

Adaptability Determines Survivability

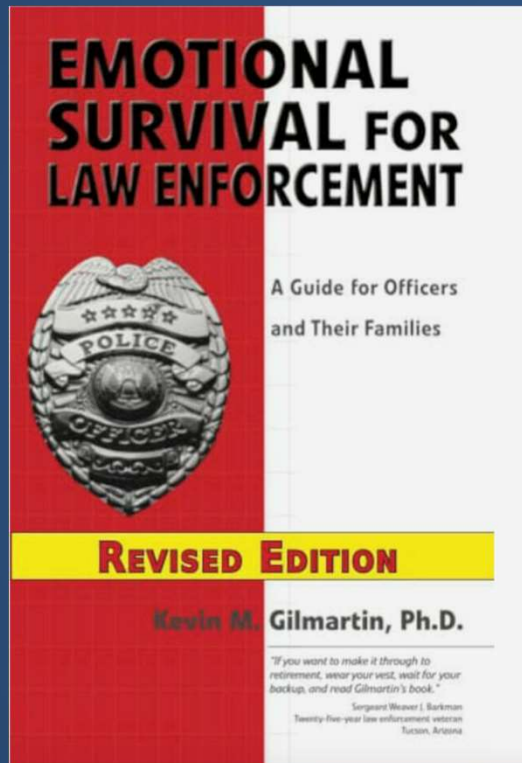
People. Pressure. Social Change.

August 7, 2024

Marcel Brunel

Life. Family. Careers.

I read this book in 2014/Chapter 6 got me thinking



- Published in 2002
- Written by a sworn officer for sworn officers
- Highly regarded within most PDs
- Ideas are simple, fast, intuitive
- Policing has evolved significantly over the past 22 years.



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This book is not about sponders, it is about responders to care for be better armed to disarm behaviors. The processes simple, fast, and intuitive.

fixing first re-empowering first themselves; and to their own stressed shared in this book are Under each first responder's figurative or literal armor is a human doing important work.

You have your service weapon, your taser, your pepper spray, and your handcuffs, but your toolbelt is incomplete without your dignity.

"The timing of this book couldn't be better to serve as a perfect resource and tool for emotional wellness".

- Brad F., Chief of Police

"This book is not just a "good read". It is a deep dive into an essential skill for 21st-century police officers".

- Rick R., Chaplain

Marcel and Dan are teachers, coaches, practitioners, and mindful human beings. Our goal is to be a spark for good, a pilot light, always there, ready and waiting to ignite a bigger flame. Our pasts can be broken down into two eras; what we were like before we became emotionally literate and what we are like now.

Our highest hope is that you will read these pages and come to realize that it is time for you to reconsider your emotional understanding and competence for the sake of your well-being and the well-being of those you care about.



Dan Newby



Marcel Brunel

Dignity in Policing

How Emotional Well-Being Saves Lives,
Families, and Careers

Marcel Brunel
& Dan Newby

Dignity in Policing

How Emotional Well-Being Saves Lives,
Families, and Careers



"Dignity in Policing is as insightful and as real as it gets. This book will benefit every rank through the chain of command". Bill M, Police Chief

Marcel Brunel & Dan Newby

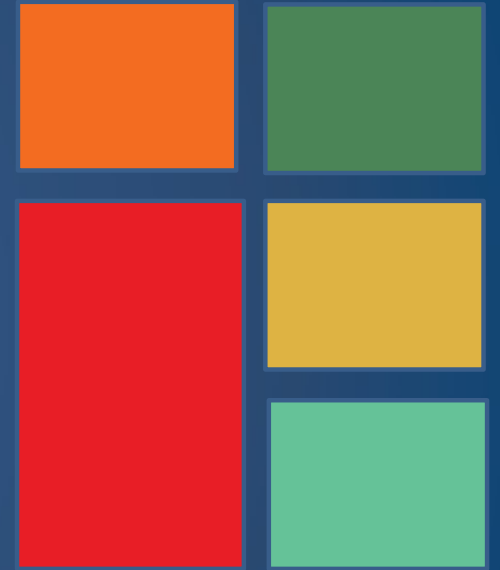


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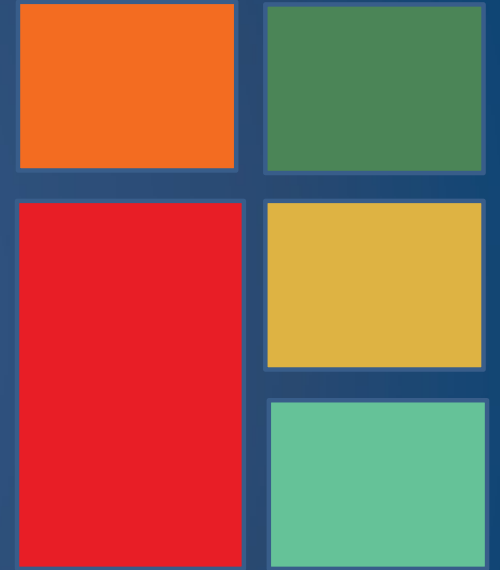
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Your Emotional Regulation Has To Be Self Diagnosed



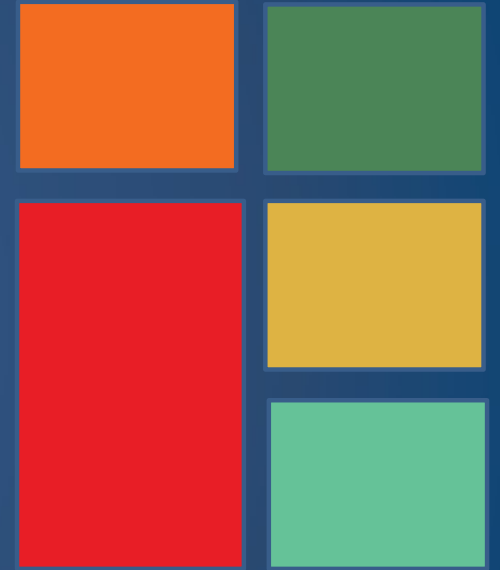
**Emotional
Regulation is for
those who need
it, want it, and
are willing to do
the work.**



**Navigating emotions
today & retiring able
to emotionally
connect w/others is
for those who are
willing to do the work.**



**No one here to
convince you.**
**You Can't Force
Self-Awareness.**

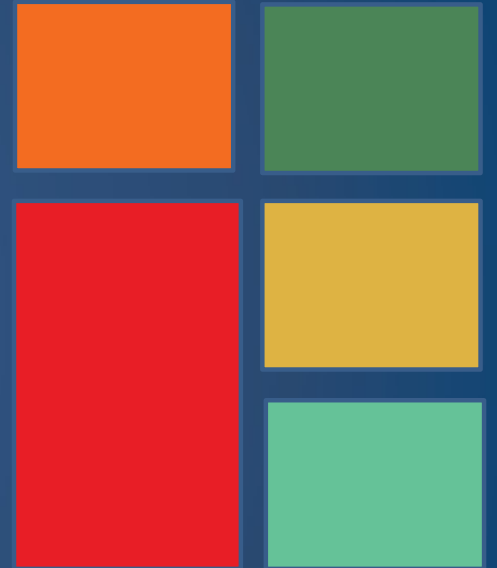


**We cannot be
emotionally
healthy...if we are
not emotionally
honest.**



Interpersonal Skills Play A Big Roll In...

Hard Problems



What is being asked of us?

1. Emotion of **empathy**/behavior of **caring**
2. Emotion of **compassion**/behavior of **serving**
3. Emotion of **understanding**/behavior of **interest**
4. Emotion of **trust**/behavior of **collaborating**
5. Emotion of **positivity**/behavior of **resilience**

Big Six Universal Challenging Emotions

Anger

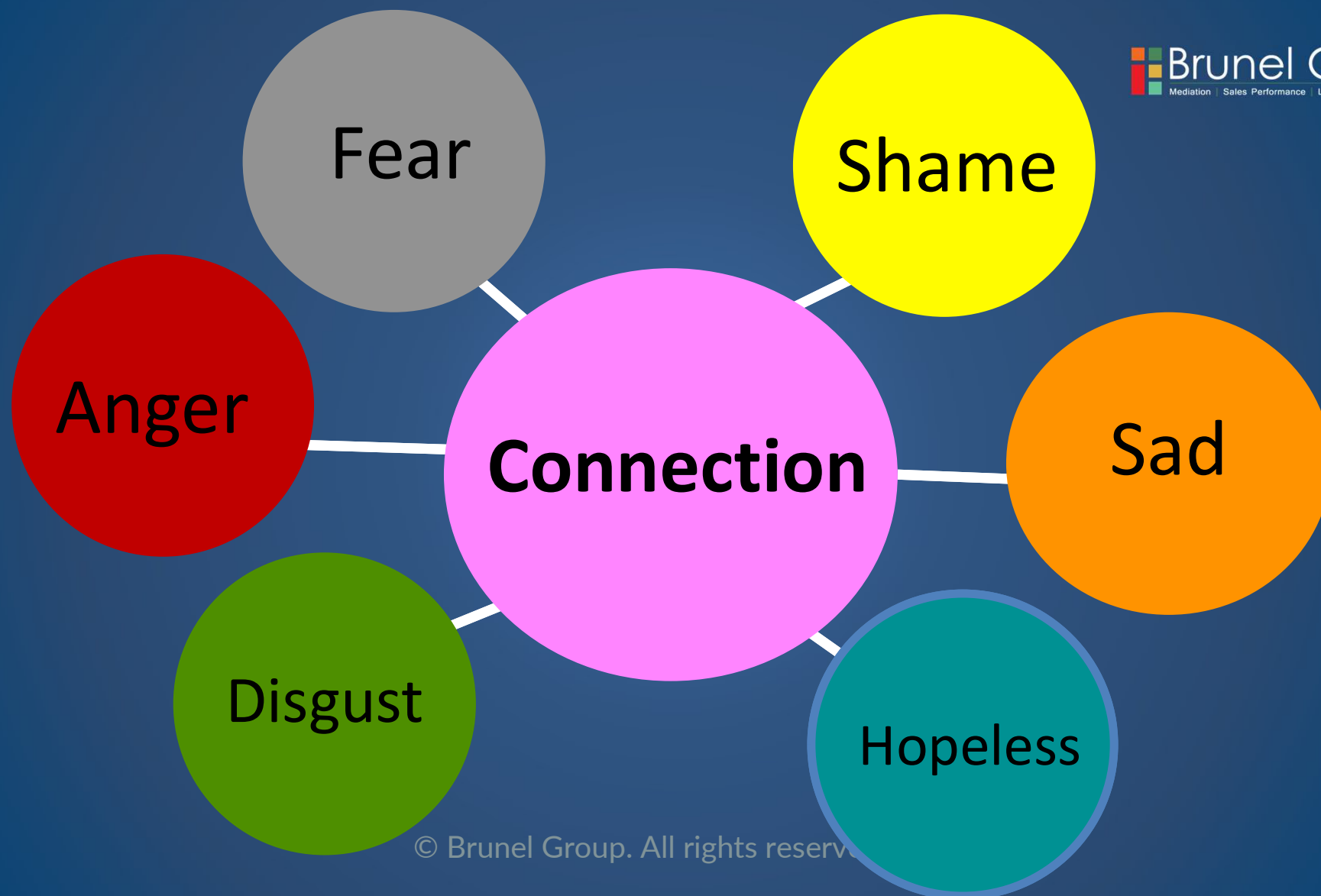
Fear

Shame

Disgust

Hopeless

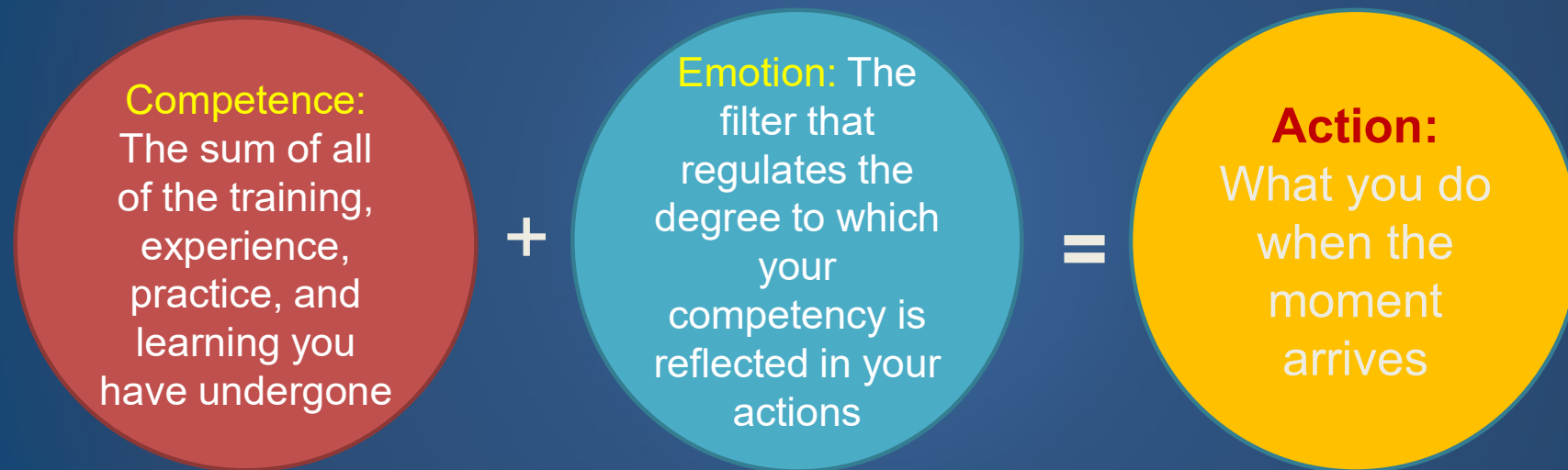
Sad



There is an ironclad
connection between
your **emotions** and the
quality of service that
you deliver.



Let's look at it visually...



Only You can Self Regulate You

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Emotional Maturity =
Handling Hard Better





The Value of Our Time Today

- You can't improve what you can't see.
- Tying emotions to the role of the police officer.
- Become aware of your blind spots that could be causing blind behaviors.
- It's not only about being good; it's also about being good to work with.

Agenda

- Time: Now till 11:30am
- IQ & EQ in Policing
- Emotional Literacy
- Co-creating a Culture of Belonging
- Co-creating a Coaching Culture
- Q&A along the way
- Call To Action



**Regarding my
experience and
expertise, what
questions do you have
for me?**



jUSt

1. Walk around...Sit still
2. Ask questions...Let you be
3. Show passion...Be reserved
4. Leverage screen...Only talk
5. Inform. Involve. Inspire.





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Amanda, [EDTech Endeavors](#)

*"How about we put the focus back on a skill (and mindset) that speaks volumes in any profession, in any relationship, in any situation. **Be present.** **Yep, that's it.** Be present in the classroom when we are having a discussion. Be present when we are working on something collaboratively. Be present when given choice in your learning path. Be present in your interactions with others. Be present in the challenges that you face. Be present. If we focused on helping students be present we would actually eliminate the arguments for and against cell phones. To be present is to be engaged in our curriculum, and empowered in figuring out their future."*

My Intentions

- I hope you will challenge everything being shared through a lens of openness and curiosity.
- Only embrace what you can to the extent you're ready.
- Give me a chance to get better as we go.

Aware.

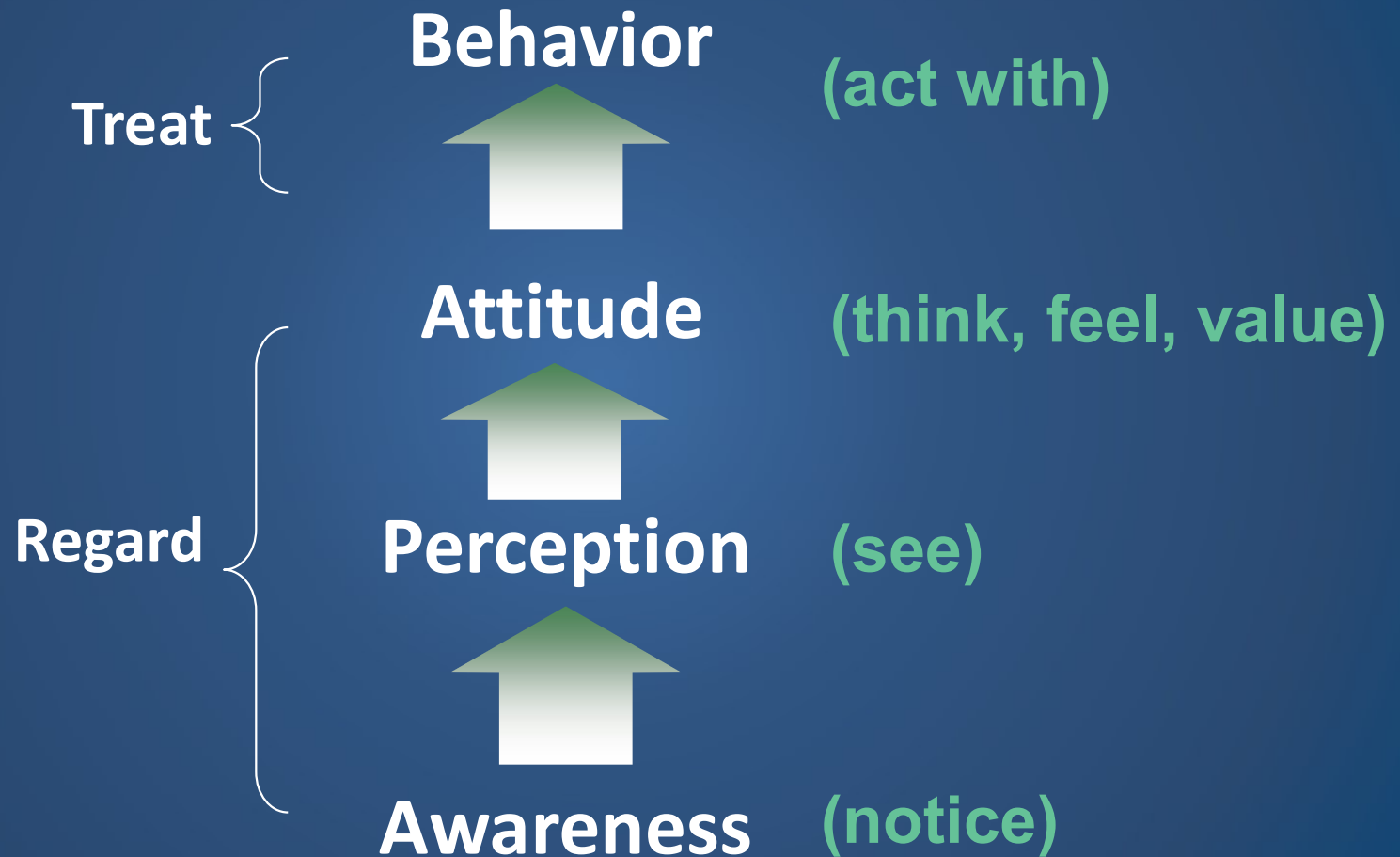
Accept.

Admit.

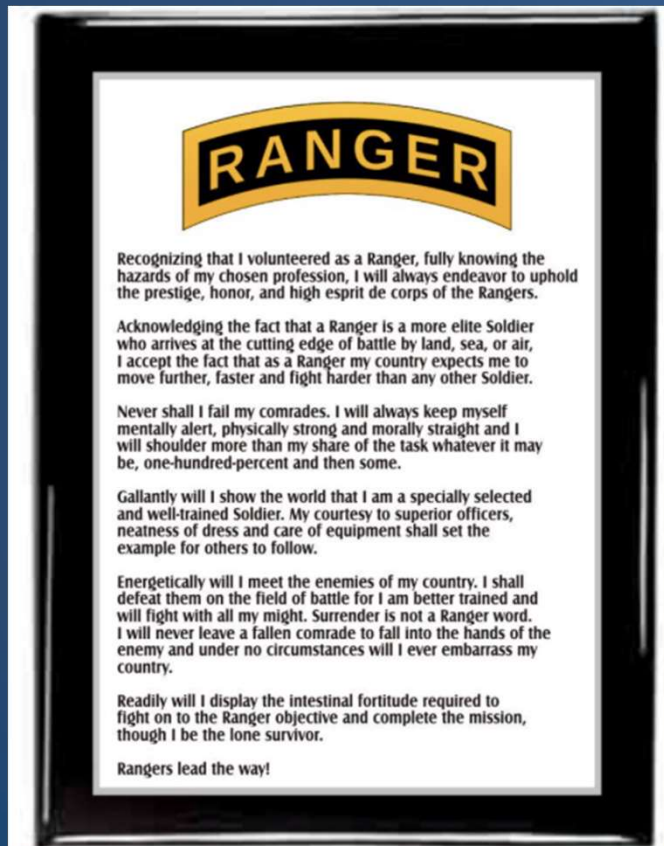
Evolve.



Behaving our Way into...



The Ranger Creed



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Law Enforcement Oath of Honor

*On my honor,
I will never betray my integrity, my character,
or the public trust.*

*I will treat all individuals with dignity and
respect and ensure that my actions are
dedicated to ensuring the safety of my
community and the preservation of human life.*

*I have always have the courage
to hold myself and others
accountable for our actions.
I will always maintain the highest ethical
standards and uphold the values of my,
community, and the agency I serve.”
(IACP,2022)*



The 6 Types of Courage

- Physical Courage:
- Social Courage:
- Moral Courage:
- Emotional Courage: Feeling all your emotions...
- Intellectual Courage:
- Spiritual Courage:

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Small Agencies
Mid Size Agencies
Major Cities



A Sunday Afternoon on the Island of La Grande Jatte
painted in 1884, Georges Seurat

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Here is what might get in our way...

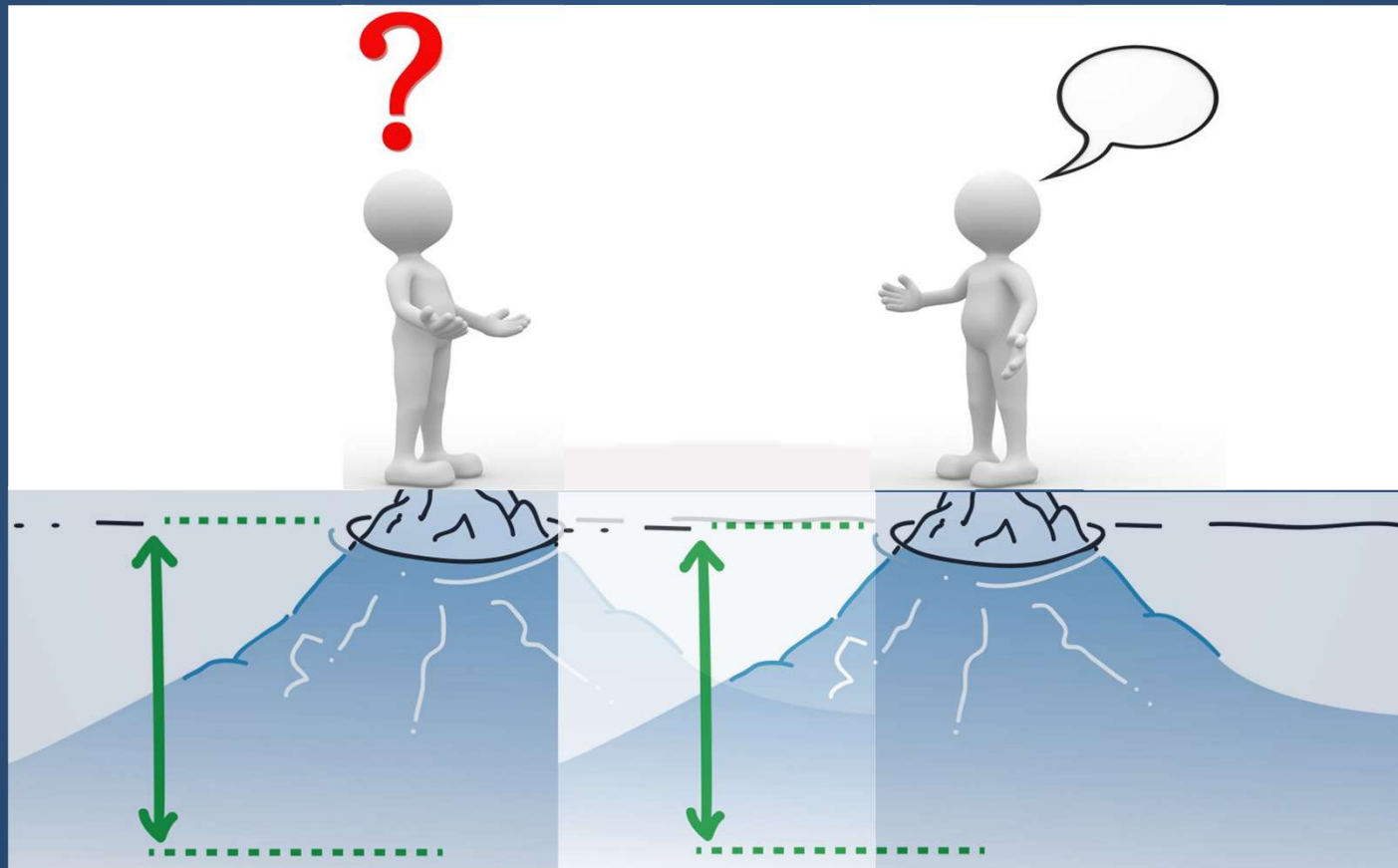
“There is a principle which is a bar against all information, which is proof against all arguments and which cannot fail to keep a man in everlasting ignorance, that principle is *contempt prior to investigation.*”

-Herbert Spencer



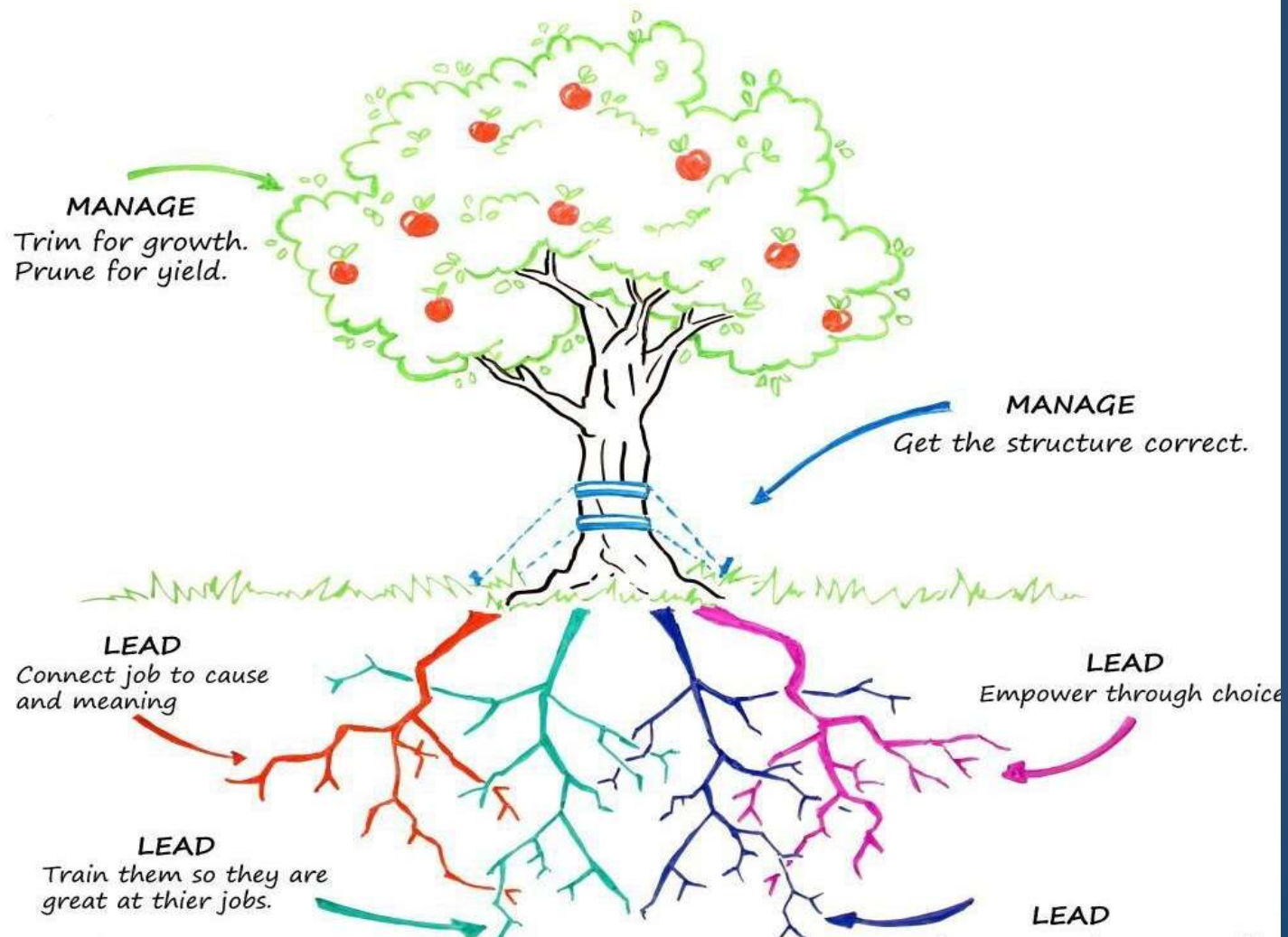
Invisible & Visible

 **Brunel Group**
Mediation | Sales Performance | Leadership | Keynote



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YOU LEAD THEIR ROOTS, YOU MANAGE THEIR FRUIT.



This is a Program of Suggestions



**The four suggestions today
serve as gentle hypothesis
generators.**

IQ & EQ

Suggestion #1

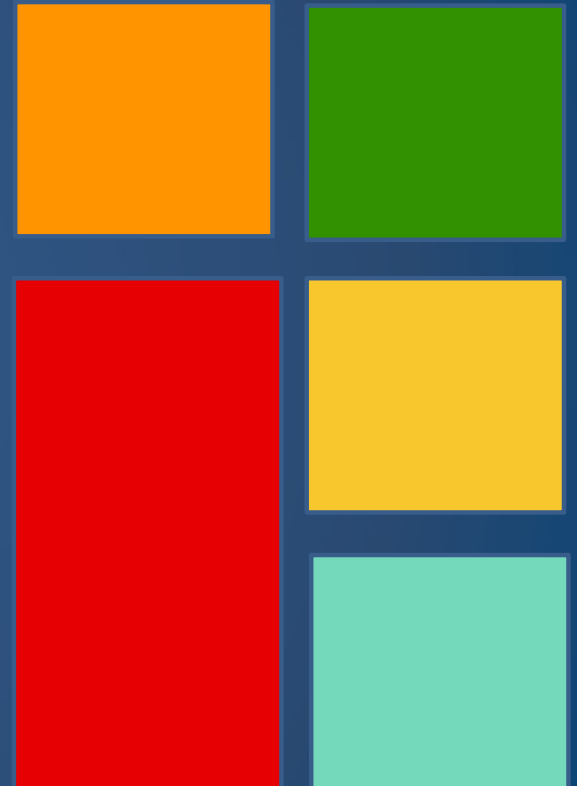


Your Mindset (EQ)



Your Skillset (IQ)

Your Craft





Quick Check-Up from Neck-Up

- What year did we first take some ones IQ?
- What year did we first say the term EQ?
- Can you control your emotions?
- Are emotions positive or negative?
- Are there over 15, 45, 75, 150, 200+ emotions.



Principles of Emotional Regulation

- The unaware leader is the most dangerous.
- Seniority does not always equal quality.
- People do what they do because to them it makes sense.
- If we don't change our direction now, we are likely to end up where we are headed.
- Meet people where they need to be met.

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Leadership IQ & EQ



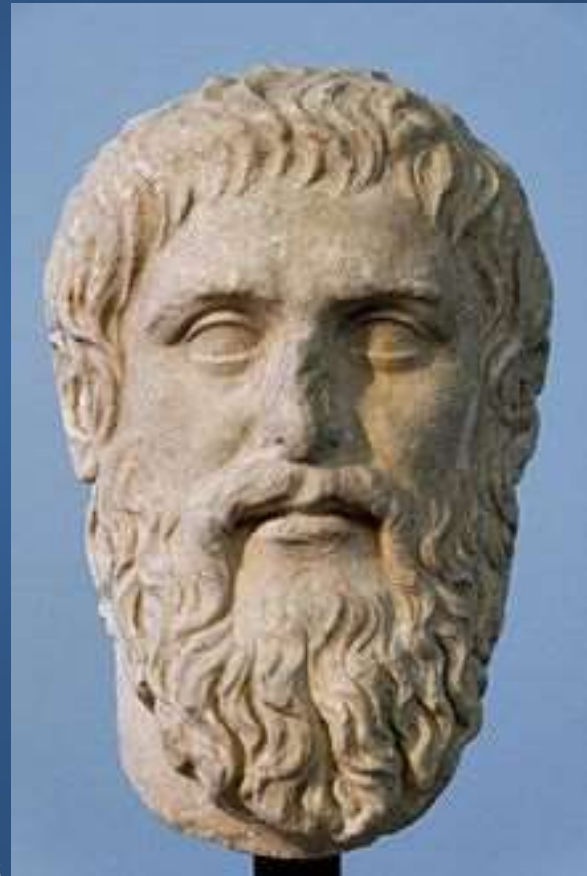
As we evolve from a thinking economy to an emotional economy....we need both.

- **Leadership (IQ):** Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.
- **Leadership (EQ):** The learned ability to generate the emotions required for the task at hand.

A long, long time ago

“All Learning has an
emotional base”

-Plato
Around 400 BC



Edward Thorndike

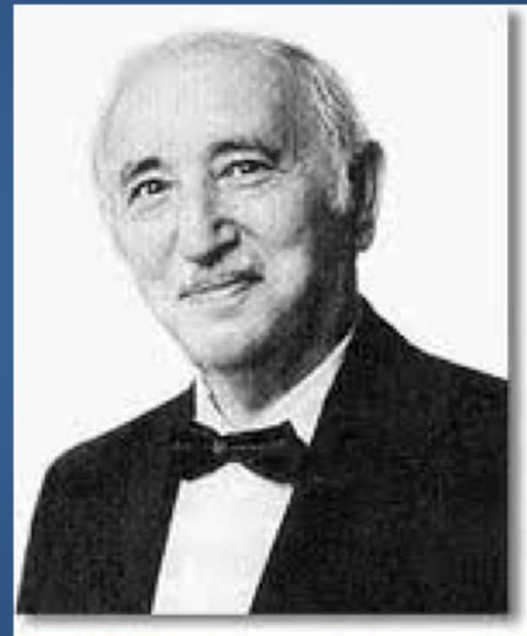
Proposed three classes of intellectual functioning in the late 1930s:

- Abstract Intelligence
- Mechanical Intelligence
- Social Intelligence –
Ability to successfully
function in interpersonal
situations



David Wechsler “Wex”

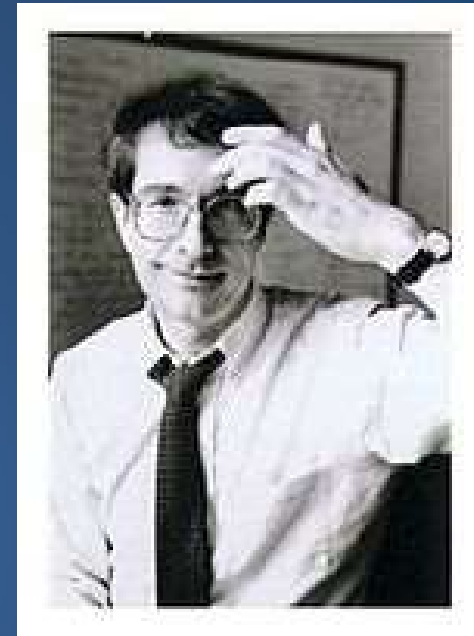
Intelligence was comprised of “non-intellective” and “intellective” elements. In 1943, proposed that “non-intellective” elements were crucial for predicting a person’s ability to succeed in life.



Howard Gardner

In 1983, developed a theory of multiple intelligences.
He proposed seven types of intelligence:

- Logical
 - Musical
 - Linguistic
 - Spatial
 - Kinaesthetic
-
- Intrapersonal- The capacity to manage ourselves through knowing and understanding our feelings wishes, needs, wants and purpose.
 - Interpersonal – Involves the ability to be sensitive to other people's emotions and psychological states and enables us to choose appropriate responses.



Reuven Bar-on

- Developed the term “EQ”, or emotional quotient in 1985 to describe his approach to estimating social and emotional competence
- Part of numerous research projects



Mayer and Salovey

- Co-authored two academic papers in 1990
- Tried to develop a scientific method to measure the difference between people's ability in the area of emotions



Goleman

Aspects of Emotional Intelligence:

- Managing emotions
- Knowing one's emotions
- Motivating oneself
- Recognizing emotion in others
- Handling relationships



You can Measure EI



Emotional Disinclination

Not inclined to relate to the emotional experiences of others; may fail to connect with or acknowledge the emotions of others

64

Emotional Intelligence

Understands the emotional experience of self and others; can effectively connect the emotional experience to work objectives; may need to feel a strong purpose in order to maintain motivation

Efferency

Actively and outwardly works through own frustrations toward others; engages in interdependent resolution; may over-emphasize the need for dialogue

67

Afferency

May not outwardly work through own frustrations toward others; engages in inward, individual resolution; may under-emphasize the need for dialogue



I'm not asking that you tell everyone about what's going on inside you... I am asking for you to tell someone about what's going on inside you.

Putting it together

- What we **know** matters & who we **are** matters more.
- There is the **actual you** & the **ideal you**.
- You can dodge your **responsibilities**, but you cannot dodge the **consequences** of dodging your responsibilities.
- You will **eat** this week...you will **sleep** this week...you will **navigate your emotions** this week.
- There is a difference between earning an **A** and earning a **living**.

Emotional Literacy

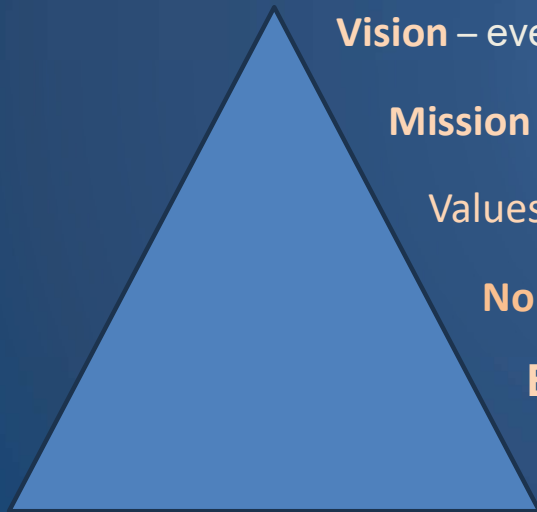
Suggestion #2

What is being asked of us?

1. Emotion of **empathy**/behavior of **caring**
2. Emotion of **compassion**/behavior of **serving**
3. Emotion of **understanding**/behavior of **interest**
4. Emotion of **optimism**/behavior of **visioning**
5. Emotion of **inspiration**/behavior of **mobilizing**
6. Emotion of **trust**/behavior of **collaborating**
7. Emotion of **positivity**/behavior of **resilience**

What is Your PD community?

Every community shares essential elements whether articulated or not



Vision – every community has a vision either declared or undeclared

Mission – every community exists to do or be something

Values – every community has a set of moral beliefs; what is right & what is wrong

Norms and standards – every community has levels of expectation

Behaviors – every community identifies desirable & undesirable actions

Emotions – every community operates in a predominant mood and is animated by a unique set of emotions.

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What is Your PD community?

If, however, we decided to design our community from an emotional base, we might work in reverse:



Emotions – the energy that moves us

Behaviors – that confirm our norms and standards

Norms and standards - that demonstrate our values

Values – that keep our mission aligned

Mission – that fulfills our vision

Vision – the “trophy”

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Notice.

Name.

Navigate.

Decades of psychological research shows that our life satisfaction, in the face of traumatic events, is less about how many we have experienced and more about how we have navigated through them.

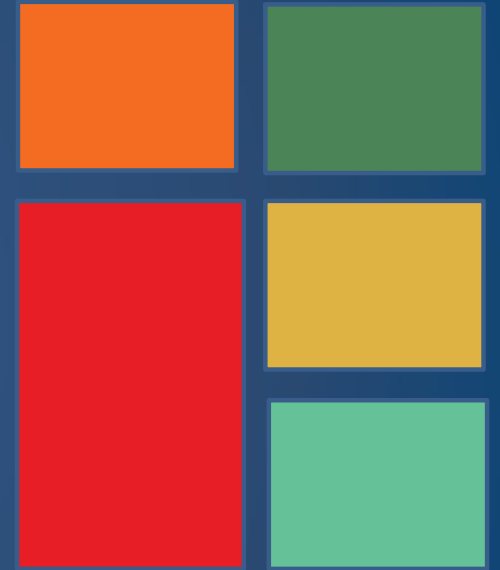
Sure, there are dangers around me. Sure, there are dangers inside me.

**Boxed up
emotions never
stay closed.**

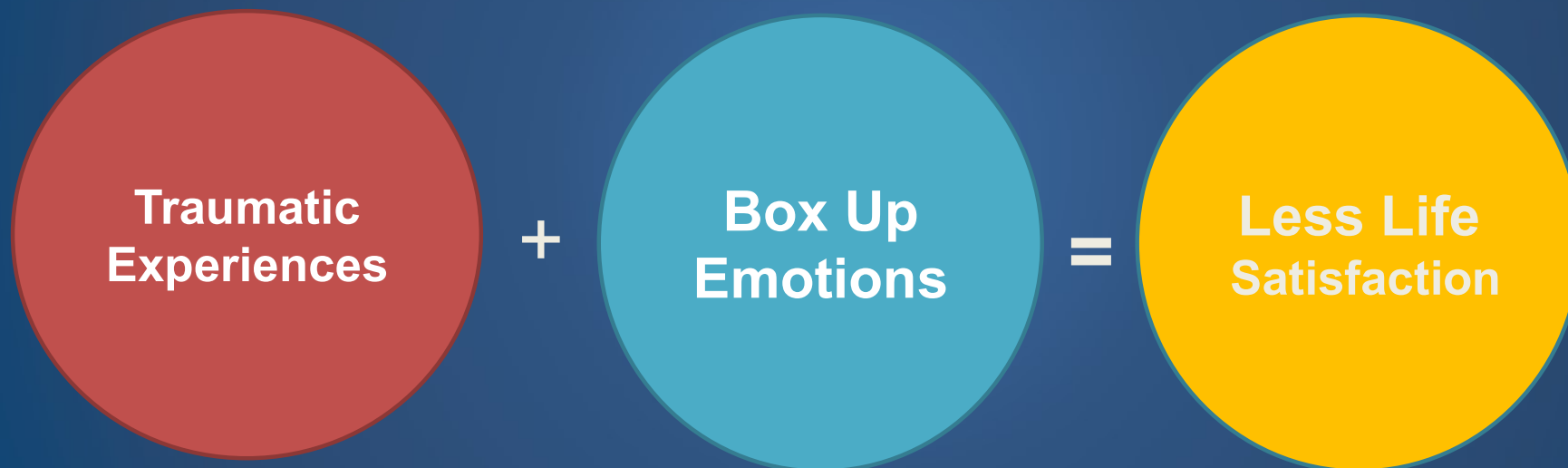


Boxed up
emotions can
open as
depression, family
violence,
addiction, suicide.

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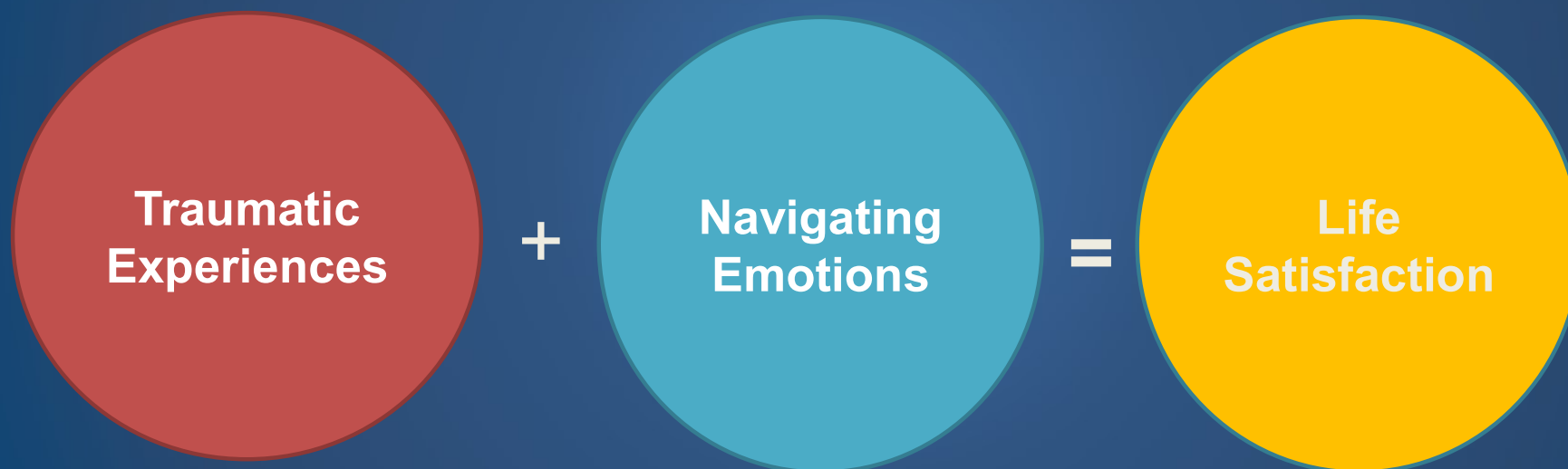


Let's look at it visually...



This can be a **Smart and Right** decision.

Let's look at it visually...



This can be a more **Healthy and Successful** decision.

Pick Your Hard.

**These things
happen gradually
and then
suddenly.**



Dignity



1. **Story:** I am worthy; I am enough as I am.
2. **Impulse:** To act as a legitimate human being deserving of (self) respect.
3. **Purpose:** Allows us to set and protect our personal boundaries.

Entitlement



1. **Story:** “I believe the world owes me that”.
2. **Impulse:** Whine about what you don’t have.
3. **Purpose:** Show me how life would be if I designed it.



Emotional Literacy Part I

- Grab your emoli card deck
- Select the following cards/emotions: 10 Key Emotions in Policing that contribute to stress: Anxiety, Anger, Confusion, Disappointment, Fear, Frustration, Impatience, Surprise, Uncertainty, and Urgency.



Emotional Literacy Part II

- Grab your emoli card deck
- Select the following cards/emotions: 10 Key emotions in Policing that diminish stress: Acceptance, Compassion, Curiosity, Dignity, Empathy, Gratitude, Hope, Patience, Perseverance, and Tolerance.



Emotional Literacy Part III

- Grab your emoli card deck
- Select the following cards/emotions for:

5 Supportive Emotions Raise Hand/Need Help:



Emotional Literacy Part III

- Grab your emoli card deck
- Select the following cards/emotions for:

5 Barrier Emotions Raise Hand/Need Help:

Co-Creating a Culture of Belonging

Suggestion #3

Toughness

Old version of toughness: Screaming, fear, making people run till they get sick, ignoring team members until they have done their time, being callous towards others.

Evolving version of toughness: Having the space to make the most successful & appropriate choice under discomfort.

Leadership

Problem Solving

Decision Making

Relationship Building

Culture.

Identity.

Image.



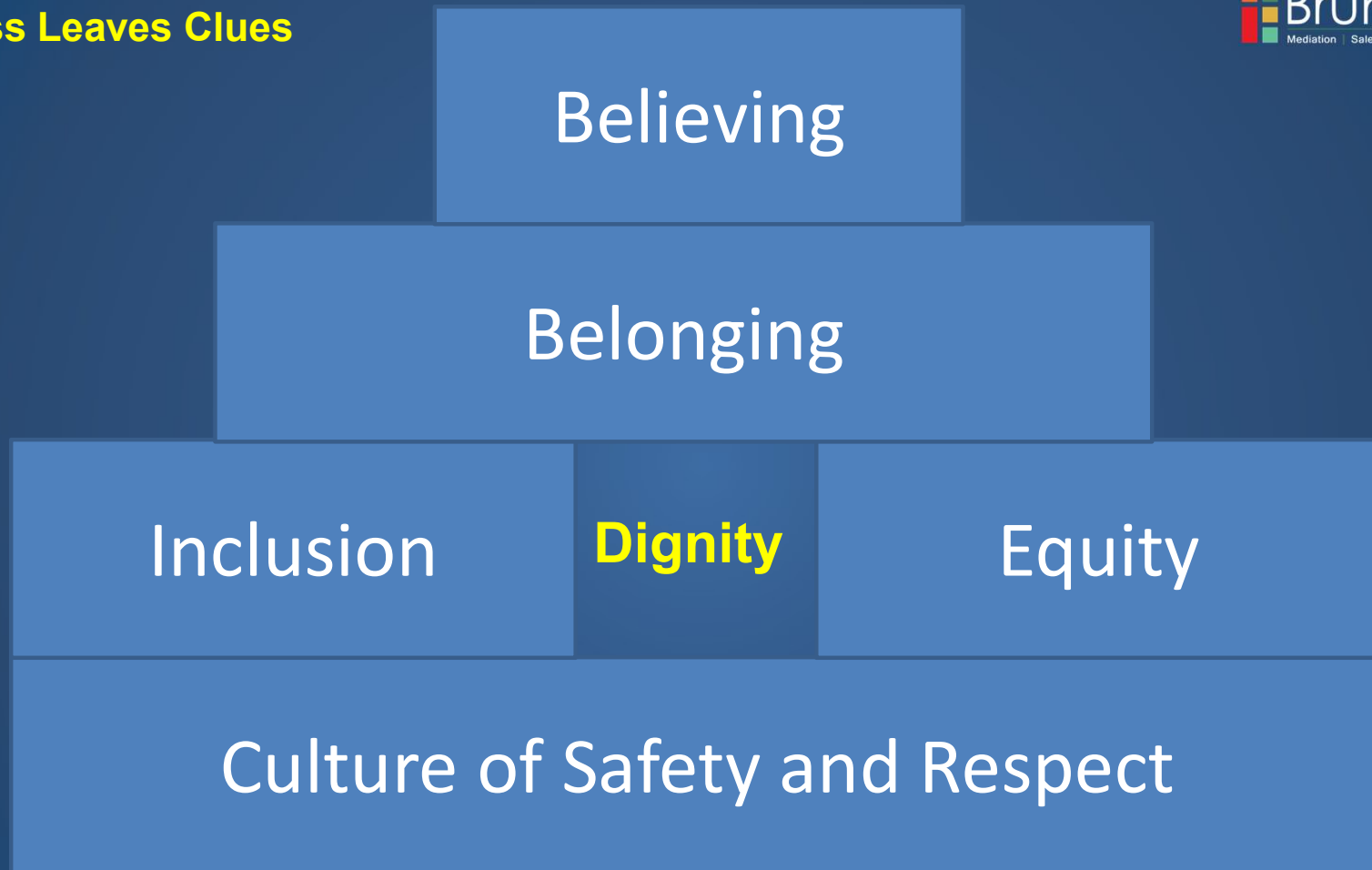
PURPOSE FOUND. BELONGING SHARED.

When you become part of something more—you can do more. When you fight for a common cause, you form an uncommon bond. A shared willingness to fight. A collective refusal to lose. To become this—is to belong to this. The battle to become a Marine is a 13-week grueling and demanding path, along which a deeper purpose is found.

Do you have the fight inside you to win the battles in front of you with those who will never leave your side? Will your all be enough? Can you find the courage to fight and the will to win? Where there are battles, there are Marines ready to win them. Is your determination ready for the fight?



Success Leaves Clues



You can Measure Belonging



Low Affiliation

Own sense of identity is unrelated to feeling connected to others; does not need a sense of community or belonging to feel fulfilled; may feel that connection with groups impedes individualism and autonomy

58

Values Connection

Needs to feel connected to others to gain security or fulfillment; needs to be around others to feel a sense of belonging; seeks to affiliate with groups and larger purposes for identity

How do you know when you belong?

How do you know when you are hungry?

Culture of Safety & Respect

- **Psychological Safety:** is the belief that you won't be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.
- **Principle:** The foundation for every working relationship is trust; strong trust requires others trusting your integrity, intentions, judgement, and competency.

Culture of Safety & Respect

- If you make a mistake on this team, it is often held against you.
- Members of this team are able to bring up problems and tough issues.
- People on this team sometimes reject others for being different.
- It is safe to take a risk on this team.
- It is difficult to ask other members of this team for help.

Equity & Inclusion

Equity: Equity is about giving people what they need, in order to make things fair. Giving more to those who need it. Not easy.

Inclusion: Intentional & ongoing effort to ensure that all individuals fully participate in all aspects of organizational work. The way all participants are made to feel included.

Principle: Nothing happens until it happens to you (Equity + Emotion)

Believing & Belonging

- **Believing:** I experience a work environment that allows me to feel the decisions are made w/me & my best interests in mind.
- **Belonging:** is an outcome of feeling your lived experience. It results when you effectively do the work of diversity, equity, and inclusion.
- **Principle:** Everything you do and say with someone has an effect. Otherwise, you would be irrelevant.





Tying it together

- Desired Outcome: Enabling employees to **believe** the mission needs them on the team for it to be achieved. Empower them.
- For me to have anyone on my team believe...they must feel that they **belong**. Not just fitting in...belonging. Belong then believe.
- For someone to feel that they belong...they must experience and see **equity & inclusion**.
- For an employee to see/experience equity & inclusion the **culture** must be **safe & respectful**/one of psychological safety.



Co-Creating a Coaching Culture

Suggestion #4

What do you see when you see a coach coming your way?

Coaching Relationship





10 Thoughts to a Coaching Relationship

- 1) Coaching is not about your “position” it is about your “disposition”.
- 2) **Be hard on the problem and respectful on the people.**
- 3) Meet people where they need to be met. Coach to the team colleague.
- 4) **Remain Teachable * Remain Humble.**
- 5) The only way feedback is received in a positive way...is if it is given in a positive way.

Think – Pair - Share

- Pick the thought that hits your heart/head the most.
- In your own words, define the thought.
- Share your definition with a partner.
- How is this principle potentially violated within HCESD 6 & 12?



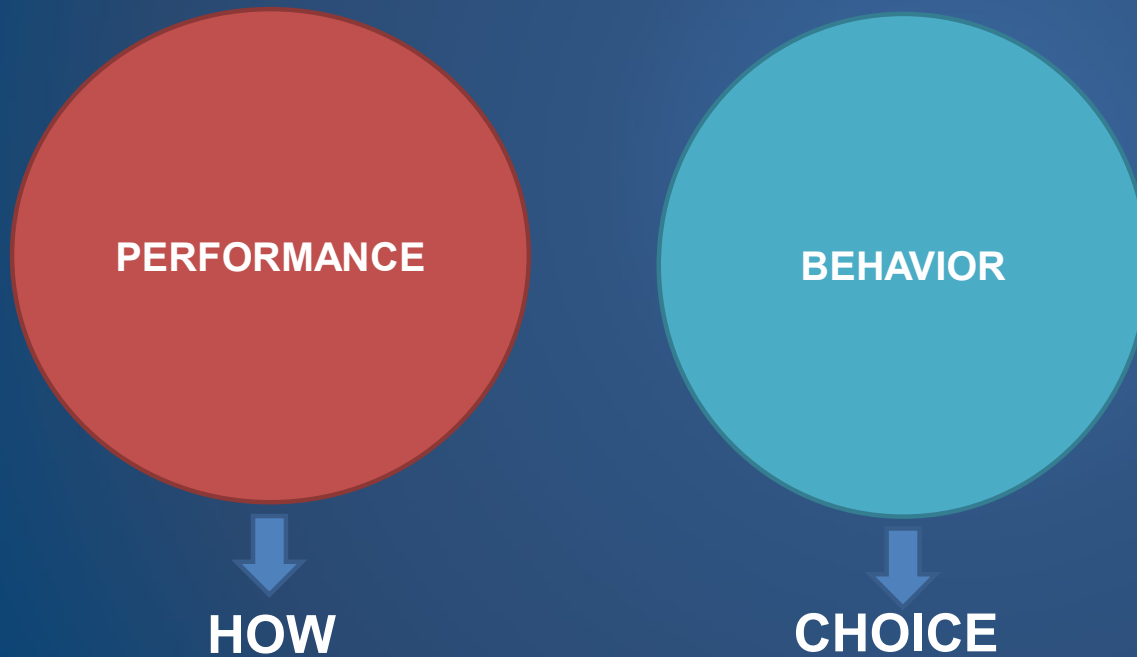
10 Thoughts to a Coaching Relationship

- 6) I can only take my employees places I am willing to go. We all gotta do our own work.
- 7) Telling is not coaching...that is called having an alligator mouth and a hummingbird ass.
- 8) Coaching is helping others see things they don't see...their blind spots that could be causing blind behaviors.
- 9) Honesty without kindness is cruelty.
- 10) Unsolicited feedback is often seen as criticism.

Think – Pair - Share

- Pick the principle that hits your heart/head the most.
- In your own words, define the principle.
- Share your definition with a partner.
- How is this principle potentially violated within HCESD 6 & 12?

Two Area's of Coaching Opportunities



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Coaching Principles

**A principle is a fundamental truth.
Wherever you find gravity...these
principles are true.**



Cause and Effect:

Everything you do and say with a member of your team has an effect.

- 1) Work life balance or life work blend?
- 2) Fierce Compassion or Warrior/Guardian?
- 3) Buy-in or Commitment?
- 4) PTSD or PTS Injury?



Purpose:

The purpose of coaching is the realization of the complete potential of each member of the team.

Coaching is not about your position...it is about your disposition.



Coaching & Counseling:

Coaching is not counseling; we coach proactively in order to avoid the need for counseling

Coaching is not something I do before I let an employee go.



Insight:

Insight is the power to see into a situation—beyond the obvious.

Insight gives you power...

Which give you influence...

Which gives you leverage.



Listening:

Listening is command central for communication. No other skill is as powerful—or necessary

Active Listening

Empathic Listening

Strategic Listening

Diagnostic Listening



Our Action Plan

Start Small/Learn Fast

- **IQ & EQ in 2024**—Suggestion #1
- **Emotional Literacy**—Suggestion #2
- **Co-creating a Culture of Belonging**—Suggestion #3
- **Coaching Interpersonal Skills**—Suggestion #4

Not an intellectual get...a behavioral get.

What will it take to maybe have this in your agency? It takes what it takes.

Nothing is Fully Learned Until it is Fully Applied

Questions?

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