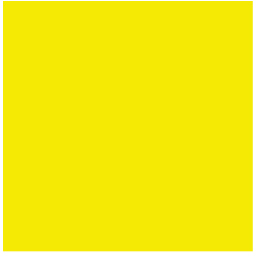
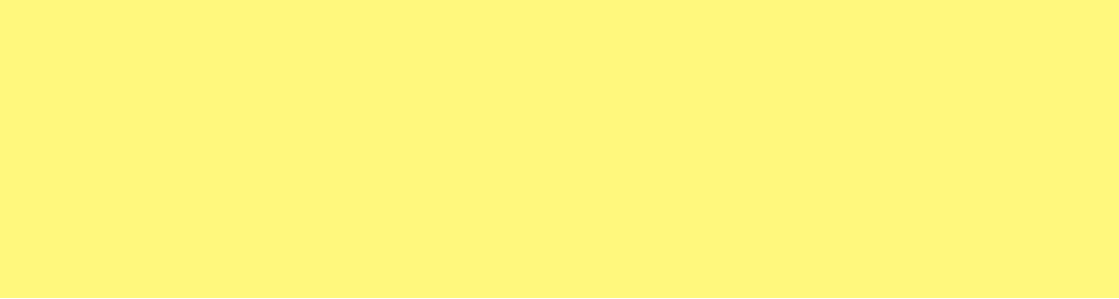




Emotional Health & Leadership



Welcome to our pocket guide to emotional health. Emotional health is a concept that is simple on one level and complex on another. It is simple in that once you understand its core principles – as explained in this guide – you will readily be able to apply those principles to the way you see and, importantly, engage with the world around you. However emotional health is also complex in that it has many layers and there is always something more to learn. In this sense gaining a full understanding of emotional health is an endless (but very enjoyable) journey, even for those of us who have worked with it for a long time.

You might already have come across the concept of ‘emotional intelligence’ (sometimes referred to as ‘EI’ or ‘EQ’). Emotional intelligence is all about recognising and managing emotions in ourselves and others. It is a critical and interrelated ‘subset’ of emotional health along with mental intelligence and other lesser known ‘intelligences’: body intelligence, social intelligence and spiritual intelligence.

Emotional health ‘wraps around’ all these concepts, delving deeper into the ways in which each of us relates to, engages with and affects others and the world around us.

In the following pages we will share with you our definition of emotional health. We will then outline the three core principles of emotional health that we at Global Leadership Foundation work with in developing emotional health in individuals, organisations and communities. We will also consider emotional health from the perspective of a leader, whether that leader be parent to president. To finish, we will tell you a bit about the work that Global Leadership Foundation does, and offer some more ways of engaging with the journey of developing emotional health. We hope you will find this introduction useful and insightful.



For this ARC Victoria edition of our guide to emotional health, we spoke to a number of emotionally healthy rangers and former rangers in Australia and around the world to learn about how their careers and how they have approached their work. They provided valuable insights based on their knowledge and lived experiences.

In this guide, we have matched some of the what they had to say to sections of the text, providing another layer of relevance to the material. Look for the pages with the ARC Victoria logo.

Emotional Health

Emotional health is a state of enhanced wellbeing created through highly conscious choices and mindful practices.

It is characterised by a person's ability to make constructive and respectful decisions and choices in every situation they find themselves in. A person with a high level of emotional health takes personal responsibility for the way in which they relate to and engage with others and the world around them.

Emotionally healthy people are conscious of themselves – their thoughts, their emotions and their behaviours – and the impact they have on others. They are able to recognise and overcome the various influences and constraints that they experience (either from others or themselves) through the choices they make and the practices they use.

If this sounds confusing (or daunting), we encourage you to stick with us. In the following pages we will outline the three main ideas that sit at the core of emotional health. These are relatively simple concepts in themselves, and taken together will give you a good initial understanding of emotional health.

Presence and Whole Body Thinking

It is commonly believed that all our thinking is done by our brain alone, however, ancient eastern philosophy – supported by modern neuroscience – teaches us that clear, effective thinking is actually achieved using the ‘whole body’.

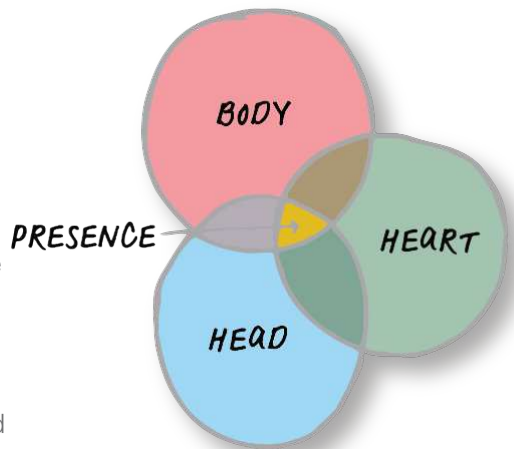
You’re probably familiar with the sort of clear thinking we’re talking about, though perhaps not at work, and not all of the time. The most common times we think in this way are at ease – times when we are sitting in the sun, walking through a forest or on a beach, playing with our children or literally ‘smelling the roses’. It’s thinking that, somewhat counterintuitively, doesn’t feel like thinking at all. Sportspeople sometimes call this thinking being ‘in the zone’. Others call it ‘flow’ or ‘presence’ (the term we tend to use).

In the information era, most people spend very little time being ‘present’. Rather, our thoughts operate a bit like Twitter or Facebook: a never-ending stream of notes, recollections, to dos, ideas and inspirations. Time moves quickly as the mind flutters from one thought to the next. If you’ve ever had a day that you looked back on wondering where it went, wondering why you can hardly remember what

happened, you know what we’re talking about.

In life generally, but particularly in the workplace, this kind of rapid-fire thinking can make it difficult to be effective. It can be hard to focus on what is important, engage and enable others, and work to achieve what is expected. When you are surrounded by mental and/or physical clutter, it is hard to see your organisation and the world around you with clarity.

‘Whole body’ thinking – presence – is very different to this. It is thinking that balances three ‘centres’: head, heart and body.



Put very simply: 'head thinking' is more rational and logical and provides great insight, 'heart thinking' connects us with our feelings and emotions and brings intuition; 'body thinking' uses our senses and brings 'gut feel' or instinct. Each of us is capable of thinking in all three of these ways. However, in the process of developing a personality, we tend to lean more strongly towards one of the three, which then becomes our primary filter for perceiving what we think is reality. We have a tendency to trust the thoughts that come from our preferred centre over others. Conversely, we find ourselves mistrusting or avoiding what the other centres are telling us.

Can you identify which of the three centres you lean towards yourself? 'Presence', or being 'in the zone', is something we achieve when we manage to balance our thinking around all three of these centres.



head

- rational
- logical
- insight

A simple line drawing of a human brain, showing the cerebral cortex.

heart

- feelings
- emotions
- intuition

A simple line drawing of a human heart, showing the major vessels.

body

- senses
- 'gut feel'
- instinct

A simple line drawing of a human hand, showing the fingers and palm.

Presence and Whole Body Thinking

From the rangers...

There are simple practices you can include in your daily life that help you connect to each of the centres. The following are examples we identified in our interviews with current and retired rangers.

Body

'It's something as simple as making sure you're taking your dog for a walk.'

'I just go outside in the field, sometimes for one hour. I think about how many good things I have, all the positives, and how tomorrow's a new day.'

'I used to love just getting out by myself when things got a bit stressful. Just jump in the vehicle and go for a drive. The bush wipes away every bit of stress you have in your body.'

'I've always been a great believer in doing physical things. I've always been a keen runner. I still swim and walk a lot. Being physically healthy is important.'

'I found benefit in taking a few weeks [away from the office] every two months. I'm still working, but from a environment that is quiet and relaxed and where I'm not having to deal with the little minor issues all the time. And then I'm feeling good and strong to be able to go back.'

Heart

'It could be as simple as having a bit of a routine where the family sits at the dinner table at night and talks about ... like, what are three positive things that happened in your day?'

'Checking in with the parents, checking in with your mates or your brother or your sister. Just making sure you do that regularly. Just catching up, talking to people and talking about everything.'

'Having good social connections. They might be family or friends. And doing something spiritual for yourself.'

'Always make time for those little things on any given day, you'll never ever regret it.'

'One thing I certainly learned through my Churchill Fellowship was that a number of the park services I visited had very good training programs where they could instil an esprit de corps and develop a camaraderie and common good culture among staff.'

Head

'My dad encouraged me to read a lot of books about on self improvement and that sort of thing.'

'You never stop learning on the job ... Your way might not be the right way.'

'When I was at university, one of my professors, who actually later became a boss of mine, was all about thinking and doing things differently and not being a sheep.'

'Just to sit back and think about what really is important.'

'Sometimes you see something going on in a park that you feel like you cannot walk away from but which is just beyond your capacity to deal with. At the end of the day, you need to remember that it's not a long term issue, it's a short issue. The park is still going to be here tomorrow. You have to look at the situation from a risk point of view. How are you going to come out of it? Is there an immediate threat to the person, the public, yourself? You have to weigh everything up. I know that I'm going to come to work happy if I avoid an interaction that I know is going to be negative if I try to go any further.'

Personal Responsibility

Imagine you are in the car, driving along happily, when from out of nowhere someone cuts dangerously in front of you. You are forced to brake quickly to avoid an accident. How would you react? Like most people you would probably react in one of the traditional ways: a heavy hand on the horn, a tirade of abuse, the flashing of headlights, or all three of the above.



This typical reaction to a typical situation is a classic example of what we call an ‘automatic response’. It’s a ‘default’ behaviour: we don’t consciously think about honking, swearing or flashing headlights – we just do it.

Now think about how, at some time in the past, you’ve approached a conversation about your performance with a manager you didn’t get along with. Did you go in with an open mind, or were you on the defensive from the word ‘go’? Did you find yourself fairly quickly defending yourself, regardless of what the manager said? Most of us have been in this situation at some stage.



What is happening in this situation is very similar to what is happening in the road-rage scenario. The difference in the workplace is that instead of horn-honking, the automatic response to being challenged or criticised is defensiveness, denial, blame or justification.

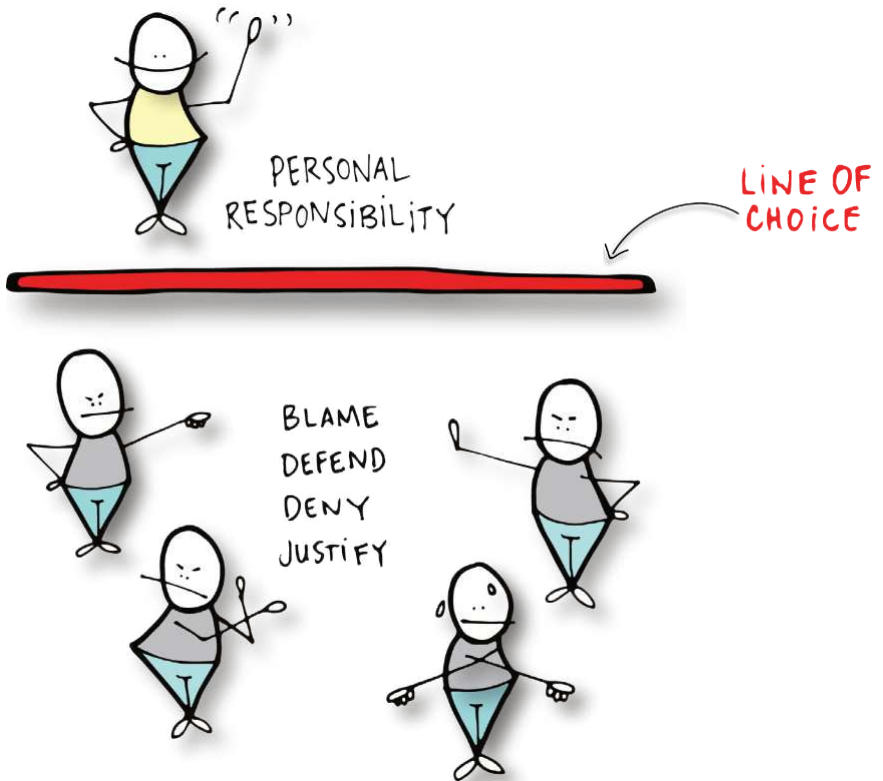
In both these cases – the car and the workplace – there’s a good chance that, on later reflection, you recognise that your behaviour was ultimately unnecessary and unhelpful and probably not the best choice you could have made at the time. But you also wonder whether it is really possible to avoid these situations. After all, the responses are automatic, aren’t they?

The truth is that it is possible to change your responses to both these situations, but doing so can require a substantial amount of work.

The first step is to understand what is going on here.

In our work we draw a line – the ‘line of choice’ – between the default, automatic responses to challenging situations (typically denial, blame, justification or defensiveness) and the more emotionally healthy option of a thoughtful and constructive response to them. When we do the latter, we are taking personal responsibility – not for the situation itself but for the way we react to the situation.

We say that automatic responses are ‘below the line’ while constructive, personally responsible responses are ‘above the line’.



Notice that we use the word ‘choice’ here. For ultimately there is a personal choice to be made between operating above or below the line, even though it may not feel like it as our hand hits the horn or the excuses start flowing.

Making that choice requires us to activate our ‘inner observer’ before enacting our automatic response, catching ourselves in the act. Achieving this in everyday situations takes some training and practice, especially when you consider that making the choice has to be done very quickly. American psychotherapist and author Tara Bennett-Goleman calls it the ‘magic quarter second’: the time between when our brain absorbs a situation and our body reacts to it.

Some of that training and practice we get from life in general. As we ‘grow up’, we tend to learn to take more personal responsibility than we did when we were young. In practice, however, the vast majority of us only take personal responsibility for our behaviour and our responses some of the time, even as adults. At other times – when that other driver cuts us off, for instance – we slip below the line quite easily.

Spending some time below the line – defending, blaming, justifying – is quite normal. The challenge is to increase your awareness of these responses and, over time, to choose healthier ones more often. In other words, to constantly increase the amount of time you spend being present and ‘above the line’. Achieving that requires a high level of awareness about yourself and the way you see your interactions with others.

Understanding this idea of operating above or below the line leads us to the larger concept of ‘emotional health levels’.



Personal Responsibility

From the rangers...

In our chats with current and former rangers, there were numerous examples of above-the-line behaviours in dealings with the public and even with those set on conducting damaging activities in parks. Here are some of the things we heard that demonstrate taking personal responsibility rather than resorting to blame, defensiveness, justification or denial.

'The biggest thing as a people leader is you really, really always have to remain above that line. I mean, you're a mentor to your team. That's one of my good strengths, however it absolutely didn't happen overnight. We've all been below the line at times, but certainly these days always staying above the line is one of the major things.'

'On a good day, you've got your whole team and everyone has come together, had a good laugh and gone home, and come back the next day. A bad day is when there's rangers in tears, because perhaps they've just been bawled out by someone really, really intimidating in a way that they felt they were either going to be hit or something just for trying to do their job. I've had to manage rangers that have had really, really bad encounters and require counseling and that sort of thing.'

'It doesn't matter what you think, you've got to never get angry. They can call you what they like but don't get angry, don't react, don't retaliate. Just let it wash off.'

'I know sometimes I have frustration and I have my own doubts, my own moments where I'm ready to quit and go somewhere and come back next year. I have bad moments often. But in the end it's always a positive result.'

'It's like thinking to yourself, "What's the worst thing I could do right now in this situation? What would be the thing that would inflame the situation?" And then you think, "Well, I'm not going to do that."'

'Everyone's [gone below the line]. Sometimes there is only so much you can take. Sometimes you might ask someone to do something, and they say something or call you something or tell you to get a job or that sort of thing. And you might just laugh and say, "Enjoy your day". And that just adds to it. All of a sudden they turn around and are more aggressive. All you had to do was simply walk away, leave it be. You're not going to achieve anything by answering back, so keep it quiet. I think these situations happen more when you preconceive a situation, when you're almost reading the situation before you get there, assuming what this person has done and will do.'

'If you get them on the wrong foot instantly, and you walk up looking intimidating – that's definitely not going to help you.'

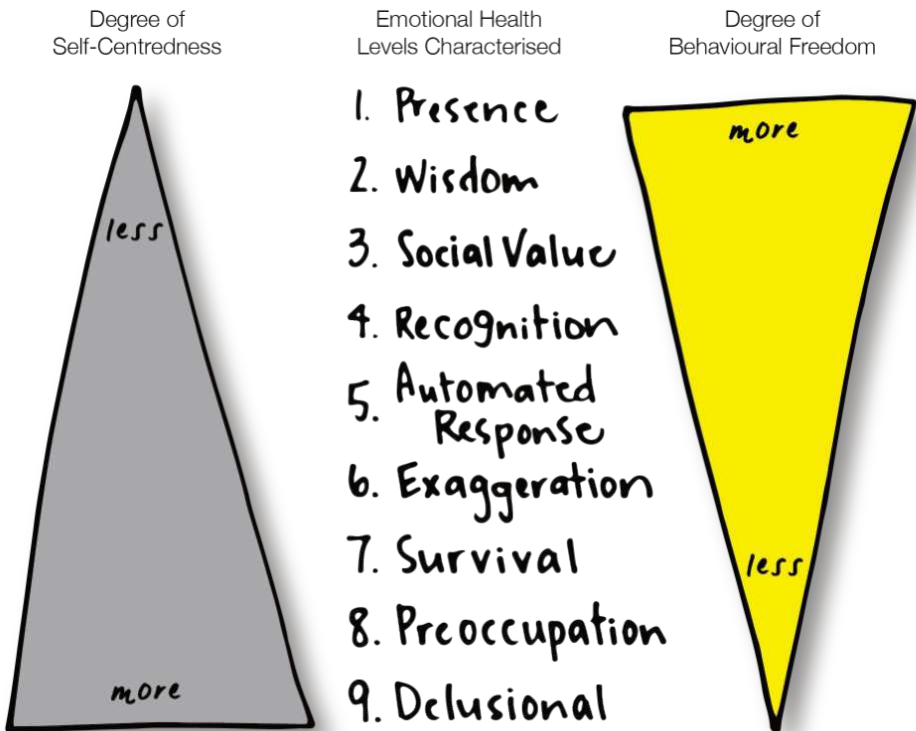
'Sometimes you've got to get heavy with them, but the main thing is not to get argumentative. As soon as you start arguing with them, then you're fueling their fire. You've just got to say, "Sorry, mate. These are the laws. We are in a National Park and this is the law. You're not allowed to bring your four-wheel drive in here. I say "I'd like your details, please" and I take the number plate of the car. Sometimes they refuse and that's their right. But we give the number plate to the police and they might just knock on their door and have a chat. It's important to have a good relationship with the police.'

'There are three things that send me below the line. Number one is fatigue. If I'm tired, I go below the line. Number two: I turned 50 this year so I'm not as young as I used to be. If I get a physical injury, that affects my mental health because while I like to think I can do what you used to be able to do, I know I can't. I have to accept that. The third is people who are not in touch with reality. People who, say, don't like watching the news because "it's all to talk" or "it's too depressing". You can't make decisions to improve the situation you're in if you're not in touch with, or don't have an understanding of, reality.'

Emotional Health Levels

The concept of emotional health levels takes the previous notion of personal responsibility and 'above and below the line' a few steps further. Understanding it will establish an important behavioural framework that will help you on your journey as you develop your emotional health.

Emotional health levels are illustrated in the diagram below (adapted from the work of Don Riso and Russ Hudson (1999)).



The way we like to explain this is to start in the middle and then describe the differences we see as we move up and down from there. Later we'll provide a little detail on each level.

Let's take a hypothetical person who is centred at level 5 on this diagram (we would say this person has an emotional health level of 5). This is the level that would be seen most commonly within Western populations.

At this level, our person wants to have a 'good' life, have friends, a comfortable place to live, go on holidays and have a job they enjoy – all of this is likely to be familiar to you. Our level 5 person can react thoughtfully to some of the situations that they find themselves in, moving above the line into level 4 and take some level of personal responsibility for their actions and the consequences.

However for the majority of their time our person will respond to challenging situations in ways that are quite reactive and without thought. Their response or reaction in the moment will be quite automated – below the line – with blaming, denying, defending and justifying appearing in the mix. We know that it is often our person's loved ones who are likely to

trigger these behaviours by pushing their 'hot buttons' (you are probably familiar with this also).

What this means in terms of our diagram is that if you draw a line across to the yellow triangle, the 'range of behavioural freedom' the person had at that time they were challenged is limited (it's about mid-range), hence their resort to an automated response. And if you draw a line across to the grey triangle, their 'degree of self-centredness' is also about mid-range, meaning that the person has a level of concern themselves, rather than others, in that moment. This self-concern also contributes to their automatic, self-focussed response.

It is interesting to note that our level 5 person will often regret their behaviour afterwards. They will realise that they didn't think before they acted, and perhaps did not choose the best response to their situation. But this realisation it is often too late.

Moving to level 4 (Recognition) represents an important shift in emotional health. At this level a person starts to recognise that they have choices with all of their behaviours and begins to observe these on a more

regular basis. As this takes place, their level of self-awareness and recognition of their impact on others increases, that is, the 'inner observer' is activated.

Accessing the 'inner observer' gives us the opportunity to make a conscious choice 'in the moment' of what we think is the best thing to do. When this occurs, we find ourselves more constructive, calm, relaxed, connected and secure. We are also much more conscious of our current state of being.

It is likely that most of us will identify with both level 4 and level 5. That is not surprising as in our experience we generally span two emotional health levels: reflective of how we might be on a 'good' day (level 4) and a 'not so good' day (level 5).

We can also experience 'spikes' in emotional health. For example, an highly emotional event can drop us down to level 6 - Exaggeration and our internal anxieties and fears manifest in exaggerated behaviour e.g. shouting, withdrawing. Fortunately we can bounce back from this, hence the reference to 'spike'.

We can also find ourselves spiking to level 3 – Social Value when we are engaged and connected with organisations and activities that embrace the 'greater good'.

As our diagram illustrates, the top and bottom of the range of emotional health levels represent extremes in self-centredness and behavioural freedom.

A person with an extremely low level of emotional health (level 9) will display automated, 'below the line' responses to virtually every situation they encounter. They are self-centred all the time and have no behavioural freedom to choose their responses. People at this level are often fixated, delusional and self-destructive, and are generally under medical and/or psychiatric care (or should be).

The person with a very high level of emotional health (level 1) is completely open, well balanced and liberated from any degree of self-centredness. With total behavioural freedom, they are able to make mindful decisions in every situation they encounter and take complete personal responsibility ('above the line') for their responses. People like this represent the state of presence.

They access the highest of interpersonal qualities – such as compassion and deep caring – with ease and lead by the highest of examples in all aspects of their lives.

You can find descriptions of each emotional health level in the appendix at the back of this booklet.

For most of us, our goal would be to increase our emotional health level over time.

Those who achieve this become more able to see other perspectives of the world they live in. They increasingly recognise and understand the assumptions that their own world-view is built on. As this occurs, they better appreciate that the coping strategies and defence mechanisms they have been using are holding back their personal growth. More and more, they have the presence to ‘recognise and observe’ their own behaviours and responses, identifying areas of behaviour that could be improved and consciously planning to make these improvements. Put in terms of the personal responsibility concept, moving up the emotional health levels means spending more of our time ‘above the line’.

Leadership and Emotional Health Levels

While the concept of emotional health levels can be applied to any individual, it gains even greater potency when it is applied to a leader.

By definition, a good leader needs to display a minimum level of self-centredness (after all, it’s about others and the organisation, not themselves) and maximum behavioural freedom (in order to make considered decisions rather than automatic or ‘knee-jerk’ ones).

Leaders are expected to be both compassionate and caring as well as decisive and strong: doing this requires a high level of emotional health. We find that leaders from Level 4 and above drive positive emotions in their workplace; they create resonance by inspiring others through the creation of a genuinely shared vision, then coaching them to be all that they can be as they work towards achieving that vision.

Increasing Your Emotional Health



Moving up the emotional health levels requires more than acknowledging that this is 'a good thing to do'. It cannot be achieved by simply knowing what the levels are.

Fundamental to improving your emotional health is becoming aware of your automated responses and their impact on others; understanding what drives and motivates your behaviour and why this is the case; and consciously choosing, and taking, development paths that move you towards 'presence'. In short, this means taking ever greater personal responsibility and becoming more effective at 'whole body thinking'. These steps are all part of the emotional health journey.

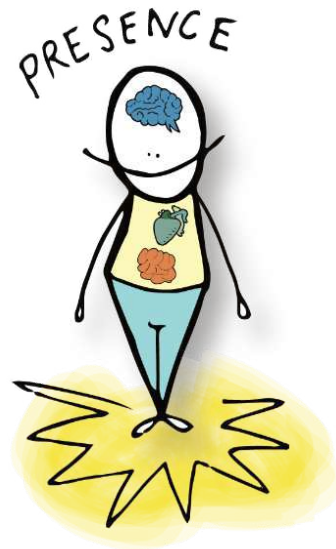
Increasing your emotional health will reflect your ability to 'vertically' develop, that is, to 'internally improve'. As you increase your emotional health you will be better able to see other perspectives of the world you live in and start to understand the assumptions that your own world-view is built on.

In this sense, increasing your emotional health can be self-fulfilling in part: as you find yourself with a higher level of emotional health, you will be more aware and better placed to take the next step. As you do this, you will better appreciate that the coping strategies and defence mechanisms you have been using are not serving you well and in fact have been holding back your personal growth.



More and more you will have your 'inner observer' activated. You will appraise your own behaviours and responses, identifying areas of behaviour that could be improved and consciously planning your path towards these improvements. This may feel counterintuitive at times, yet you will become better at managing the ambiguity of the situation and choose new ways of engaging.

The path to increasing emotional health through vertical development is very different to the more common 'horizontal' approach to relating and engaging, which is about building skills and competencies. Vertical development is about being increasingly aware of the impact you have in relating to and engaging with others. It is also about taking personal responsibility in making conscious choices (through the behaviours you demonstrate) that strengthen these relationships.



Increasing Your Emotional Health

From the rangers...

In our work, we identify nine primary characteristics of people with a high level of emotional health. With the group of rangers we talked to, examples of these characteristics were clearly recognisable in the responses to our interview questions. In the next few pages we share these examples as characteristics to aspire to in your own journey to increased emotional health.

Empowering

People at high emotional health levels are very good at ‘making it all happen’ whilst empowering people in the process. They encourage and engage others in building their confidence in what is practised and offered, and in the way that work gets done. They step back so that others can step forward.

‘I was certainly a democratic leader, I think I can tag myself with that. I certainly believed in empowering the people I worked with, recognising that collectively we were stronger as a team than any one individual. Even though I might have been the boss and a number of levels above others in my team, there was an equality that I believed needed to be recognised by all people, and that every single person had something to offer. So I would hope that people felt that they could make their contribution and equally that they could receive contributions from others. By operating that way, I never found the people management side of my roles, particularly difficult.’

‘I’ve really tried to give people a lot of freedom to make their own decisions. We were not like a typical triangular top-down structure, more semi-autonomous with each one sensing their own environment. Like an octopus: each ‘tentacle’ sensing its own environment then making decisions.’

‘We’ve got a real mix between the one level and the other level. And because each of them thoroughly understands how things operate, and with their

experience and the freedom to do what they want to do, somehow I think this combination has worked well to create this 'team of teams'. And we've managed to do incredible things.'

'New starters soon discover that they are free to decide how they want to go and this somehow seems to work. What we tell the guys is when they encounter a problem, they firstly try to solve it themselves. If they can't, they're welcome to speak to anybody about it. But when they do speak to somebody about it, we still encourage them to think of possible solutions – to always be thinking of solutions.'

Inclusive

People at high emotional health levels bring a strong sense of peace and harmony to any situation. They make others feel comfortable and at ease. They are grounded and balanced in all aspects of their life and relationships and are confident and clear about their own ideas and opinions. They value others' contributions equally and are naturally inclusive.

'After initially working with park rangers [to prevent poaching], we found that it was way more important to work in community areas, with what are known as 'community rangers'. Most of these people are also subsistence farmers, still very much at the bottom of Maslow's hierarchy, always trying to get shelter, food and water. [Community ranger activities, such as preventing poaching, were not a high priority.] So we thought, okay, what can we help them with? Then we realised that one of the big challenges was food security, which was mainly related to wildlife – elephants in particular – raiding their crops. We thought that if we could help them find a way to prevent their crops being raided, ensuring their food and livelihoods, that would be a massive thing for them and would help build this trust. So that's exactly what we did. We started implementing projects to prevent the crops being raided, including putting up these things called 'chilli fences' which keep the elephants away. It worked and we built up this incredible amount of trust. Then we also started doing some in education work, which was

also something which means a lot for them. We also found that we could give messages to the parents through their children. Basically, through this mechanism, we built up this huge informer base, all around the country, of people telling us who was doing illegal activity.'

'What I think was a huge advantage was that when I started, I started in the bush, living in the communities for several years. I got a very good understanding of how things worked. Even now, while unfortunately I have to live in a city and deal with the government, I have a good basic understanding of what is happening there. Now we have our staff permanently based the with the communities. Some of them are even community members and can give us even more understanding of how things work.'

'You've just got to make sure there is a balance. Provide that flexibility for [your team]. If someone requests some leave, you give them the leave. As long as we've got two rangers rostered on at any given time, you can give them that leave. It used to be hard to get leave but these these days you really need to be flexible and provide it or you get that increased sick leave and all that sort of thing. And people start being apprehensive about requesting leave, and that sort of thing.'

'I saw a footballer speaking the other day after getting an award for best player. He was a forward and he was saying that he was lucky because he was at the front kicking goals and getting all the glory. He pointed out that the guys down the back were doing a job just as important, but it wasn't as well recognised ... Similarly, I remember when Richmond won their 2017 premiership, they had the entire player list on the ground, including guys who'd been injured or who might have only played in the first eight games of the season. There was recognition that everyone's contribution was important to the final result.'

Idealistic

People at high emotional health levels hold real alignment between what they truly believe and a holding strong respect for what others bring. While they know what they stand for, and their personal standards manifest in everything they do, they are fully appreciative of others' perspectives. They act from a place of compassion in all that they do.

'I used to go to court a lot – a lot. Probably in every second week. A valuable lesson I learnt was to just be honest. Always tell the truth, even when telling the truth might get the person off the charge. I could still have a beer with [and glean information from] some of the best poachers in the country, some who had even been to jail, because they knew I didn't lie in court and they respected that. I never bricked them or framed them. So the important thing is to be truthful and honest.'

'The animals can't win unless the community is happy. The community is living side by side with them. So it's gotten to be our role to create coexistence in which wildlife and wild places are secure, but people are also protected and secure.'

'A lot of some staff did not like the enforcement role, [however] protecting the resource is a fundamental aspect [or the ranger's work] across the globe.'

'You don't get anywhere if you go flying in there and bounce people. You just have a civil conversation with them and tell them what they've done wrong. "Look, you're in a national park, there are certain laws you have to follow." There's certain things you have to do and that sort of thing. If you explain that in a good, common sense, approach, most people will come around and say, "Oh, okay, I didn't think of that." So you're trying to get them on side with you. It makes it a lot easier to handle people and that sort of stuff.'

Deeply Caring

People at high emotional health levels have an enduring compassion, concern and sensitivity for all of humanity. They have a deep comprehension of, and connection to, their own and others' feelings, needs and emotional states. They are encouraging and appreciative and are able to see the good in others.

'[Most people who travel to the Kimberley] are up there for a good time, and not up there to get up to mischief. You get the occasional one that does that, but the majority of people are genuine people who are interested in coming and having a look at what's available to them ... From the day I started till the day I finished, if I upheld the same principles that I always used right through my life as a ranger, I didn't have any hassles or anything like that ... In reality, you are in the people business because people come to the national parks.'

'It's quite tricky, quite traumatic sometimes as well. Particularly if you've got people that have fallen on hard times. They could have a family, could even have kids you know. One of the best things that City of Melbourne have is their outreach services. We're linked in with Salvation Army, The Living Room [youth projects] and Launch Housing, and we all work together so closely. There's a number of organisations and we all meet on a weekly basis.'

'As my dad [who was a police officer] always said, 'You don't know how the other bastards live. Put yourself in their shoes. They might be a fisherman who hasn't filled out his quota paperwork or something like that, but he's just been navigating Bass Strait with huge seas. You've got to have some compassion.'

'The people are dead poor, but the most amazing, friendly, loving, caring people on this planet, just phenomenal. It's amazing. You'll go to a village and you'll meet with somebody there. And this guy's got absolutely no money, but he's got a soda in his room somewhere that he's had for five years. And he comes and gives us to you. He knows you could afford to buy your own, but it's just this, gift of welcoming. And so he'll give you his one soda, even though he's got

absolutely no money, but it's just because they care. And that's what they do. What's wonderful is there's still very much a sense of community where you help each other out. I think in the Western world, we've kind of lost that sense of community. It's all about me and my patch.'

Achieving

People at high emotional health levels are critically attuned to the feelings and needs of others and use these perceptive capabilities to engage others with ease and encouragement in achieving great outcomes. They are role models who embody the values affirmed by their cultures and communities.

'Something my dad taught me was to always approach people the way you'd like to be approached yourself. I've used that all through my life.'

'Your approach must be polite, professional all the time, neutral. Always start on a positive no matter what it is. It's the PNP: start on a positive, work your way to the negative and end on a positive ... nice friendly smile, eye contact – you're looking like a friendly person, introduce yourself and ask how they're going and that sort of thing, get them on the right foot. When you're coming down with a compliance issue, you look like the party police. But if you can provide an alternative, that's always the best thing.'

'I don't enjoy being in the city and in meetings with government and all that type of thing. But I know that that is my role. That's what I need to do in order to help the rest of the organisation go. When I am in the bush is when I get rejuvenated. Then I'm thinking, "Okay, this is what we fighting for. This is why I go to those boring government meetings, where I hear them say stuff that makes my blood boil but I just keep a smile on my face.'

'I didn't have any hassles or anything like that. When you approach someone and get interested in their four-wheel drive, you start talking about that. "You've got a nice vehicle. What have you done to it?" and that sort of thing. And then

you sort of start bringing the conversation back around to their being in a national park and not actually supposed to be there. Then tell them about a place where they can go and have all the fun they like.'

'I like to work on the principle that I won't ask anybody to do anything I wouldn't do it myself. If you want to be a leader you've basically got to lead by example. Occasionally you've got to pull them into line because they'll say something about somebody or be a bit too heavy handed, and you need to explain to them about the need to understand why the member of the public did what they did.'

Creative

People at high emotional health levels have the ability to see the unique and special qualities in themselves and others. They are able to create meaning from personal experiences and willingly share this to support others in their ongoing growth and development.

'[After the shooting of our founder], I spoke to the staff at the time and said, "You guys realise now at what level we are playing, and that it's a dangerous game we play. If anybody would rather work for another organisation, let's work together and find you another job." Every single one of them said, "No way. Let's stick together. We've got to win this." So and I think that's been our philosophy with everything. No matter how frustrating it's been, and sometimes you feel like they've given you a real blow to the stomach, we have a real culture of just not giving up and keeping fighting.'

'Don't try and be someone that you're not. If it doesn't work for you, don't do it'

'If a particular way of dealing with people doesn't work for you, then don't try it.'

'When you're, you're most in the flow of doing the work that you do. Is it when you're in a village? Or is it in your in the bush? With the team? I think more when not when I'm with the team, and just like, hearing them laughing and joking, and all strategising about something. Yeah, I think I get a bit of a kick, a kick out of it. And I think I mean, when we figure out a strategy, sometimes you'll have a problem. And I get incredibly frustrated when we don't know the answer. And then once we've worked out, this is how we're going to do it, whether we whether that strategy is going to work or not just the fact that we have a strategy in place, and we can start implementing it. That's like, it feels good'

Wise

People at high emotional health levels have extraordinary perceptiveness and understanding of the world around them. As a result, they bring great insight and considered responses to situations and are not easily pulled into conventional ways of looking at things.

'I had a senior, a ranger in charge when I was a young Ranger who could turn his hand to anything was a fantastic educator. I've been on some big, significant enforcement operations with him very skilled and there was this individual who I had great admiration And for through my career.'

'And initially, you have to find the early adopters, you know, because then you know, people are like, Ha, this little piece of rope is not going to stop at giant elephants, you know, somebody will give it a try, and then it will work. And then the neighbours will be like, Wow, that guy doesn't have to sleep in his farm at night, he can be at home with these with his family, and I'm still here on the farm at night'

'For example, in the park where I work now as the education officer and as an education interpretation officer, for last month, in one month we have more than 1000 children coming to our visitor centre. It's five kilometres from the big city

and all these children come here to play and learn and have fun. I try to teach them how to behave in nature and how they can love nature. Sometimes it's very tiring, but the result is that these children are happy. It gives you very positive feelings after a long, hard day. And you realise these children are going home and talking about this with their own friends and family.'

'What you got the biggest kick out was doing something innovative that resulted in capturing someone difficult. We did some cracker jobs down at Phillip Island off The Nobbies. There was a group of poachers who launched a boat at Stony Point or Hastings, dropped the divers off at around The Nobbies and then took the boat back out to sea. We tried so many times to catch the divers. In the end, we went out to their boat and arrested the bloke, took his clothes off him and one of us put them on, then we took the boat back in to pick up the divers. They came on board none the wiser and we got the lot of them. Another time I was waiting for a shipment of birds to be delivered in one of the shops or warehouses and the only way we could get the information we needed was to dress up as window cleaners working on the other side of the road, watch for the crooks in the reflection of the window. Just when the time was right, we took the overalls off and arrested them. You get a lot of kicks out of doing those things.'

'One time when we were kicked out of the park, Wayne spoke to these wealthy philanthropists and got them to write to the US embassy, and to Senators and Congress members who then wrote to the embassy. The US Ambassador got these messages [and ended up] brokering this deal with the Tanzanian minister, and he reversed the decision so we could get back and operate.'

Considered

People at high emotional health levels recognise the problems and the potential solutions, bringing foresight and strong organisational ability to achieve the right result. As a consequence, they create stability and security in their own world as well as for others. They bring a cooperative spirit that both engages and enables others.

'People talk to you and understand you're there for a good reason. Kids come up to you. And people have that sense of safety when they see someone in uniform, and they're really appreciative of that. You can go and interact with them and ask how their days going.'

'My approach with a first-time offender was always, I'd want to know why they were doing what they were doing. If I ascertained that they had some naivety or innocence, we'd take an educational approach. And more often than not, we might let them off with a warning. At other times, I recognise that I have to be firm. If I'd met this character before, or I was able to ascertain that they'd had a record of this type of offense, then we're not going to beat around the bush. They know that what they're doing is wrong.'

'The big difference between the vision of being a ranger and the reality is that you're dealing with people. In the city we're gonna have more people. A lot of people I find apply for a park ranger position thinking it's going to be amazing, it's all going to be plants and animals and fresh air. You've got to make it clear that it's not all just a walk in the park. It's quite challenging, you're dealing with a lot of compliance matters. And, you know, a lot of undesirable sorts of situations. There's a lot of social issues that go on in the parks.'

'You can easily do a risk assessment, you can read someone from a mile away and think, "Okay, I'm gonna plan this, I know how it's gonna go down." And more often than not, it actually is a really good interaction, you know, you've dealt with any issue, you've been able to help them out, you've got the compliance. They legitimately apologise and they're happy to be educated and to comply. It was a really good interaction: they've learned something and you've achieved a good outcome'

'We don't have strict rules around 'the day starts at this time on ends at this time'. When it comes to leave, everyone has a set number of days leave according to the law, but everyone manages that themselves and they just need

to check with their peers. “Hey, I’m going to take some days off, are you okay to cover my work.””

‘We had a situation where one of our youngest staff members was inconsolable in the workplace because a situation was happening with one of the animals and she felt she had didn’t have the capacity to deal with it. She was absolutely terrified of the potential ramifications with management; she was in a state of fear. I responded empathetically in a way to draw management attention to the fact that this had been discussed before but hadn’t been taken seriously and the need for training hadn’t been acted upon. That actually produced a response from management and they are prioritising training.’

Visionary

People at high emotional health levels bring joy, enthusiasm and optimism to life. They recognise that all of life’s experiences – positive and otherwise, contribute to their and others’ ongoing development and appreciation of the world around them.

‘Don’t give up on your dreams and don’t let people be dream stealers. If you believe in something, keep going for it and keep looking for the path ‘til you reach your goal.’

‘Really enjoy what you do. Yes, you have to deal with the public and there are other [boring] things you have to do. But at the end of the day, you’ve got a job that many of the 25 million other Australians would kill for. Just enjoy it.’

‘All of a sudden, I was in Frankston (a Melbourne suburb by the beach) in my first job. I’d never really seen the beach before and now I’m standing on the beach thinking “This is my workplace. This is the best day of my life!”’

'I didn't believe that I was really making a difference in South Africa. I felt that if one truly wants to make a difference in this world, other places are needing more help, not super-managed zoos in South Africa. People were telling me well done for your work. But I didn't feel like I was really, truly making a difference. So I was exploring elsewhere in Africa and at some point, I did some consulting work in Tanzania. And when I got to Tanzania, I just thought, yeah, this place is amazing. It will be awesome to work here.'

Continuing on with Emotional Health

We hope you have found this introduction useful. There are many ways to engage with emotional health further.

To learn more about emotional health you can purchase our book, *The Emotionally Healthy Leader*, here online at:

<https://globalleadershipfoundation.com/product/book-the-emotionally-healthy-leader/>

To discuss having Global Leadership Foundation work with you or your organisation, please visit our website:

www.globalleadershipfoundation.com

Or you can contact us directly on +61 417 036 634 or **leaders@globalleadershipfoundation.com**



Appendix: Emotional Health Descriptors

The following are brief descriptions of typical behaviours displayed at each of the nine emotional health levels. Remember that increasing emotional health is represented by moving to a level with a lower number: level 1 represents the highest level of emotional health, and level 9 the lowest.

Level 1 – Presence

At this level a person has a quiet mind and is fully in touch with the present moment or the ‘now’. They are happiness. They have total behavioural freedom. They are ‘present’ in all they do – each moment they are in is the most important and they are fully available to it.

Level 2 – Wisdom

At this level a person has long periods of being ‘present’, however there are still moments when they experience a ‘default’ response rather than making a conscious choice. They are able to integrate their experience, knowledge and life’s learnings and lead by example in ways that inspire and motivate others.

Level 3 – Social Value

At this level, a person has a high degree of balance in their life and, for the most part, moves their concerns to others and broader social interests. On reaching this level, they lose most of their self-centredness, finding an almost natural tendency to embrace the ‘greater good’ for their community/communities. They increase the number of opportunities to be ‘present’ and further understand how to use their ‘inner observer’ to further raise their own consciousness.

Level 4 – Recognition

A person moving to this level from level 5 starts to recognise that they have choices with all of their behaviours and begins to observe them on a more regular basis. Their level of consciousness increases as they begin to observe themselves more often. They also start to recognise that they can start to create moments of ‘presence’ under certain circumstances, however they also still use, and find it easy to fall back into, past defence mechanisms and coping strategies and need to constantly work at moving away from them.

Level 5 – Automated Response

At this level a person is dominated by a range of automated responses to what is occurring around them. These responses are mostly defensive and are about controlling their environment (including the people in it) in order to get their perceived needs met. There are still times when they make decisions about their behaviours, however the automated responses tend to take over in the moment.

Level 6 – Exaggeration

At this level a person is to more ‘demonstrative’ in their defences than a person at level 5. Their behaviours are exaggerated as they over-compensate in response to their internal conflicts and anxieties. The majority of their responses occur automatically, without thinking or from their mind taking over from a distorted perspective.

Level 7 – Survival

At this level a person’s internal feelings become intolerable as they start to realise that their defence mechanisms are not working. They tend to employ a survival tactic as a self-protective response. They have started to lose all control over making reasonable choices and become fixated on the survival tactic they have chosen.

Level 8 – Preoccupation

At this level a person starts to lose touch with reality, and their thinking, feeling, perceiving and behaviours all become severely distorted. They are out of control. This is considered to be a full pathological state.

Level 9 – Delusional

At this level a person is delusional, out of touch with reality and willing to destroy others and themselves. This includes states of extreme psychosis where they are totally uncontrollable and unreasonable. Their mind obsessions take over their life completely.

© Global Leadership Foundation 2022



Download this booklet:



ARCV-22-1.0-web