimensions

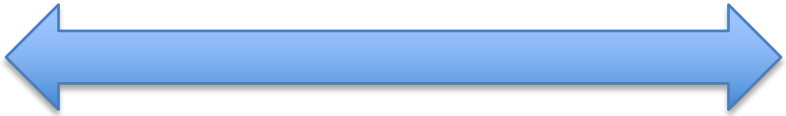
Where do you get your energy from?

Extraversion  **Intraversion**

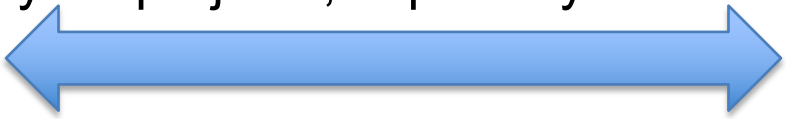
What type of information do you pay most attention to?

Sensation  **Intuition** (N)

How do you prefer to process information and make decisions?

Thinking  **Feeling**

How do you manage your projects, especially in terms of deadlines?

Judgment  **Perception**

EMERGING STEP®
Live your challenges!

The potential for conflict between judgement and perception

Judgment (*for MBTI, **not** what is right or wrong, but **discernment**, or distinguishing between what is accepted as valid… and what is not*)

An individual who scores strongly in judgment requires a coherent structure and an orderly process. Once a project is finished, we must not call it into question. That is a Pandora Box of doubt and second-guessing!

Perception (for MBTI, an individual perceives a problem in its globality, and one good idea easily leads to another. They do not understand why different aspects of a problem should be considered as separate entities. They see how different pieces of a puzzle fit together. They perceive it as a system.)

These individuals typically take time to become inspired by the problem, then they work in a rush to seek innovative solutions, many of them, and all at once! They destabilize their colleagues because they want to add their innovative ideas to what has been already considered as finished.

EMERGING STEP®
Live your challenges!

OCEAN, or the Big 5:

a psychometric reference, *not* a tool

(O) Open-minded to experiences – appreciating artistic expression, strong sensations, adventures, non-conformist thinking, curiosity and imagination.

(C) Conscientious – self-disciplined, goal-oriented, respecting obligations, organization rather than spontaneity

(E) Extraversion – energy, tendency to seek stimulation and the social-interaction with others.

(A) Agreeability – measuring cooperative attitudes rather than suspicion, even anti-social behavior towards others.

(N) Neurotic – measuring emotional stability: potential vulnerability to anger, worry, depression.

EMERGING STEP®
Live your challenges!

Ned Hermann, 4 spheres of the brain

Director of management training at General Electric, he studied Sperry's research (Left / Right hemisphere) as well as McLean's 3 brains theory.

He developed and validated **Hermann Brain Dominance Instrument** (HBDI), **an instrument to measure a person's preferred way of thinking**.

The profile is a **metaphor of preferences** for thinking of an individual as it relates to 4 quadrants of human intelligence.

A **dominant** is a starting base, *a point of reference*, like with a compass. *We are – of course! – more than able to explore other behaviors.*

EMERGING STEP®

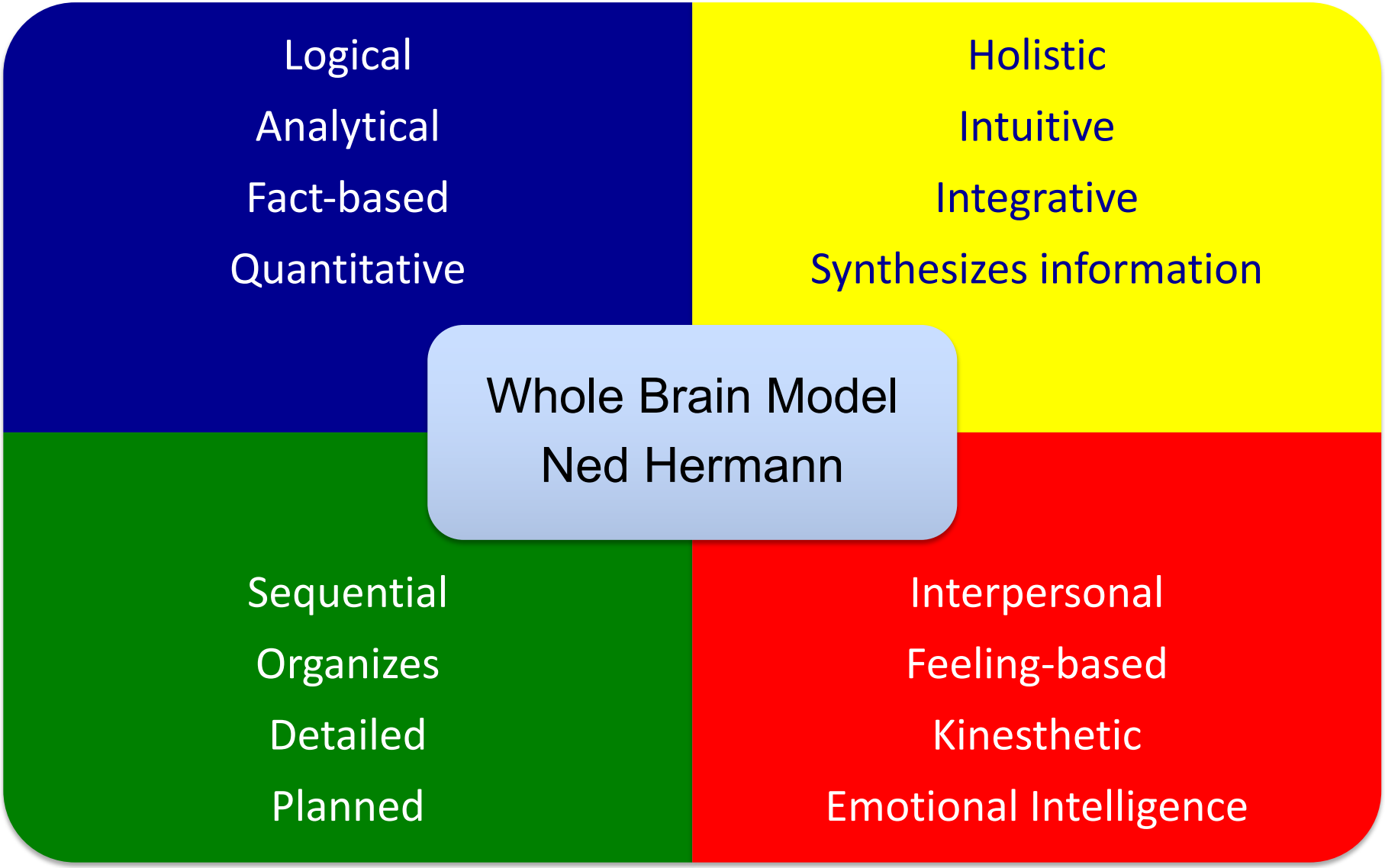
Live your challenges!

Classification according to Herrmann

Left brain, cortical	Right brain, cortical
Left brain, limbic	Right brain limbic

EMERGING STEP®

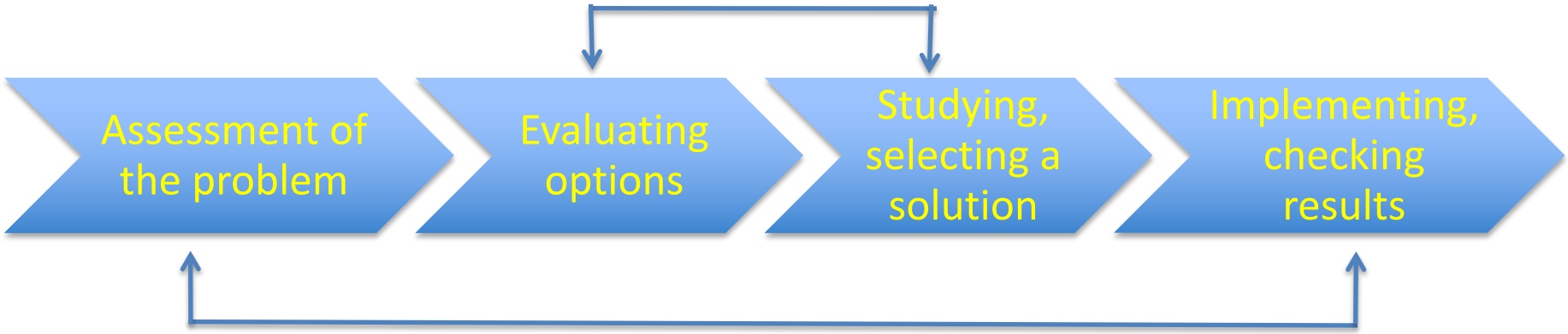
Live your challenges!



EMERGING STEP®
Live your challenges!

How our brains perceive problem-solving

Right-brain dominance



Left-brain dominance

EMERGING STEP®
Live your challenges!

How we might react when we encounter a problem

It's in conflict with our logic Incoherent Complicated Defective A contradiction…	A gap between a future vision and current reality A challenge An enigma A paradox A creative game
Disturbs the order in our lives Danger Confusion	A misunderstanding in our interpersonal relationships: Hostility A conflict…

EMERGING STEP®
Live your challenges!

Reflex questions we may have when there is a problem

Collect and analyze facts and figures How often? How important is this data? What are the consequences? How much? Can we score it, rank it, create a weighting, a scale?	Define issues and final outcomes What are we aiming for? Our future vision? Project the ideal solution Use a creative game approach…
Take practical aspects into account: Where and when? What ways and means? Which methods? What schedule?	Consider human relationships and motivations: Who is concerned? Who is the final decider? Who will you work with? Who will you compete against?

EMERGING STEP®
Live your challenges!

How we seek solutions

We analyze feasibility We set specifications Use a matrix for a logical search	We use drawings and diagrams Generate associations Metaphors, “It’s like…” Find out what’s already been “discovered”
We capture and list solutions as soon as we have them We need to focus on planning We assess and manage available resources	We want to create a favorable climate for fresh thinking No censoring of others We need a constant flow of ideas

EMERGING STEP®
Live your challenges!

What we focus on as we implement solutions

Resolve logical contradictions Divide issue into incremental parts Impose more control, define limits Establish intellectual coherence Is the solution SMART? Simplify a complicated situation	Is it future-oriented? Will it meet the challenge? Is it coherent with long-term goals? Innovative, different and creative Audacious…
Really applicable? A need for inherent order Time management It eliminates a threat Need to state who does what, when, where and how	Does it establish good relationships? Eliminate misunderstanding? Teamwork Improves communication Respect people Does it resolve a conflict?

EMERGING STEP®

Live your challenges!

Exercises

Our fundamental needs

Criteria for motivation

Functional mechanisms we constantly express

EMERGING STEP®
Live your challenges!

Our fundamental needs

Left Brain, Cortical **We seek rational coherence** Decision-making Acquiring facts, data	**Right brain, Cortical** **We seek novelty, how to invent new solutions** Acquiring insights Being recognized
Left Brain, Limbic **A practical sense of security, knowing we have a plan** How can we reach results?	**Right brain, Limbic** **Emotional, relational security** Appreciated Being accepted Feeling loved

EMERGING STEP®
Live your challenges!

Criteria of motivation

Facts, financial data, rational thinking, performance	Fantasy, risk, innovation, pleasure, aesthetics
De-motivation	
Wasting time	Routine
Risk	Conflict
Protection, organization, prudence, financial well-being, planning, reliability	Social interaction, sentiments, sensibility

EMERGING STEP®
Live your challenges!

Fundamental mechanisms we constantly express

Re-analyzing incoherent elements Gathering facts Deep focus on technical details Taking constraints into account	Seeing new possibilities Resolving problems intuitively Relating one argument to another
Developing processes Envisioning projects in terms of scheduling, budgets Going all the way to the end of a process	Persuading others, reconciling contradictions Perception of relational difficulties Considering values

EMERGING STEP®

Live your challenges!

Our perception of time

Accounting for time as a benchmark Present: more focused on measuring, calculating in terms of performance Seeking existing models, norms, standards	Playing with deadlines Future Seeking innovation
Planning and structuring our time Present: here and now What are we going to do next? When will we finish?	Devoting all our time to a particular goal Past: we try to return to a time when there was perceived balance