



 HeartMath®

Emotional Intelligence for Executives





What is Emotional Intelligence?

In his groundbreaking 1995 book, *Emotional Intelligence*, researcher Daniel Goleman reported on compelling breakthroughs from the fields of neuroscience and business. His research showed that success in life is based more on our ability to be aware of and able to manage our emotions than on our intellectual capabilities. This created a mini-revolution in how organizations think about leadership and how people think about success.

A simple definition of emotional intelligence is the collection of emotional skills we need to manage our relationships and ourselves. Goleman and other researchers have now demonstrated conclusively that corporate and health care leaders who excel in emotional intelligence skills achieve not only superior business results, but also have higher levels of personal fulfillment and increased well-being. Research at the Institute of HeartMath also reveals that a lack of success in personal and professional life is more often than not due to *mis-management* of emotions.

The most commonly accepted framework of emotional intelligence includes skills in four areas:

- Self-awareness
- Self-management
- Social awareness
- Relationship management

"...the HeartMath tools provide our executive participants with very important and highly relevant skills for managing large, complicated organizations anywhere in the world, and for managing oneself."

Beverly H. Smith, Administrative Director, Stanford Executive Program

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How can I develop more Emotional Intelligence?

Research at HeartMath has confirmed that these dimensions are key to personal and professional development. Simply put, the level of emotional intelligence of a leader determines, to a great extent, the environment in which balanced, mature emotions and behaviors can exist in the organizational setting. Equally important to the leader, however, is developing the skills to *manage their emotions*, especially emotions such as anxiety, anger, frustration, and depression. These not only rob us of energy, vitality and perspective, but also undermine the development and unfoldment of our emotional intelligence. HeartMath has demonstrated that it is through the coherent development of the intelligence of the heart that emotional intelligence and management skills can be learned and sustained. The Freeze-Framer® Interactive Learning System can help you accelerate the development of this new intelligence.



How does it work?

Built into the emotional-cognitive structures of the brain are many evolutionary functions that date back to our species' struggle for survival and the mechanisms that evolved to cope with that stress. Brain structures like the amygdala in the emotional or limbic regions of the brain can 'hijack' intellectual processes when intense emotions are experienced in the system. This is why even very smart people can make very foolish choices when under emotional stress. And, even scarier, for organizations and people today is that millions of people have *maladapted* to the stress in their lives and are just beginning to realize how much stress they have.

Research at the Institute of HeartMath has shown that emotions are reflected in the beat-to-beat changes in the heart's rhythms. This is called heart rate variability, or HRV. The analysis of HRV is recognized as a powerful, non-invasive way to measure nervous



system dynamics. New clinical research identifies HRV as a key indicator of preventable stress and shows a relationship to a wide range of health problems.

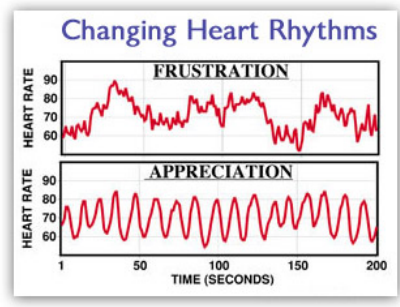


When you're stressed, your body is out of sync. Typical negative emotions we feel when stressed – anger, frustration, anxiety and worry – lead to increased disorder in the heart's rhythms and nervous system. These negative emotions undermine emotional intelligence by blocking self-awareness, inhibiting our ability to manage ourselves, blurring our awareness of others, and damaging our relationships. Function within the cerebral cortex has been measurably inhibited.

In contrast, positive emotions like joy, appreciation, care and kindness create harmony in the heart's rhythms and the nervous system. Other bodily systems sync up to this rhythm, which scientists call **coherence**. Developing coherence leads to increased mental clarity, creativity and enhanced problem-solving abilities, so it becomes easier to find solutions and better ways of handling any stressful situation. Functioning within the cortex has been measurably enhanced. Learning to self-generate positive emotions on demand accelerates the development of all the emotional intelligence competencies.

How can I create the physiological coherence needed to enhance emotional intelligence and emotional management?

In the frenetic pace of life today, leaders need skills to recognize and manage their emotions in the thick of an argument, during a critical business negotiation, when ethics are on the line, or in the midst of any high-stakes situation in which decisions must be made quickly. Many are also facing health issues associated with years of high pressure, international travel, and work/life imbalance. HeartMath's Freeze-Framer Interactive Learning System accelerates the ability to create the results you want to achieve instead of merely reacting emotionally to circumstances, which accelerate aging and inhibit cognitive processes.



The Freeze-Framer System uses advanced technology to help you create new levels of coherence while reducing the effects of stress every day. The complete system consists of an easy-to-use finger sensor and software that displays your heart rhythms (HRV), offers games, a tutorial and much more. The Freeze-Framer has been specially designed to teach you how to bring your emotions, mind and body into greater coherence. You'll also learn the Quick Coherence® tool, a simple, easy way to interrupt the stress response and quickly reduce the impact stress has on your health, performance, and overall well being.



With your Freeze-Framer you can see your heart rhythm patterns in real time on the computer screen. With this increased self-awareness, you learn to apply the Quick Coherence tool, enabling you to create *changes* in your heart rhythm patterns. By correlating the patterns on the screen with a calm internal feeling, you learn to find and maintain physiological coherence. You learn self-control of emotions, which helps reduce the symptoms of stress. You learn how to quickly change your reactions to stress, increase your energy and improve your overall health and well-being.

Learning to manage physiology and emotion in this way is a fundamental building block in the development of emotional intelligence. Increasing **self-awareness** with the Freeze-Framer is the essential step in building skills of **self-management**. Regular practice with the Freeze-Framer results in an executive who is better able to reduce stress, improve cognitive function, **enhance communication**, **increase awareness** of others, and have a richer and more stable emotional experience of life.



How and When to Use the Freeze-Framer

The Freeze-Framer works on almost any PC. It's easy to install and the Quick Start Guide, Help Menu and comprehensive, multi-media Tutorial make it easy to understand and use. It's as simple as opening the program, placing your index finger on the sensor, and clicking the Start button with your cursor.

You can observe your changing heart rhythms, play one of the Freeze-Framer games and practice the Quick Coherence technique to improve your coherence score. You can also save your session for review later and compare sessions to track your progress. It is suggested that you use it for 15 to 30 minutes a day in one or two sessions. You can use the Freeze-Framer:

- Before meetings
- Before planning
- Before presentations
- Before performance reviews
- To create an inner feeling of balance and stability
- To recover after a stressful incident
- To track your progress in developing your emotional intelligence skills
- For a quick break of peace and quiet
- When you need a break, after meetings, or before engaging in a task that requires extra mental clarity and creativity.
- During air or train travel to reduce travel stress.
- Before going to bed to release the stress that has built up during your day, or use it in the morning to help set the tone for the day.

There are so many uses for the Freeze-Framer you will be certain to find applications that are right for you and your lifestyle. Executives who have learned to apply HeartMath techniques to the pressures of living and leading, have reported a greater capacity to *sustain* a positive perspective, balance their emotions, improve their physiological functioning, and generate a productive and intuitive flow day to day, even in the midst of challenges.

"In a compelling call to action, {HeartMath} draws upon leading edge research and years of practical experience to challenge each reader and organization to advance in meaningful and measurable ways."

Robert K. Cooper,
Ph.D. author of
Executive EQ



Frequently Asked Questions

Question: Is there evidence that developing emotional intelligence and emotional management competencies can impact life skills and overall success?

Answer: A number of research studies have demonstrated the value of developing emotional intelligence/emotional management skills:

- As much as 80% of adult "success" comes from EQ. (Daniel Goleman, 1995).
- People who accurately perceive others' emotions are better able to handle changes and build stronger social networks.
- Social and emotional abilities were four times more important than IQ in determining professional success and prestige.

Question: How does the lack of emotional management impact health?

Answer: Many studies now link one's emotional state with health:

- Three 10-year studies concluded that emotional stress was more predictive of death from cancer and cardiovascular disease than smoking. People who were unable to effectively manage their stress had a 40% higher death rate than non-stressed individuals.
- A Harvard Medical School study of 1,623 heart attack survivors found that when subjects got angry during emotional conflicts, their risk of subsequent heart attacks was more than double that of those who remained calm.
- A 20-year study of over 1,700 older men conducted by the Harvard School of Public Health found that worry about social conditions; health and personal finances all significantly increased the risk of coronary heart disease.

Question: How does the development of emotional intelligence skills impact professional and leadership development?

Answer: Researchers have found significant evidence of the impact of the emotional state of the leader on the climate of the organization and therefore on organizational performance. In addition, career development is also well known to be linked to emotional management skills.

- Climate – how people feel about working at an organization – can determine 20 to 30 percent of business performance. Roughly 50 to 70% of how employees perceive their organization's climate can be traced to the actions of one person – the leader. (Goleman, 2002)
- 75% of careers are derailed for reasons related to emotional competencies, including inability to handle interpersonal problems; unsatisfactory team leadership during times of difficulty or conflict; or inability to adapt to change or elicit trust (The Center for Creative Leadership, 1994).

"Being at the vortex of the high-tech industry is very stressful. Using HeartMath techniques has literally added ten years to my life."

Patricia Seybold,
CEO, Patricia Seybold Group



Question: Is there any evidence that emotional management affects business performance?

Answer: Numerous studies, and most people's personal experience, confirm the connection between a customer's emotional experience with a product or firm and their loyalty, which in turn affects profitability.

- The reasons for losing customers and clients are 70% EQ-related (e.g., didn't like that company's customer service) (Forum Corporation on Manufacturing and Service Companies, 1989 - 1995).
- American Express tested emotional competence training on Financial Advisors; trained advisors increased business 18.1% compared to 16.2%, and nearly 90% of those who took the training reported significant improvements in their sales performance. Now all incoming advisors receive four days of emotional competence training (*Fast Company "How Do You Feel," June 2000*).

"The global need for leadership wisdom and balance is on the minds and in the conversations of most executives here in Washington. Clearly, this change needs to start with the individual. Of all the tools, methods and learning programs I've come across for leaders, HeartMath's blend of science and advanced leadership skills is most effective, developing new intelligence for solving new problems. My personal experience has been life-changing."

Bob Morgan, President, Bottom Line Partners, McLean, VA





Glossary of Terms

Cardiac Coherence—A mode of cardiac function in which the heart’s rhythmic and electrical output is highly ordered. HeartMath research has shown that the positive emotions such as love, care, and appreciation, increase coherence in the heart’s rhythmic beating patterns. During states of cardiac coherence, brain wave patterns have been shown to entrain with heart rate variability patterns; in addition, nervous system balance and immune function are enhanced. Overall, the body functions with increased harmony and efficiency.

Coherence—Logical connectedness, internal order, or harmony among the components of a system. This term can also refer to the tendency toward increased order in the informational content of a system or in the information flow between systems. In physics, two or more waveforms that are phase-locked together (so that their energy is constructive) are described as coherent. Coherence can also be attributed to a single waveform, in which case it denotes an ordered or constructive distribution of power content. Recently, there has been a growing scientific interest in coherence in living systems. When a system is coherent, virtually no energy is wasted, because of the internal synchronization among the parts. In organizations, increased coherence enables the emergence of new levels of creativity, cooperation, productivity, and quality at all levels.

Core Heart Feelings—Psychological qualities commonly associated with the heart. These qualities represent some of the most beneficial and productive human values and traits. There are many core heart feelings, including love, compassion, nonjudgment, courage, patience, forgiveness, appreciation, and care.

Emotion—A strong feeling. Emotions include any of the various complex reactions with both mental and physical manifestations—examples include love, joy, sorrow, and anger. Emotional energy is neutral, attaching itself to positive or negative thoughts to create emotions.

Emotional Management—The degree of ability one has to consciously control emotional responses.

Heart—A hollow, muscular organ in vertebrates that keeps the blood in circulation throughout the body by means of its rhythmic contractions and relaxations. The body’s central and most powerful energy generator and rhythmic oscillator, the heart is a complex, self-organized information-processing system with its own functional “little brain” that continually transmits neural, hormonal, rhythmic, and pressure messages to the brain.

Heart Intelligence—A term coined to express the concept of the heart as an intelligent system with the power to bring both the emotional and mental systems into balance and coherence.

Heart Rate Variability (HRV)—The normally occurring beat-to-beat changes in heart rate. Analysis of HRV is an important tool used to assess the function and balance of the autonomic nervous system. HRV is considered a key indicator of aging, cardiac health, and overall well-being.

Perception—The act or faculty of apprehending by means of the senses; the way in which an individual views a situation or event. How we perceive an event or an issue underlies how we think, feel, and react to that event or issue. Our level of awareness determines both our initial perception of an event and our ability to extract meaning from the available data. Research is showing that when the mind’s logic and intellect are harmoniously integrated with the heart’s



intuitive intelligence, our perception of situations often changes significantly, offering wider perspective and new possibilities.

Stress—Pressure, strain, or a sense of inner turmoil resulting from our perception and reactions to events or conditions. A state of negative emotional arousal, usually associated with feelings of discomfort or anxiety that we attribute to our circumstances or situation.

Additional HeartMath Resources

Books:

- From Chaos to Coherence: The Power to Change Performance*
- From Chaos to Coherence (CD-ROM)*
- The HeartMath Solution*
- Overcoming Emotional Chaos*
- Transforming Anger*
- The Inside Story*

For more information about how you can learn to effectively stop the negative effects stress is having on your life with the Freeze-Framer learning system and other simple-to-use tools and techniques from HeartMath contact:

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