

Jemstone Tidbits



HARROGATE CIPD

If you are going to the CIPD Harrogate Conference, be sure to catch the session on competent jerks, lovable fools and the formation of social networks, being chaired by Sarah Lewis

THE AI BOOK

Sarah Lewis with colleagues at the OPM has been commissioned by Kogan Page to produce an easy to read and understand book on Appreciative Inquiry and associated organisational change methodologies.

The text will be available next year and it would be great to hear about any advance interest.

It is anticipated the text will be about £25 and will contain case studies as well as chapters on its history, what it is, how to do it, and facilitation tips. If you would like to be on waiting list for advance copies, please contact

sarahlewis@jemstoneconsultancy.co.uk

heading your email 'AI Book'



Horsing around to change behaviour

The first group to experience our Management Development with Horses were delighted with the experience

'I was amazed how Sarah used horses to simplify the different ways that we have to watch for changes in behavior and to act quickly on these observations. There are so many lessons to be learned working with the animals that can be related to the workplace.'

We are now looking for our next group of managers to benefit from this fun, safe and different learning experience. If you are interested in learning more about this one day workshop, please contact us.

ABP Conference a great success!

The 6th Annual Association of Business Psychologists conference was a great success, some of the highlights included

- Red Zebra demonstrating the power of shared experience and collective endeavour through percussion music - affecting mind, spirit and body
- Heather White's icebreaking session turning stalkers and chasers into skilled net workers
- Peter Saville drawing on a lifetime's experience to demolish the many claims of personality psychology
- Freudian Sip cocktails
- Raising over £1,000 for the Whizzkids charity
- Realising the importance of rule based communication in safety critical industries and the challenges of getting people to follow rules
- Hearing from Richard Stevens from the Making Slough Happy programme about some of the behind the scenes impact their programme had on people's lives

The conference was rated as excellent or very good by everyone who attended. If you are thinking of attending next year you are advised to book early, and save money

What good are positive emotions?

Emotions can be conceptualised as short-lived experiences that produce co-ordinated change in people's thoughts, actions and physiological responses; that is, when we feel a certain way, we are more or less inclined and prepared to act a certain way. With negative emotions some of the thought-action-physiological responses are well documented e.g. the fight/flight response. When we experience strong negative emotions our perceptual field and our range of thought-action repertoires narrows. Essentially this works to increase our chances of survival in win/lose situations: negative emotions can be seen as a way of signalling that we are in a win/lose situation. But what about positive emotions?

The Broaden and Build theory of positive emotions

Fredrickson suggests that when we experience positive emotion our repertoire of thought-action responses, and our scope of attention, broaden rather than narrow. This means

- we become more playful, exploratory, integrative
- we have an increased preference for variety
- we have access a bigger range of behaviour
- we become are more able intellectually to deal with complexity and diversity
- we can cope better with chronic stress

This behaviour in turn allows us to build our resources such as

- physical resources e.g. skills and our health
- social resources e.g. friendships and social support networks
- intellectual resources such as knowledge, understanding of others, intellectual complexity
- psychological resources e.g. optimism, creativity, resilience

These outcomes are durable, persisting after the transitory emotional state. The resources, built while we are feeling good, are available to us in times of adversity. Feeling good indicates to us that we are in a win/win situation.

The message for managers?

It's good for your people to feel good, and it's good for your organisation's ability to be creative, innovative, flexible, communicative, deal with stress, think outside the box, and to look beyond the obvious.. What have you done today to help someone experience a burst of positive emotion?

From: Fredrickson B and Branigan C (2005) Positive emotions broaden the scope of attention and thought-action repertoires. Cognition and emotion 19(3) 313-332

I know, I just can't explain

Ever had that feeling that something didn't fit, wasn't right, was fishy, but been unable to explain why, or explain how you know? Then you may have been experiencing 'fast and frugal' processing.

Fast and frugal processing happens below the level of cognitive consciousness, in the blink of an eye. Gladwell has collected numerous examples of people who knew before they knew, that something wasn't right. The fireman who suddenly knew he had to get his people out of the burning building *right now*. The experts who knew the authenticated ancient statue wasn't genuine, but couldn't explain why. The gamblers who behaved as if one pack of cards was the better bet, before they knew there was a difference and so on.

Organisations find this hard to deal with - if we are going to stop a big investment project it can't be because our Finance Director just doesn't feel right about it, or can it? Do you have an organisational story of where paying attention to an expert's 'fast and frugal' processing saved the organisation from a costly mistake? Do send them in and we'll share them next time.

Reference: Gladwell M (2005) Blink, the power of thinking without thinking. Penguin

FEEL THE HEAT!

This fantastic limited edition print that evokes a child's perfect sea-side summer day is available at the special Jemstone discount price of £250 (unframed). Gallery price approx. £350. Contact Stewart Smith 020 8305 1862 to view or for any further information



JEMSTONE CONSULTANCY

Managing Director
Sarah Lewis

Phone
020 8293 0017

Fax
020 8293 4530

Email
sarahlewis@jemstoneconsultancy.co.uk

Website
jemstoneconsultancy.co.uk

Address
8 Bellot Gardens
Greenwich
London

To subscribe to this free newsletter, visit the website and press the 'subscribe to newsletter' button or email me requesting 'Add JT'