EVE Leadership Program
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Leaders in Conflict as the Eye of the Storm

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How to be a leader in conflict situations?
• **Eye of a storm** = “The region at the center of a hurricane about which the winds rotate, but which itself is relatively calm”

• **Note**: Figuratively, the eye of a hurricane is the quiet center of a dispute or controversy.”


Let us look at leaders in a dispute, who must work there…

Eye of Winter Storm Nemo, 2013
PLAN

1. The Eye in the Storm?
   – Step Back → A Double Shift: “E²”

2. Seeing in the Storm?
   – Accompanying the double shift
   – Detect emotions … early … accurately
PART I: THE EYE IN THE STORM?
Fundamental Advice:

(1) Step Back

- In the middle of a storm,
  - Do not react, do not speak
- Rather, your first move is to...
  - SHIFT TO EMPATHY
  - Listen purposefully
  - Decide to be all ears
  - Receive what they say
  - Become the calm center of attention
Fundamental Advice:
(2) Improve Listening Skills

- Enhance verbal understanding
- Consider different listening styles:
  - Distracted
  - Unemotional
  - Reactive
  - Benevolent
Fundamental Advice:
(3) Practice Active Listening

- Do not assume verbal understanding
  - Check understanding
  - Go the extra mile to ensure you get what the other says
  - Demonstrate understanding

- Restate what you hear: “loop”
  - Facts
  - Opinions

- Inquire about the storm: be curious, explore

- Get other’s validation and close active listening
Do not simply listen through your head

Listen through your heart
Advanced Advice: (1) Step Back Mindfully

• In a storm, step back:
  – Be totally there
  – Shift to **full empathy**: let the winds rotate around you
  – Pay attention to **all the signals** people send to you: including what they say **beyond words**

• Decide to perceive more broadly:
  – Mobilize **more than one sense**
  – At least: **listen & look** (L², Houston & Alii, 2013)
  – Be all eyes and ears (E²)
E² → L²

EARS

EYES

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Advanced Advice: (2) Improve Perceiving Skills

- Enhance NON verbal understanding
  - A party to a conflict is more than words
  - You as a leader or mediator are more than ears

- Explore the forest beyond the tree:
  - Facts
  - Opinions
  - But also Emotions

- Humans communicate most emotions NON VERBALLY
Why Do Emotions Matter?

“Emotions are a process, a particular kind of automatic appraisal influenced by our evolutionary and personal past, in which we sense that something important to our welfare is occurring”

PAUL EKMAN

EMOTIONS REVEALED:
RECOGNIZING FACE AND FEELINGS
TO IMPROVE COMMUNICATION AND EMOTIONAL LIFE
2003, P. 13
Advanced Advice:
(3) Practice Active Perceiving

• Add **NON verbal communication** to your perception repertoire
  • “7% rule” (Mehrabian)

• Go the “extra mile” in restating all you perceive

• **Practice active perceiving or sensing**
  • Develop your capacity to grasp more stimuli
  • Make hypotheses, not assumptions
  • Test your hypotheses
Active Perceiving: A Complimentary Approach

Other Active Sensing
(Lempereur & Willer, 2016)

Active Listening
(Rogers & Farson, 1987)
Potential Benefits of Active Perceiving/Sensing

- Access **deeper motivations**, underlying interests
- **Hypothesize** what people transmit beyond words
- Increase **emotional awareness** and **primal leadership** (Goleman, 2005)
- Grow your **EQ** and not simply your **IQ**
  - Do not simply rely on logical and verbal intelligence (IQ)
  - Encourage other **forms of intelligence**, like intra- and inter-personal intelligence (Gardner, 2006)
- Strengthen **connection** between mediator/leader and parties
PART II: SEE IN THE STORM?
# How to Support Active Sensing / Perceiving?

## Address 3 Challenges about Emotions

1. Lack of **detection**
2. Late detection
3. Incorrect identification

## Pursue 3 Goals in Active Perception

1. Detect emotions
2. Detect them **early**
3. Detect them **accurately**
Goal #1: Detect Emotions through the Non Verbal

• Some **emotions are universal** across cultures
  • They generate **physical and chemical reactions** that help us handle whatever has sparked the emotions
  • They are revealed **through many non verbal cues**: facial expression, body gesture, tone of the voice, etc.

• **Display rules** are different across cultures

• **Practice** helps get better at detecting emotions
  • Stronger emotions are easier to detect
  • **Macro-expressions** easier than **Micro-expressions**
WHAT TO LOOK FOR?
Be Aware of the 7 Subfields of Nonverbal Communication

1) *Components of speech* that modify the meaning of words → Para-linguistics

2) *Spatial* separation between individuals and how it relates to environmental and cultural factors → Proxemics

3) *Movement*, gestures, stance, posture to communicate with others → Kinesics

4) *Eye* behavior → Oculessics

5) *Physical appearance* & surrounding environment → Appearance

6) Study of *time* & how we relate to time → Chronemics

7) Communication through *touch* → Haptics
Map Non Verbal Communication

Proxemics
- Vertical Distance
- Horizontal Distance

Paralinguistics
- Pitch
- Inflection
- Volume
- Quality
- Rhythm
- Speed (Rate)
- Intensity

Kinesics
- Posture
- Facial Expressions
- Micro
- Macro
- Emblems
- Gestures
- Illustrators
- Affect Displays
- Regulators
- Adaptors
- Eye Behaviour

Haptics
- Licking, Picking, Holding, Scratching
- Touch Gestures (ex: kissing, hugging)

Chronemics
- Time

Appearance
- Clothing
- Adornments

Personal Grooming
- Frequency
- Blink Rate
- Fixation
- Pupil Dilation
- Eye Contact

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Goal #2: Detect emotions early

Get the different layers/levels of emotions in a timely manner

• Not only **patent** displays
  – Clear, evident expressions of emotion that are easy to spot (ex: pounding fists and yelling)

• But also **latent** displays
  – Subtle/hidden/soft expressions of emotion (before outbursts)
Grasp the Timeline of Emotions

Too late!!!!

Too late?

Note the presence of emotion here

Rage
Anger
Frustration
Upset
Discomfort
Goal #3: Detect Emotions Accurately

- Learn to decipher the “right” emotions
  - Learn to identify universal expressions of emotions
  - Some emotions are harder to distinguish
    - Anger or contempt
    - Surprise or fear
    - Mixed emotions
- We try to mask emotions, but we leak them through micro-expression
- Practice helps get better at it
  - Macrofacial expressions are easier to spot
  - Microfacial expressions are harder to identify
Advantages of Spotting Emotions Early and Accurately?

It expands my options as mediator/leader:

- Put people first, separate people from problems
- Perceive / recognize people in their complexity
- Acknowledge emotions in a timely fashion, rather than “too” late
- Face the paradox of emotions: we need more or less emotions

<table>
<thead>
<tr>
<th>Let us have MORE: CATALYST OF EMOTIONS</th>
<th>Let us have LESS: MITIGATOR OF EMOTIONS</th>
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</thead>
<tbody>
<tr>
<td>Bring emotions to the surface</td>
<td>Prevent emotional outbursts</td>
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<tr>
<td>Get the real stuff out, let us have it</td>
<td>Not let situation get out of hands</td>
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<tr>
<td>Make / test hypotheses</td>
<td>Mitigate risks of escalation</td>
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<tr>
<td>Understand underlying motivations</td>
<td>Suggest separate meeting (caucus)</td>
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→ SITUATIONAL LEADERSHIP
*HUMILITY*

⚠️⚠️ Proceed with Caution… ⚠️⚠️

- Learning the nonverbal = learning a new language
- We make many mistakes at the beginning
- Continuous inquiry and feedback remain necessary to test hypotheses and question assumptions

Knowing better what someone is feeling does NOT mean knowing what they are thinking!
SUMMARY: LEADERS/MEDIATORS AS THE EYE OF A STORM

First Shift in Conflict: OPEN YOUR EARS
1. Step back and do not react
2. Improve listening skills (verbal)
3. Practice active listening

Second Shift in Conflict: OPEN YOUR EYES
1. Step back mindfully
2. Improve perceiving skills (non-verbal)
3. Practice active perceiving

Third Shift in Conflict: ... TO EMOTIONS
1. Detect emotions
2. Early
3. Accurately

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Thanks for listening ... and looking