

Slide 1

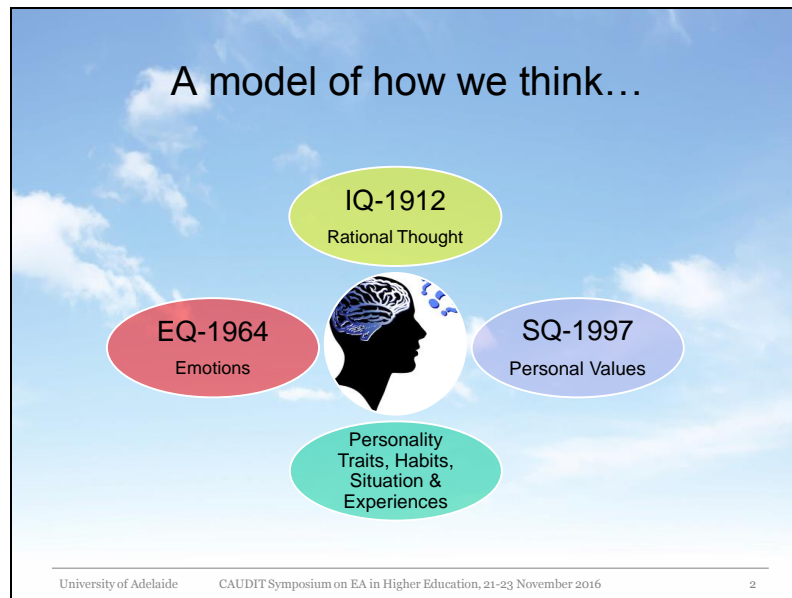


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Hello

Do we just think with our rational minds, or do our emotions and personal values form part of our thinking?

Will you join me on a short journey as we explore this question?



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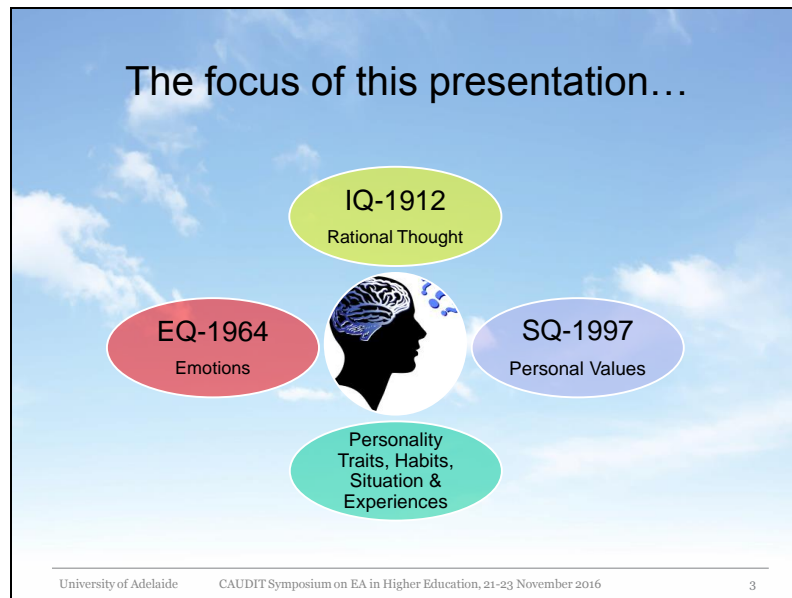
Modern cognitive theory defines 3 types of intelligences:

IQ 1912 – rational thought,

EQ, emotional intelligence, 1964, popularised 1995 – relating to our emotions,

SQ, spiritual intelligence, 1997 – relating to personal values

SQ draws on philosophy, psychology, neuroscience and spirituality.



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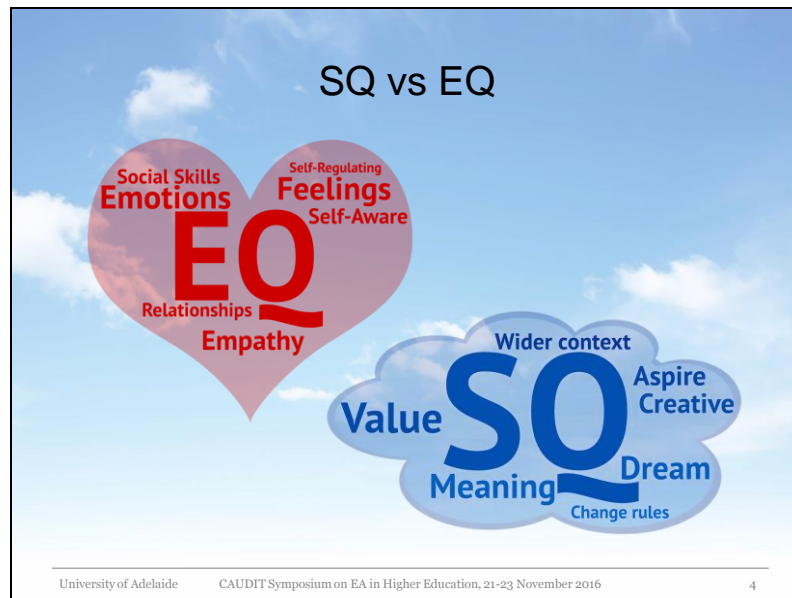
Focus on SQ for 2 reasons:

It's often overlooked.

It has a significant influence on the way we make important decisions that affect long term outcomes. Our guiding compass, so to speak.

It's worth noting that unlike IQ, EQ and SQ can improve over time, and studies have shown that SQ tends to get higher as we get older.

Much of the underlying theory can be traced back to ancient Greek philosophers that lived more than 2,000 years ago.



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Contrasting EQ with SQ, it is important to recognise that:

EQ deals with emotions

SQ deals with personal values

SQ helps us to dream, to aspire. To be creative. To change the rules. To use our intuition.

So why does this matter to Enterprise Architecture? Let me try and explain.

The problem

❖ Peter Drucker (1909 – 2005), considered the founder of modern management had this to say...

*Channel efforts
towards significant results.*

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Peter Drucker (considered to be the founder of modern management), is going to tell you the following...

He is going to tell you that we should channel the efforts of the business towards significant results.

That analysis shows that the bulk of effort goes to areas where even extraordinarily successful performance has minimal impact on results.

That the problem is our confusion between effectiveness & efficiency, that is, doing the “right things” vs. doing “things right”

He summarises by saying, *it is useless to do with great efficiency what should not be done at all.*

He goes on to tell you that; *what we need is:*

A way to identify the areas of effectiveness (of significant results) and

A method for concentrating on them

That's great Peter. I agree wholeheartedly. But there is still one problem.

How to you measure value? How you decide what is meaningful?

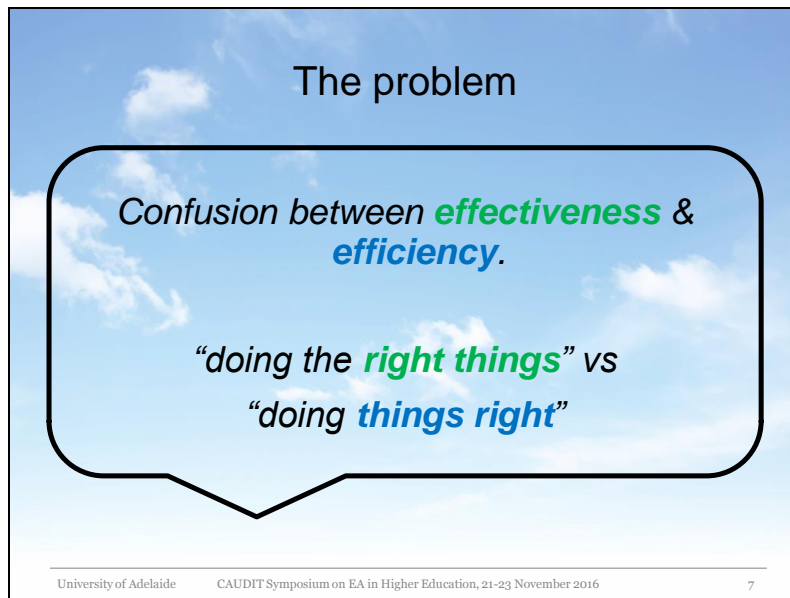
And managers, like us, they don't just think with their rational mind, they also think with their emotions, and by applying their own personal values.

So, given this, how can we make better decisions?

How can we learn to focus on the things that really, matter?

The problem

*The bulk of effort goes to areas
where even extraordinary performance
has minimal impact on results.*



The problem

Confusion between **effectiveness** & **efficiency**.

“doing the **right things**” vs
“doing **things right**”

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The problem

*It is useless to do with great efficiency
what should not be done at all.*

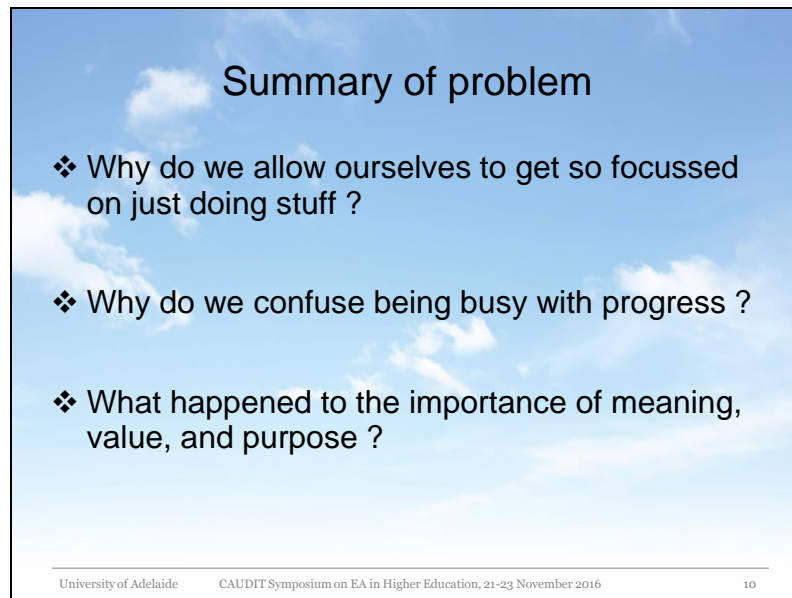
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What we need

- 1. A way to identify areas of effectiveness*
- 2. A method for concentrating on them*

❖ Sound like Enterprise Architecture ?

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Summary of problem

- ❖ Why do we allow ourselves to get so focussed on just doing stuff ?
- ❖ Why do we confuse being busy with progress ?
- ❖ What happened to the importance of meaning, value, and purpose ?

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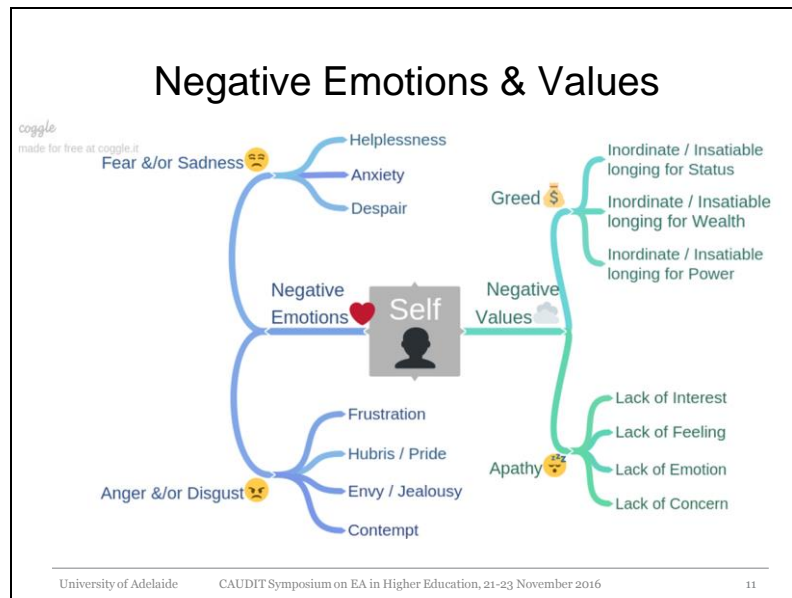
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So to summarise;

Why do we allow ourselves to get so focussed on just doing stuff?

Why do we confuse being busy with progress?

What happened to the importance of meaning, value, and purpose?



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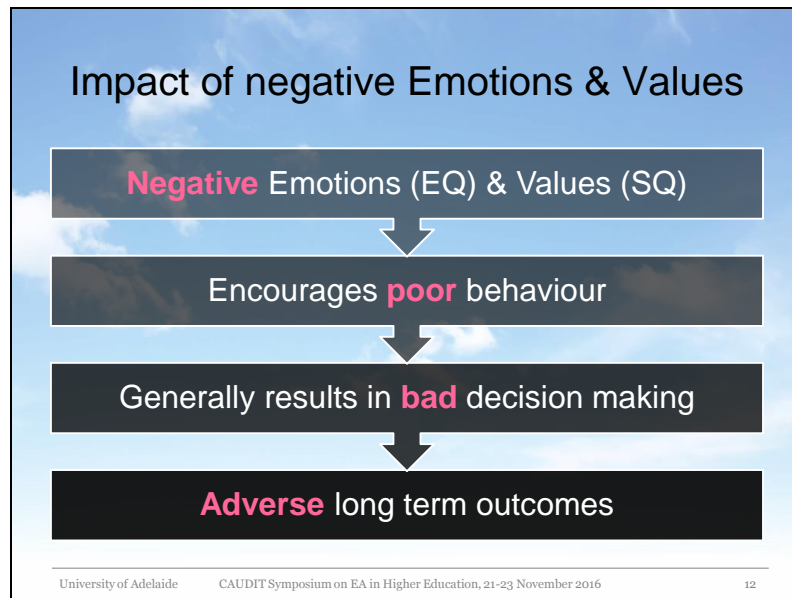
Let's start by examining emotions and values more closely.

Negative emotions typically stem from fear, anger, sadness and/or disgust.

These in turn, lead to emotions such as anxiety, helplessness, excessive pride and contempt.

Negative values include greed and apathy.

So, I ask you, have you seen these types of emotions and values causing problems in the workplace, or maybe even in your personal life?

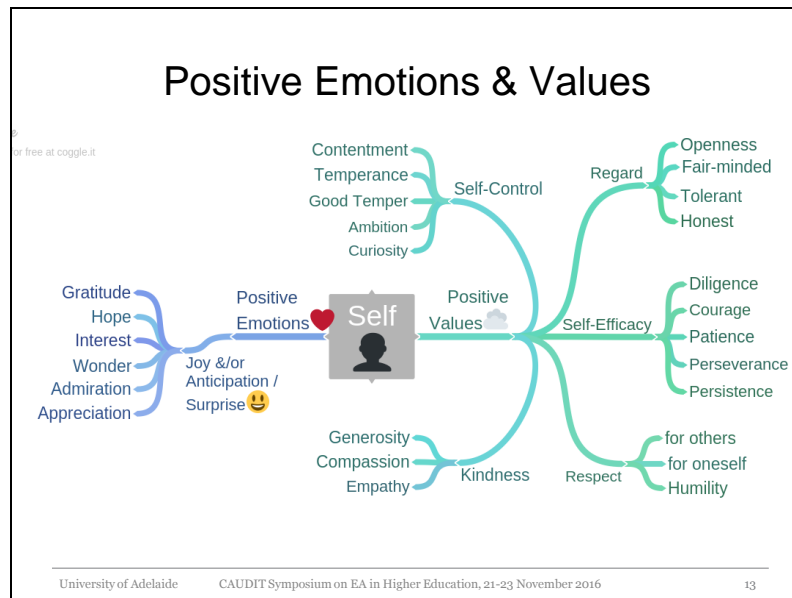


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So why should we concern ourselves with negative emotions and values?

How does this relate to EA?

Well it is important to recognise that negative emotions and values, generally leads to bad behaviour, bad decisions, and bad outcomes.

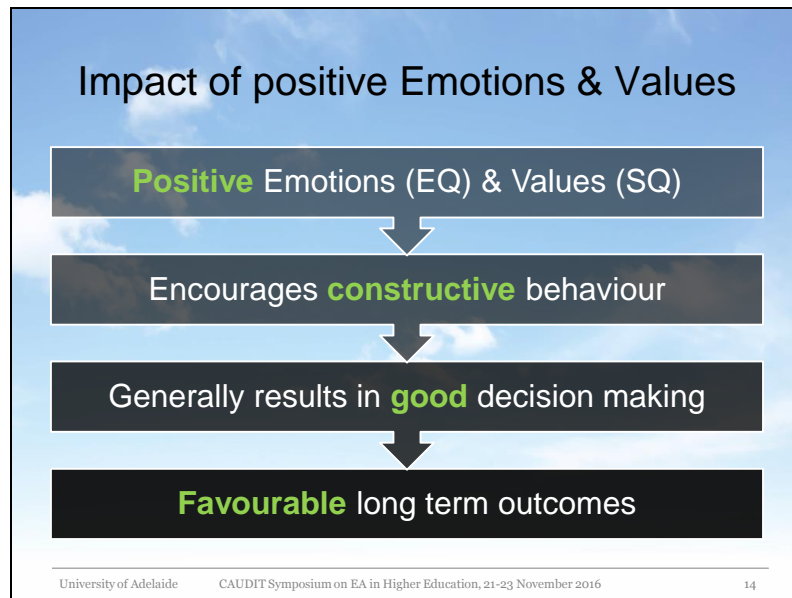


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Positive emotions, on the other hand, stem from joy and (anticipation or surprise).

Positive values have been grouped under the following categories:

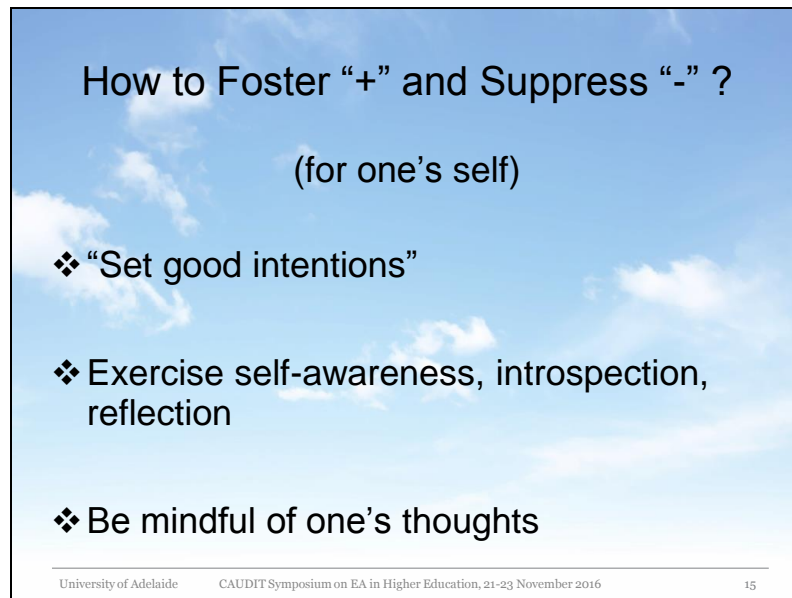
Self-control, self-efficacy, regard for others, respect and kindness.



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So in contrast to negative emotions and values,
what is the effect or impact of positive ones?

Well firstly, it is important to remind ourselves that positive emotions and values,
generally leads to constructive behaviour, resulting in better decisions,
and better outcomes.



How to Foster “+” and Suppress “-” ?

(for one’s self)

- ❖ “Set good intentions”
- ❖ Exercise self-awareness, introspection, reflection
- ❖ Be mindful of one’s thoughts

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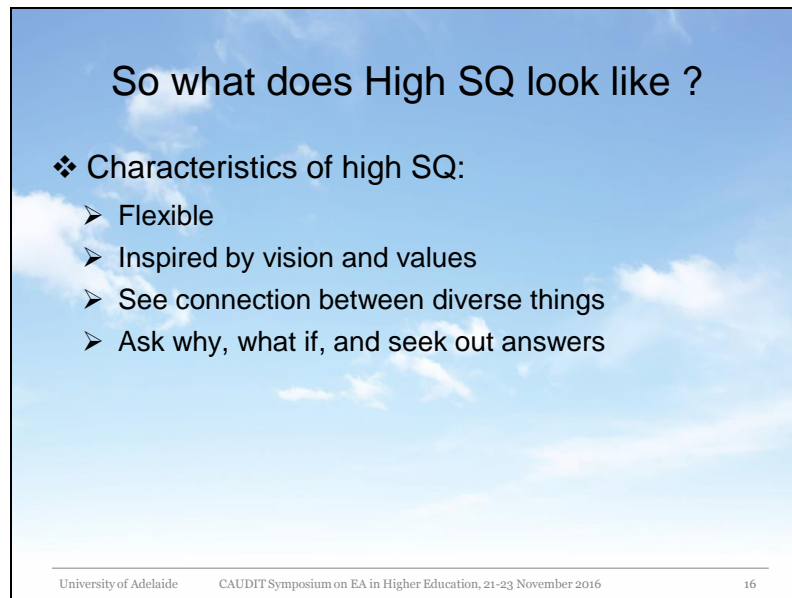
So how can we get better at managing negative emotions and values?

How can we foster positive emotions and values?

Set good intentions

Exercise self-awareness, introspection, reflection

Be mindful of our thoughts, study how they affect ourselves and others



So what does High SQ look like ?

❖ Characteristics of high SQ:

- Flexible
- Inspired by vision and values
- See connection between diverse things
- Ask why, what if, and seek out answers

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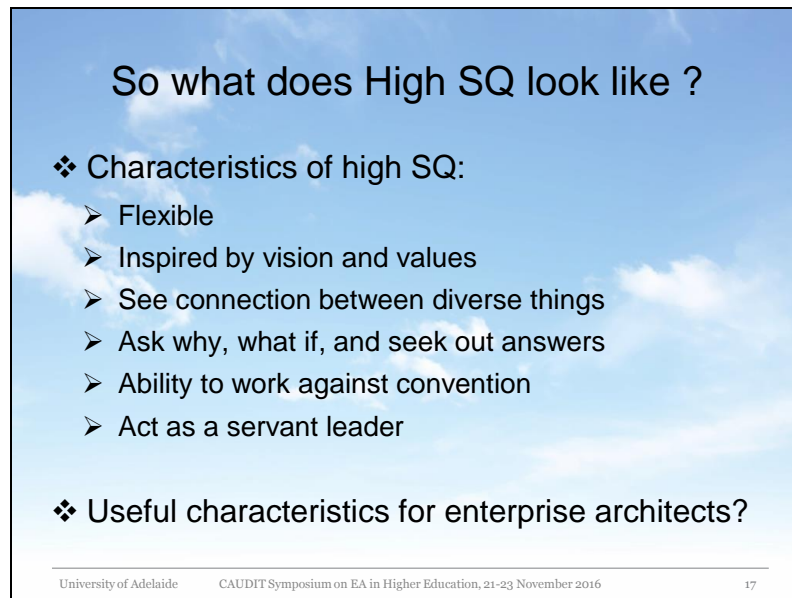
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People with High SQ tend to exhibit the following types of characteristics:

Flexible

Inspired by vision and values

See connection between diverse things



So what does High SQ look like ?

- ❖ Characteristics of high SQ:
 - Flexible
 - Inspired by vision and values
 - See connection between diverse things
 - Ask why, what if, and seek out answers
 - Ability to work against convention
 - Act as a servant leader
- ❖ Useful characteristics for enterprise architects?

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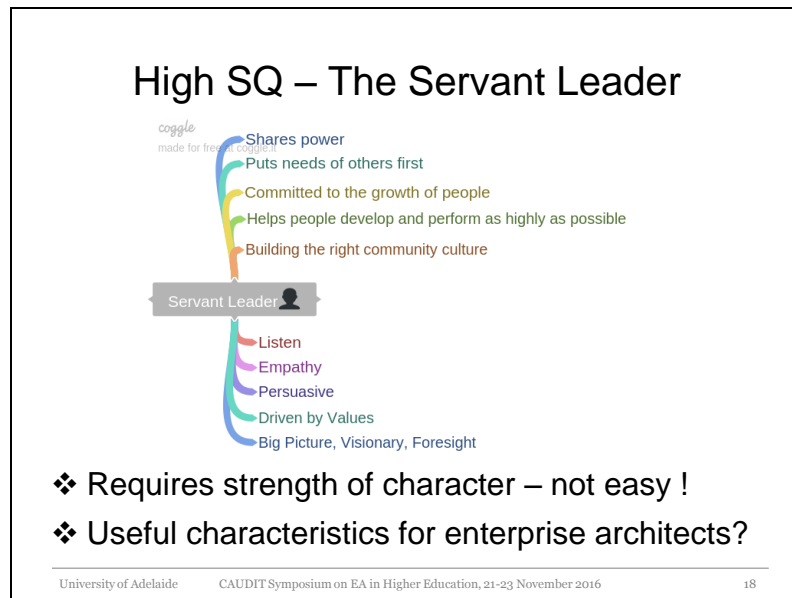
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Ask why, what if, and seek out answers

Able to work against convention

Servant leader

Do they seem like useful characteristics for EAs?



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This slide shows the characteristics of a servant leader.

To me this represents the kind of leader I want to be, as well as, the kind of leader I want leading me.

That's all great. We can apply these ideas to ourselves, but what if we want them to be practised more widely?

Sure, we can lead by example, but we need something more than that.



It's a matter of culture...

❖ A University's purpose for existence ?

- ☐ Educate future generations so that they may contribute back to society in a positive way.
- ☐ Conduct research which will ultimately benefit humanity.

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It needs to be part of an organisation's culture.
And that means it needs to be adopted not just by us, but ideally, by our leaders.
An organisation needs a clear sense of purpose.

This talks to the very essence of the things that we hold most dear to our hearts.
The things that define who we are, what we stand for.
How we place meaning and value in our work, and in our lives.

Some relevant personal values

- ❖ Life is not a zero-sum game
...look for “win – win”
- ❖ We are only limited by our imagination
...be creative
- ❖ Keep asking: Why?
...to ensure significant results
- ❖ Challenge the status quo
...recognise that our job is hard
- ❖ Be kind and be happy
...being kind to others, is being kind to ourselves

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It occurred to me after preparing this presentation that some of it may only make sense when viewed in the context of my own personal values, so I've summarised some of the relevant ones on this slide:

Life is not a zero-sum game ...look for win-win
We are only limited by our imagination ...be creative
Keep asking: Why? ...to ensure significant results
Challenge the status quo ...recognise that our job is hard
Be kind and be happy ...being kind to others, is being kind to ourselves

In this way, during this presentation you got to know a little bit about me.
Thank you

Related Resources

- ❖ [**A Fearless Heart: How the Courage to Be Compassionate Can Transform Our Lives**](#) by *Thupten Jinpa*
- ❖ [**Spiritual Intelligence: The Ultimate Intelligence**](#) by *Danah Zohar*
- ❖ [**Emotional Intelligence: Why It Can Matter More Than IQ**](#) by *Daniel Goleman*
- ❖ [**The Greater Good Science Centre's**](#) free newsletter
- ❖ [**Article: Here's What Google Teaches Employees In Its 'Search Inside Yourself' Course**](#)
- ❖ [**Free edX course: "The Science of Happiness"**](#)

Thank You !