**T2.B1 Effective Interaction within your Research Team**

**Preparation Part Two**

1. Read the theory about the Emotional Bank Account (pg. 2 - 5).
2. Answer these questions:
3. Describe one specific example of a deposit you made in your working environment.
4. Describe one specific example of a deposit you received from someone in your working environment.
5. What kind (of the six categories) of deposits are these?
6. What happens to you when someone makes a withdrawal?
7. Take home material: Read the theory about Proactivity (pg. 6 - 8).

**The Emotional Bank Account**

(from independence to interdependence)

We use the bank account as a metaphor for the emotional relationships we maintain. Like a real bank account, we work with deposits and withdrawals. You withdraw money from the bank, you put money into the bank, build reserves and it is likely that every now and then you have an overdraft. You can look at the relationship between you and other people as a bank account, an emotional bank account. Like a regular bank account, withdrawals and deposits are made. You can be in debt with another person, another person may be in debt with you, and you may have reserves with each other.

An emotional bank account reflects the degree of trust in the relationship. If someone makes a deposit in your emotional bank account, for example by being honest and kind and keeping promises, then this person builds a reserve with you. The confidence you have in the other grows. He/she can even be in debt with you, and because there is an emotional reserve, they have credit with you. If the trust between two people is secure, they deal respectfully with their own needs as well as with those of the other. The contact is easy, direct and effective.

The opposite happens when there is no depositing and only withdrawals are made from each other's emotional bank account. If someone shows no respect to you, is blunt, overbearing, and fickle, ignores you, violates your trust or is authoritative, that is a big drain on your emotional bank account. Your trust disappears. You, too, can be in debt with another person in the same way. You will become suspicious, weighing every word carefully. There is tension. You will seek cover and plan strategies rather than being open to your own needs and those of others.

All relationships require, more or less, regular deposits. An example from private life: as a parent when you only give your child commands, mumble to him and do very few things together, then you only make withdrawals on his emotional bank account.  Your children will then not take you into their confidence when it really counts. Without noticing, you withdrew more than you deposited. You are in debt.

It is possible to be in debt with colleagues, customers, or a relation in your network. A difficult position to be in because once you are in debt, there are no quick fixes. Restoring a relationship takes time, as does building a relationship. If you are impatient in the recovery phase, you can undo all your deposits at one go and will need to start over again. If your deposits are sincere and regular, then the negative balance will diminish. The relationship slowly recovers.

**Making deposits**

**Deposit 1: Understanding the individual**

Really trying to understand the other in his needs is one of the most important deposits you can make. You do not know what a deposit from you to the other means if you do not understand him. What is a deposit to you (talk to someone about something, help someone), the other could perceive very different. If it is not responding to his personal needs, he can even see it as a withdrawal.Likewise, it may be that what is a minor detail for you, for the other this is very important. You may be working hard with something that has your priority, while your colleague calls your attention to something you find silly. You invest a lot if at that moment you give attention to what is important to him.If you project your own life on the other ("I've been there, if I were you then ..."), usually this is a withdrawal. You react from your own story, without knowing whether the other person needs it. You expect that you actually are helping the other with your story, but if it does not reflect the needs of the other, then it will be perceived as a withdrawal. Treat others, as you want to be treated yourself, so respectfully. In addition, take time to understand the other, as you sometimes need time to be understood.



**Deposit 2: Attending to the little things**

A small gesture, a kind word, they may be important deposits. In relationships, small things are big. Rudeness, unkindness, disrespect, making a cynical joke in the end, these are attacks on the emotional bank account. Each person is sensitive to kindness and to small details. Age, experience and training do not matter. Behind an armored harness, there are often hidden feelings of tenderness. A gesture, a cup of coffee, a nod at the right moment, this is so very important.

**Deposit 3: Keeping commitments**

Keeping commitments is a big deposit, breaking commitments is a big withdrawal. Most likely, you lose most credit if you break a promise that is important to the other. Next time you make a promise, he/she will not believe you anymore. If you have a habit of keeping commitments, you are trustworthy. People around you know they can believe you on your word. They will therefore take your advice more seriously

**Deposit 4: Clarifying expectations**

Vague, conflicting or unspoken expectations regarding tasks, roles, conduct and goals are the cause of many problems. Misunderstandings happen all the time: who puts out the garbage, who

informs whom, who helps the new employee, or how much time does one spend on an assignment, etc. This applies both at work and in other relationships. Since we generally do our best to do things well, you feel misunderstood, frustrated or angry when it appears that you didn’t meet that unspoken or vague expectation of the other. Especially if you are summoned for it. Pronouncing and sharing needs and expectations are important deposits. If expectations are met, confidence grows. Thus, you are investing in the emotional bank account.

**Deposit 5: Showing personal integrity**

If you act on what you say and live in truth, you can be trusted and you show integrity. Without integrity, you can’t really build a credit with someone. You can try to understand the other, pay attention to details, keep promises, meet expectations, but if you are double-minded, you will definitely not build a reserve of trust. If you show integrity, you act on what you say. You live in harmony with yourself and with your environment.

To be loyal to someone who isn’t present, is showing integrity. Gossiping creates distrust among those who are present. Out of concern for the other, you might be confidential to a third party, about something that you were told in trust. It seems a deposit, but it is a withdrawal. You can’t build trust through violating the trust of the other.  
It takes courage to show integrity in a culture where there is sneaking criticism and gossip. Still, if you are honest, not reproachful but courageous, when you say what you have to say, then you build up trust. Building trust is more important than being loved. A simple starting point to test your own integrity: Treat others, as I want to be treated myself.

**Deposit 6: Apologizing sincerely when you make a withdrawal**

When you make a withdrawal from someone’s emotional bank account, you need to apologize sincerely. "That was wrong of me”, "I showed no respect for you", "I never should have done that, I'm sorry", such sincere words are large deposits. You need a strong personality to apologize yourself sincerely. People with little inner security are often afraid to offer their apologies. They fear that they give the impression they are weak, and that others may make abuse of them. Then they only apologize formally, which of course doesn’t work.

An Eastern wisdom says, "If you bend, bend deep”. Only a sincere apology can be a deposit. Apologies that aren’t sincere and are given too easily become withdrawals. One will always make mistakes, and it is hard to admit. Yet, people are forgiving if a mistake is based on an incorrect assumption. However, they will charge you for it, if your intentions are not true or if you try to justify your mistake.

**EXPLORING YOUR EMOTIONAL BANK ACCOUNT**

**Deposit 1: Understanding the individual**

How do you listen to the other? Are you interested in what the other person is saying? Are you occupied with your own story? Think of two recent situations: one where you really were interested in the needs of the other and one where you pretended that you were interested. How did you do that?

**Deposit 2: Attending to the little things**  
Do you pay attention to the details? When do you, and when not? Do you know that other side of you: bone, cynical, unfriendly? In what situations does it happen to you the most? When was the last time?

**Deposit 3: Keeping commitments**  
Do you keep your commitments? Does this differ from the one to the other, or the situation? Think of two situations in the past month.

**Deposit 4: Clarifying expectations**  
Do you recognize this deposit? Where in your life, work or private, does this currently play a role? Where and with whom are you unclear and/or are you playing vague expectations? What can you do to improve this? What can obstruct you to do this?

**Deposit 5: Showing personal integrity**  
How do you deal with gossip and confidential information? In what situations, with which people, does it happen to you that you're not showing integrity? Choose a situation where you were gossiping. Imagine that in that situation you would show integrity. How would you be? What could obstruct you to do this?

**Deposit 6: Apologizing sincerely when you make a withdrawal**  
Can you think of a situation where you made ​​a sincere apology? How did you experience this? Can you think of a situation where you didn’t do this sincerely? How did you experience this?

**Habit 1**

**Be Proactive**

“Be Proactive” is habit #1 from Steven Covey’s *The 7 Habits of Highly Effective People*. Being proactive means taking conscious control over your life, setting goals and working to achieve them. Instead of reacting to events and waiting for opportunities, you go out and create your own events and opportunities.

Being proactive means that instead of merely reacting to events as they happen, you consciously engineer your own events.

Most people think reactively. And reacting to certain events is all well and good. But it becomes a problem when that’s all there is to a person’s life — nothing more than instinctively reacting to stimuli.

Steven Covey points out that there’s a gap between stimulus and response, and within that gap lies the potential for us to choose our response. Four special human endowments give us this power:

1. **Self-awareness** – the understanding that you do have a choice between stimulus and response. If someone insults you, you can choose not to become angry. If you are offered a donut, you can choose not to eat it.
2. **Conscience** – the ability to consult your inner compass to decide what is right for you. You can make decisions based on unchanging principles, regardless of what is socially favoured at the moment.
3. **Creative Imagination** – the ability to visualize alternative responses. By using your imagination, you can mentally generate and evaluate different options.
4. **Independent Will** – You have the freedom to choose your own unique response. You aren’t forced to conform to what others expect from you.

A lack of proactivity can often be traced to a weakness in one of these four human endowments. Maybe you’re spending too much time in a state of low consciousness and never reaching the level of awareness necessary to make proactive life decisions. Perhaps your conscience has become muddled by societal conditioning, so you aren’t even sure what you want from life; when something doesn’t feel right to you, you look to others to decide how you should feel about it. Maybe you aren’t taking the time to visualize alternatives. Or perhaps your independent will is being restricted by the pressure to conform to others’ expectations.

It can be argued that on some level, we’re always reacting to events, either external or internal. The difference between proactivity and reactivity can then be viewed in terms of what degree of “mental processing” occurs during the gap between stimulus and response. A proactive person will apply the four human endowments to choose a response (or to choose no response at all). But even more than that, a proactive person will invest the time to make conscious life choices and follow through on them.

Reactive people tend to be out of touch with their core values. Instead of running their lives based on unchanging core principles, they pick up temporary values from others around them. If no special opportunities come their way, they’ll stay at the same job year after year as long as it’s semi-satisfying. If most of their friends exercise, they probably will too; otherwise, they probably won’t. They go with the flow of the people and circumstances that surround them, but they don’t direct the flow. Their lives are largely out of their direct conscious control; they tend to only exert their human endowments when they absolutely must, such as if they get laid off unexpectedly (and even then it’s often to a minimal degree). But when things are pretty good, life is mostly on autopilot.

Proactive people, on the other hand, are aware of their core values. They consciously make key decisions based on those values. They create their own opportunities and direct the flow of their own lives. Even when things are pretty good, they’re still making conscious choices. Sometimes that means maintaining the status quo, while other times it means changing directions. Sometimes their values will align well with what’s socially popular; other times they won’t. Proactive people will take actions that often seem mysterious to reactive people. They may suddenly quit their job to start a new business, even though everything seemed to be going well for them. They’ll often start new projects or activities “out of the blue” when it seems like there’s no externally motivated reason to do so. A proactive person will still pay attention to external events, but they’ll pilot themselves to their desired destination regardless of those events.

If a reactive person were to captain a ship, the ship would flow with the currents. This person would be preoccupied with studying the currents, trying to predict where the ship will end up as a function of the currents. If the currents are good, this person is happy. If the currents are poor, this person feels stressed. On occasion this person might attempt to set a destination, and if the currents are good, the ship will arrive. But if the currents are poor, this person will bemoan them and give up the destination for an easier one.

If a proactive person were to captain a ship, however, the ship would go wherever the captain wanted it to go. This captain would still note the currents, but they’d merely be used for navigational purposes. Sometimes the ship would flow with the currents; other times it would steam against them. It matters little whether the currents are good or not; this captain will reach the intended destination regardless of the currents. The currents can only control the time of arrival and the exact path from starting point to final destination. But the currents have no power to dictate the final destination; that is entirely the captain’s choice.

Some examples of reactive [proactive] language:

* Where is the industry going? [Where shall I go next, and how will I get there?]
* I don’t have time to exercise. [How shall I make time to exercise?]
* How much money can I expect to make if I do X? [How much money do I want to make, and what will I do to earn it?]
* I’ll try it and see what happens. [I'll do it.]
* I’m too tired. [What can I do to increase my energy?]
* I’ve never been very good at math. [How can I improve my math skills and enjoy the process?]
* Nothing really inspires me. [What would I tackle if I knew I couldn't fail?]
* What is the meaning of life? [What is the meaning I wish to give to my life?]

Taking the pulse of others is a big concern for reactive people. They usually want to work at a “stable” job in a “good” industry, and they see themselves at the mercy of market conditions. If they manage to start a new business, it’s because they know lots of others who are already doing so, and they want to join the pack. They want to know what products and services seem to be doing well, so they can do something similar. If they fail, it’s because the industry isn’t doing well, or there’s too much competition, or because of some oft-cited external luck factor.

Do you think that anything that happens “out there” will determine how successful you’ll be in your endeavours? Not if you’re proactive. If you’re proactive, external events can only affect your time of arrival and the exact path you take to your goal. But they cannot dictate your goal for you. Proactive people still get knocked around by the currents at times, but they’ll just keep readjusting their course to retarget their goals, goals which are ultimately attainable by their own efforts.

Of course everyone has a mixture of both proactivity and reactivity. Pure examples of the two extremes are rare. You may find that you’re extremely proactive in one area, while letting other parts of your life slip into unconscious autopilot. So take the time to use your human endowments of self-awareness, conscience, creative imagination, and independent will to shine a light on those neglected areas of your life and consciously choose to get things moving. If you don’t like where the currents are taking you, then change course. Don’t wait for an opportunity to arrive; engineer your own. The reactive people in your life will often throw a fit when you do this, so let them, and exercise your independent will anyway. Even when everyone around you seems to be reactive, you can still be proactive. Initially that will probably feel like swimming against the currents, but if the currents of your life are leading in the wrong direction anyway, that’s a good thing.

Although “going with the flow” is often considered a wise admonition, the level of wisdom in this advice depends on where that flow is going. For example: in the USA going with the flow of our current state of health means becoming overweight or obese, living a sedentary exercise-free lifestyle, and then dying of either heart disease or cancer. Going with the flow financially means gradually sinking into debt and then dying broke. Going with the flow of our marriages means getting divorced (67% of Americans who were married in 1990 can ultimately expect to divorce, sources = Daniel Goleman’s *Emotional Intelligence* and John Gottman’s *What Predicts Divorce*). Going with the flow of our educational practices means never reading another nonfiction book after high school. Going with the flow of our environmental practices means … believe me, you don’t even want to go there.

If you wish to live an extraordinary life, you often have to go against the flow that everyone else seems to be following. You can choose not to be one of the “XXX billions served.” In a way you’re switching over to being guiding by the flow of your own self-awareness and consciousness. You tune into your inner flow instead of being dragged along by the flow of external stimuli. Sure you may win the lottery or receive a big inheritance, but most likely you won’t just flow into wealth… or health… or fulfilment. You have to consciously choose these things and then follow up with committed action.

Where is the flow of your life taking you? If you continue flowing along with the currents of your life as they are now, where will you end up? And what will you never experience because those currents just don’t stop at certain destinations? How can you exercise your proactivity and your human endowments to direct the course of your life (regardless of the currents), so that you intentionally create the kind of life you want instead of just drifting along?

Proactivity has many names. Tony Robbins refers to it as *using your Personal Power*. Brian Tracy states, “Those who don’t set goals for themselves are forever doomed to work to achieve the goals of others.” Denis Waitley juxtaposes *winners make it happen* vs. *losers let it happen*. Dr. Wayne Dyer refers to the proactive as *no-limit people*. Roger Dawson calls them *achievers*. Barbara Marx Hubbard labels them *cocreators*. David Allen uses the terms *ready for anything* and having a *mind like water*. The exact terms aren’t important. What matters is making the decision to start consciously directing your own life instead of being pushed along by external currents.

*taken from www.stevepavlina.com (2013)*