JOSEPH SHERREN, CSP, HoF

Change Gears . . . Or Get Shifted

OUR CONDITIONED, SUB-CONSCIOUS MIND

Conditioning is an important component of learning. It can impact the way we see ourselves and others, and it affects the way we behave towards others. By understanding how individuals are conditioned, Managers will learn how they can be a positive influence on organizational behaviour.

When two events occur simultaneously, animals will learn to associate them. For example, horses respond to their owner entering the field with a bucket, but ignore other people. They associate the owner and the bucket with food. In his now famous experiments on conditioning, Russian physiologist, Ivan Pavlov, demonstrated this "conditioned reflex" with dogs. Pavlov rang a bell at the same time he fed dogs. The dogs began to connect the stimulus of bell ringing with food and, after a short time, the animals would salivate at the sound of the bell, whether food appeared or not. We now call this type of learning classical conditioning and the response it produces a conditioned reflex. It is known as the Pavlovian effect and is found in all complex animals, including humans.

Cognitive neuroscientists believe we are conscious of only about 5% of our cognitive activity. According to an article by the News and World Report, this means that most of our decisions, actions, emotions and behaviour depends on the other 95% of brain activity that goes beyond our conscious awareness. This adaptive unconsciousness makes it possible for us to do things without thinking through the steps. An example would be when we encounter a slippery road and go into a spin. We automatically adjust the steering to compensate for the conditions and take corrective action. We are not even aware of the process we are going through since it is at a sub-conscious level.

This concept has been addressed by many sociologists in a variety of studies. One of the more interesting analyses uses a perspective called the Pygmalion Effect, which is another insightful concept from Greek Mythology.

The myth is widely known and often used as an example of how we can wish something to be true with such a passion, it will eventually become true. Ovid described the Pygmalion's statue as "Her face was life itself". Pygmalion brought his stone figure gifts of birds and jewelry, and eventually prayers of life.   As the story goes, those prayers were answered and the two eventually married.

"The Pygmalion Effect, also known as the self-fulfilling prophecy, suggests that if a person is given a label by someone of higher status, that label might eventually stick. This could be a parent, teacher, the police, or a manager. Once an individual is labeled, others view that person in terms of the label. Others don't even try to determine whether the label accurately identifies the person's attributes. It is just accepted and the individual is treated accordingly.

The Quilting Bee
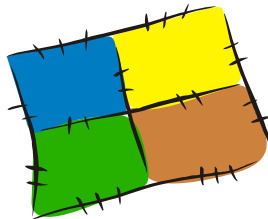
What does YOUR patch look like?

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How will you communicate the benefits of your patch?

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What TEAM behaviours do you display?

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Whose "quilt" will you enhance tomorrow? How?

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Mental Locks That Hold Us Back

- One right answer
- That's not logical
- Follow the rules
- Be practical
- Play is frivolous
- That's not my job
- Avoid ambiguity
- Don't be foolish
- To err is wrong
- I'm not creative

Self-discovery consists of looking at the same thing as everyone else, and thinking about it differently.

Our Conditioned, Sub-Conscious Mind (Cont'd)

In George Bernard Shaw's classic tale of Pygmalion, (also known as "My Fair Lady"), a sophisticated professor of phonetics bets his friend he can take a common flower girl, Eliza Doolittle, and transform her into a lady. The theory behind the Pygmalion Effect is that people will act in accordance to the way they are treated.

An outcome of being labeled is that an individual may actually come to see themselves as fitting that label, as Eliza Doolittle did. From a negative perspective, think of a child who is constantly told by parents or teachers that he or she is "dumb", "stupid " or "lazy", soon the child will respond with those behaviours.

On the other hand, if a child is constantly told they are a "hard worker", "bright" or "wonderful", he or she will live up to those expectations. The child forms a self-concept based on conditioning through these labels. The child comes to see him or herself as dumb or smart and lives up to those perceptions.

This conditioned reflex behaviour has been extensively documented in the research done by Jane Elliott and her work entitled "The Angry Eye". In these sociological experiments, teachers were told that blue-eyed pupils were smarter than brown-eyed pupils. Teachers and other students then began to subconsciously favour the blue eyed children resulting in them achieving higher marks and a more positive self-concept.

I am often engaged by a company when there is a situation of socially unacceptable corporate behaviour. The behaviour is usually a violation of a cultural standard or unwritten code. It might be something that is simply seen as not-normal, or non-conforming, organizational behavior. The Pygmalion theory cannot explain what may have caused the person to behave that way in the first place, but does help explain why people appear motivated to continue.

Once a person is labeled as a trouble-maker, several things will happen. For one, the individual might respond by engaging in even more inappropriate acts because he or she feels that's the behavior others expect. Secondly, the labeled person can find themselves stigmatized. This means that no matter what great strengths they might have, they are always seen first in terms of the label.

A result of this corporate conditioning is that many managers believe they are being open minded when instead they are just rearranging their pre-conditioned prejudices. A more positive implementation would occur when a leader expects their employees to succeed and manages the environment with that belief in mind. It is likely the team will perform up to the manager's expectation, just as Eliza Doolittle magically became a lady in George Bernhard Shaw's famous play.

Who are You? - A Psychological Test

1. _____
2. _____
3. _____
4. _____

Change at the Speed of Technology

The rate of technological change continues to evolve at an even more rapid pace. Of the breakthroughs we have experienced, here is the amount of time it took for each of them to achieve 50 million users from the time of their inception.

Telephone	1870 - 1945	(75 years)
Radio	1922 - 1960	(38 years)
Television	1951 - 1964	(13 years)
Cable TV	1976 - 1986	(10 years)
Internet	1993 - 1998	(5 years)
YouTube	2005	(< 1 year)
What's next	??????	

It is estimated that 80% of the technology we will be using in 10 years is not even invented yet.

Shakespeare is supposed to have said: *"When the sea was calm, all ships alike showed mastery in floating"*

Phases of Change

1. **Denial**
   - There must be some mistake
   - This cannot happen to me
   - State of shock
2. **Anger**
   - Why me?
   - This is not fair
   - I'll get even
3. **Negotiating**
   - I'll go to church every week
   - I'll treat everyone better
   - I'll take a cut in pay
4. **Depression**
   - Depressed, discouraged
   - Low energy, can't sleep
   - Mourning process
5. **Acceptance**
   - Recognizing the inevitable
   - Trying to understand
   - Let's just get on with life
6. **Integration**
   - Goal setting
   - Choosing a strategy
   - Developing support systems

The National Star

HEADLINE

Paste Your
Picture Here

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The Power of Goals

1997 Harvard Business School study on goal setting found:

- 83% of population do not have ANY clearly defined goals
- 14% have goals but none are written down
- 3% of population have clearly defined goals that are written down
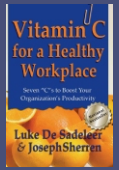- Conclusion: the 3% that have written goals earn 10 times more than the 83% with no written goals.

What are YOUR goals? HAVE YOU WRITTEN THEM DOWN?

_____

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To see examples of how this idea and more has worked for others, Google "Jerry Seinfeld's calendar" or "the secret".

> ## "Let go of who you are so you can embrace who you can be."
>
> ### Joseph Sherren, CSP, HoF

Vitamin C
for a Healthy
Workplace

Seven "C"s to Boost Your
Organization's Productivity

Luke De Sadeleer
& Joseph Sherren

JOSEPH SHERREN, CSP, HoF

President, International Federation for
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President, Canadian Association for
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Professor, Schulich School of Business

An Internationally acclaimed speaker, trainer, author and executive coach, Joe has been delighting audiences with his thought-provoking, interactive and inspirational presentations for over 20 years.

He brings a unique combination of corporate experience (25 years in senior management positions at a Fortune 500 Corp.) and entrepreneurial spirit (starting a retail clothing business in his early career and growing a successful speaking business over the past 15 years) to all he does.

Joe teaches powerful techniques designed to identify your thinking styles, communication preferences and improve management effectiveness. His sessions will change behaviour and improve your personal and professional life.

Well known for his popular communications program "*The Birds*", Joe has trained thousands of executives, leaders and professionals in leadership, coaching, teambuilding, customer loyalty, ethics and strategic planning.

Joe is a Certified Speaking Professional (the highest, internationally recognized designation in the speaking industry) and has been inducted to the Canadian Speaking Hall of Fame.