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**High Touch - Emotionen und Intuitionen in Führung
und Management**

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**Do only dead fish swim with the stream? The role of
drifting in love and management**

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Aaron Ben-Ze'ev, Professor of Philosophy, Former President of the University of Haifa (2004-2012). He received his B.A. in Philosophy and Economics (1975) and his M.A. in Philosophy (1977) from the University of Haifa, and received his Ph.D. from the University of Chicago (1981).

At the University of Haifa, Professor Ben-Ze'ev held several additional positions in academic administration prior to his election as President, including Rector, Dean of Research, Chairperson of the Philosophy Department, Head of the University of Haifa Press and Head of the Academic Channel. He has just being elected to be the president of the newly established European Philosophical Society for the Study of Emotions.

Professor Ben-Ze'ev is considered one of the world's leading experts in the study of emotions, and he set up the Interdisciplinary Center for the Study of Emotions at the University. His research focuses on the philosophy of psychology, and especially the study of emotions. Most recently, his research has centered on love. He is completing now a book manuscript on Romantic Compromises.

Prof. Dr. Angelika Krebs



Angelika Krebs wurde 1961 in Mannheim geboren. Sie studierte Philosophie, Deutsche Literatur und Musikwissenschaft in Freiburg im Breisgau, Oxford, Konstanz und Berkeley.

1993 promovierte sie in Frankfurt mit ihrer im Auftrag der UNO verfassten und mit dem Stegmüller-Preis ausgezeichneten Studie „Ethics of Nature“ bei Friedrich Kambartel, Bernard Williams und Jürgen Habermas. Ihre Habilitation erfolgte 2001, ebenfalls in Frankfurt, mit der Schrift „Arbeit und Liebe“.

Seit 2001 ist sie Ordinaria für Philosophie an der Universität Basel. Im akademischen Jahr 2005/06 war sie Rockefeller Fellow am Center for Human Values der Universität Princeton. Das Basler Philosophische Seminar leitet sie nun seit drei Jahren.

Angelika Krebs arbeitet vor allem in der zeitgenössischen Praktischen Philosophie. In letzter Zeit hat sich ihr Forschungsschwerpunkt von der Analytischen (Angewandten) Ethik und Gerechtigkeitstheorie auf die Philosophie der Gefühle und die Ästhetik verschoben. Ihr neues Buch, das im Frühjahr bei Suhrkamp erscheint, ist dem Gefühl der Liebe in den Romanen von Henry James gewidmet. Das nächste Jahr wird sie als Rachel Carson Fellow an der Universität München verbringen und dort eine Landschaftsästhetik entwickeln.“

Aaron Ben-Ze'ev/Angelika Krebs

Do only dead fish swim with the stream? Emotion, intuition, and drifting

Abstract

The conflict between the head and the heart has been acknowledged in both philosophical thought and popular culture. Most of the time, the head has been deemed superior and the heart inferior. Against this we wish to take the side of the heart, though not wholeheartedly. We will argue in favor of emotional and intuitive intelligence, both of which integrate the broader and impartial perspective of the head into the heart.

In the first part of our talk we characterize what emotions are and contrast them with deliberate thinking. On this basis we distinguish various kinds of emotional management in everyday life and in work. Through the regulation of the head our primitive emotions can be transformed into cultivated emotions, that is, we gain emotional intelligence.

In section two we analyze three major cognitive mechanisms: (1) emotional intuition, (2) deliberate reasoning, and (3) intuitive reasoning. We argue that although the deliberate reasoning of the head generally possesses a greater cognitive validity than the emotional intuition of the heart, there is yet another intuitive system, namely "intuitive reasoning," which combines the head and the heart to generate an even better cognitive system. Yet all three mechanisms have their own value. We illustrate this value in everyday life, moral behavior, romantic relationships as well as in leadership and management.

In the last part of our talk we discuss the common, yet understudied phenomenon of romantic drifting, which again combines elements from both the deliberate and the intuitive mechanism. We also examine the role of drifting in management and leadership.

DO ONLY DEAD FISH SWIM WITH THE STREAM? EMOTION, INTUITION, AND DRIFTING

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THE HEART—HEAD CONFLICT

“The heart has its reasons which reason does not understand.” Blaise Pascal

“My heart has a mind of its own.” Connie Francis

- The conflict between the head and the heart has been acknowledged in both philosophical thought and popular culture. Most of the time, the head has been deemed superior and the heart inferior.
- Against this we wish to take the side of the heart, though not wholeheartedly. We will argue in favor of emotional and intuitive intelligence, both of which integrate the broader and impartial perspective of the head into the heart.

OUTLINE

I. EMOTION

II. INTUITION

III. EMOTIONS AND INTUITION IN MORAL
AND ROMANTIC BEHAVIOR

IV. DRIFTING IN LOVE AND WORK

The lecture is based on:

Ben-Ze'ev, A. (2009). Die Logik der Gefühle: Kritik der emotionalen Intelligenz. Frankfurt: Suhrkamp.

Krebs, A. (2002). Arbeit und Liebe. Die philosophischen Grundlagen sozialer Gerechtigkeit. Frankfurt: Suhrkamp.

I. EMOTION

TYPICAL EMOTIONS

“For every problem, there is a solution that is simple, neat, and wrong.” Henry Louis Mencken

- The typical emotional cause: A perceived significant change in our personal situation
- The typical emotional concern: A comparative personal concern
 - The availability of alternative
- The typical emotional object: A human being



BASIC COMPONENTS

“Love is not a feeling. Love is put to the test, pain not. One does not say: ‘That was not true pain, or it would not have gone off so quickly’.”

Ludwig Wittgenstein

Two mental dimensions

Intentionality and feeling

Basic components

- Feeling
- Cognition
- Evaluation
 - deliberate and schematic evaluations
- Motivation



JOINT ACTIVITION IN LOVE AND WORK

“From solo to symphony.” Christian Gantsch

- Although all four components are essential to emotions, in many emotions, such as romantic love, the motivational component is of particular importance.
- Love realizes itself ideally in a dialogical manner (joint action).
- In joint action the participants contribute to a common venture.
- As Gantsch argues companies should run like orchestras.

BASIC CHARACTERISTICS

- Instability
- Intensity
- Partiality
- Brevity

INSTABILITY

“I feel the earth move under my feet,
I feel the sky tumbling down,
I feel my heart start to trembling,
Whenever you're around.” Carole King

- Emotions typically occur when we perceive positive or negative significant changes in our situation.
 - Emotions indicate a transition, during which the preceding context has changed, but no new context has yet stabilized.
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INTENSITY

“Many waters cannot quench love, neither can the floods drown it.” Song of Solomon

- Emotions are intense experiences.
 - The personal change associated with the emotional experience requires mobilizing many capacities and resources.
 - Emotions are perceived as associated with urgency and heat.
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PARTIALITY

“I know nothing about sex, because I was always married.” Zsa Zsa Gabor

Emotions are partial in two basic senses:

- (a) They are focused on a narrow target.
- (b) They express a personal and interested perspective.



BREVITY

“In Hollywood a marriage is a success if it outlasts milk.” Rita Rudner

Typical emotions are essentially brief transient states.

A change cannot last for long.



TRADITIONAL ASSUMPTIONS

There is no sense in crying over spilt milk. Why regret what is done and cannot be recalled?"

Sophocles

- (a) Intellectual thinking is the essence of the mental realm.
- (b) Emotions are nonrational in the descriptive sense that they are not the product of intellectual thinking.
- (c) Emotions are irrational in the normative sense; for example, they are dysfunctional, or they lead us to distorted conclusions.

We accept (b) and reject (a) and (c).



THE FUNCTIONALITY OF EMOTIONS

“The Stoical scheme of supplying our wants by lopping off our desires, is like cutting off our feet when we want shoes.” Jonathan Swift

- Emotions are typically the optimal response when we face a sudden significant change in our situation but have limited and imperfect resources to cope with it. Major evolutionary functions:
 - (a) An initial indication of the proper manner in which to respond
 - (b) Quick mobilization of resources
 - (c) A means of social communication
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EMOTIONAL INTELLIGENCE

“I never hated a man enough to give him his diamonds back.” Zsa Zsa Gabor

- Emotional intelligence is the capacity to process emotional information accurately and efficiently, and accordingly to regulate the emotions in an optimal manner. Two domains of emotional intelligence:
 - (a) Recognizing emotions, in ourselves and others
 - (b) Regulating emotions, in ourselves and others

EMOTIONS AT WORK

“And the only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle. As with all matters of the heart, you'll know when you find it. And, like any great relationship, it just gets better and better as the years roll on. So keep looking until you find it. Don't settle.” Steve Jobs

Jobs' rejection of compromises gives our emotions the leading and even the exclusive role in making our major decisions in work and love.

- A more appropriate ideal combines the emotional and the intellectual mechanism. In such combination, emotional regulation is in place. Sometimes the heart needs steering

PROFESSIONAL IS NOT EMOTIONLESS

“When people go to work, they shouldn’t have to leave their hearts at home.” Betty Bender

Identifying “professional” with “emotionless” assumes the superior cognitive value of intellectual deliberation over emotional intuition.

This assumption is wrong as

- (a) there are circumstances in which emotional intuition is of greater value, and
- (b) the highest cognitive mechanism is the one combining the emotional and intellectual mechanism.

Often it is necessary for professional work to involve the emotions.

EMOTIONAL REGULATION

“Ninety-nine percent of the failures come from people who have the habit of making excuses.”
George Washington

- Regulating emotions is a quite common practice in our everyday life. Nevertheless, reaching an optimal level of regulation is difficult and requires high emotional intelligence.
- Bearing in mind the proliferation of new types of work and the rapid changes in the structure of organizations, emotional intelligence is of great importance in all types of work.

EMOTIONAL REGULATION

“Better make it four; I don't think I can eat eight.”

Yogi Berra's reply when asked if he wanted his pizza cut into four or eight slices.

- Professionalism, as emotional intelligence, should involve emotional regulation.
- Such regulation enables the integration of emotion and deliberate thinking. The integration is not accidental but is the result of a long process of cultivating and adjusting the mental system to reality.
- Emotions can be regulated by using behavioral, cognitive, and evaluative means.

BEHAVIORAL MEANS

“When women are depressed, they eat or go shopping. Men invade another country. It's a whole different way of thinking.” Elayne Boosler

- Behavioral means prevent (or facilitate) the connection with the negative (or positive) emotional object. By doing so it is hoped that the object will either disappear from view or its impact will considerably be reduced. Hiding the negative performance of an organization from its workers is such a behavior regulating means.
- Many behavioral means are types of escape devices that can be compared to taking aspirin: they fail to cure the illness, but they help coping better with its symptoms.
- Behavioral escape devices are most useful when there is no ability to really change the situation.

COGNITIVE MEANS

“The streets are safe in Philadelphia. It’s only the people who make them unsafe.” Frank Rizzo, ex-police chief and mayor of Philadelphia

- Cognitive means are very popular and emerge early in our development. A most common cognitive means is changing our perspective.
- Many people in service work use this method.
- In cognitive regulation we often take a new perspective, usually that of the client or employer. In this manner we can fulfill the requirement not only to appear sympathetic, but also to be sympathetic.

EVALUATIVE MEANS

“The best way out is always through.” Robert Frost

- Evaluative means are the most profound and difficult regulating means, as they often involve the modification of one’s basic norms and personality.
- Whereas cognitive means are mainly concerned with changing our interpretation of the emotional object, evaluative means are concerned with changing our own attitude toward it.
- Evaluative means do not merely involve surface behavior, attempting to change our appearance, but a deep change in which we alter ourselves and spontaneously express a different emotion.

COMBINING ALL MEANS

“You can get more with a kind word and a gun than you can get with a kind word alone.” Al Capone

Gender Differences:

Women are more likely to use cognitive means such as rumination, whereas men are more likely to use distracting behavioral means.

The case of depression

When you cannot change, you better not constantly think about it



II. INTUITION



INTUITIVE AND DELIBERATE MECHANISMS

“But the law of loving others could not be discovered by reason, because it is unreasonable.” Tolstoy, *Anna Karenina*

An intuitive cognitive mechanism is a dispositional mechanism expressing past knowledge. Intuitive activity is often fast, automatic, and is accompanied by little awareness of the cognitive mechanism.

- Deliberate thinking takes place over a period of time. It typically involves slow and conscious processes, which are largely under voluntary control. Deliberate processes usually function on verbally accessible, semantic information and operate in a largely linear, serial mode.

THE VALUE OF THE TWO MECHANISMS

“Emotionally, you’re an idiot.” Renee, in *Ally McBeal*

- Emotional attitudes are partial as they involve a narrow and personal perspective. Intellectual deliberations involve a broad and impartial perspective. Hence, emotional intuition may often imply distorted claims.
- Although emotional intuitions may be mistaken, they are valuable in many circumstances, and especially those in which the optimal functioning of the intellectual system is not available.

SPINOZA'S VIEW

1. Emotional knowledge stems from singular things and is based on the senses and imagination; it is considered to be typically confused and false;
 2. Intellectual knowledge is based on common and universal notions and is considered as necessarily true.
 3. Intellectual love of God is a combination between the emotional and intellectual types. It is an intuitive knowledge which proceeds from singular things but expresses universal knowledge.
- Intuitive reasoning is more profound than emotional intuition in being based also upon the broader and less personal perspective characteristics of deliberate thinking. Intuitive reasoning involves the immediate mechanism of emotional intuition together with the broad perspective (and validity) of deliberate thinking.

INTUITIVE EXPERT KNOWLEDGE

“I like restraint, if it doesn't go too far.“ Mae West

- The psychological model for explaining intuitive reasoning is that of expert knowledge. Expert knowledge is intuitive (it is not the direct result of intellectual deliberations), but rather of activating pre-existing cognitive structures.
- Acquiring cognitive structure is like acquiring skills. At the beginning they are done in a deliberate manner. Once the structure is acquired, the mediating stages disappear along with the reasoning processes.
- Expert knowledge has been created by a long process of learning which also involves deliberate thinking.
- Emotions entail intuitive knowledge, but people are not necessarily experts in the matters of the heart.

Emotional intuitions and expert intuitions

“You don't know anything about love if you don't accept compromise.” Clive Owen, in the movie, *Closer*

- Both are non-deliberate mechanism.
- They differ in the way they were created.
Emotional intuitions: by evolutionary and personal development. Expert intuitions also by deliberate reasoning. This enables experts to react almost instantaneously to significant events, and yet to draw upon the power of complex deliberate capacities.
- In generating the emotions, deliberate thinking has merely a preparatory (contributive) role, rather than a constitutive role.

EMOTIONAL INTUITION AND INTUITIVE REASONING

“You only live once, but if you do it right, once is enough.” Mae West

- Gigerenzer's gut feelings are typically of the third level as their creation involves experienced people.
- Gigerenzer rightly argues that it makes no sense to ask for the reasons of our gut feelings as we are not aware of the cognitive mechanism behind the given intuition.

KNOWING WITHOUT THINKING

“An expert is one who does not have to think; he knows.”

Frank Lloyd Wright

- A common explanation of intuitive expert knowledge is to assume the presence of unconscious thinking processes, which in a way duplicates the conscious reasoning.
- Duplication cannot provide a profound explanation.
- We suggest distinguishing between being unaware of certain structural features of our mental system and duplicating the conscious deliberate processes into the unconscious realm. The first case implies an epistemological claim referring to our limited knowledge; the second claim implies an ontological claim referring to actual processes taking place in our mind.

III. EMOTIONS AND INTUITIONS IN MORAL AND ROMANTIC BEHAVIOR

Intuitions in morality

The addiction to reason and romance

Love and marriage

Choosing a romantic partner

Functional harmony

INTUITION IN MORALITY

“A morality based entirely on general rules and principles is tyrannical and disproportionate.” Stephen Toulmin

- The three mechanisms underlying cognition can also be found in moral behavior: emotional behavior, deliberate behavior, and the combination of the two.
- Is moral behavior contrary to emotional inclinations?
- Aristotle and Kant criticize moral behavior which is merely based upon partial emotional intuitions.
- Aristotle realizes the importance of deliberate thinking in moral behavior, but does not consider it to be the highest moral behavior. A virtuous person for him is one who not only acts virtuously, but has the proper emotions. In Kant's view, the emphasis is more on the activity rather than on the emotion.

INTUITION IN MORALITY

“What is moral is what you feel good after and what is immoral is what you feel bad after.” Ernest Hemingway

- The Aristotelian virtuous, good-tempered person is first of all a sensitive person who cares about other people. A central feature of this person is the harmony between her emotional attitudes and intellectual moral norms.
- Dustin Hoffman and Bill Clinton.
- Moral behavior that is based on intuitive reasoning is the highest moral level and is characteristic of virtuous people. The virtuous person, who is a kind of a moral expert, is led by her profound intuitions, but those are not partial or arbitrary but are based upon both personal development and deliberate thinking.

THE ADDICTIONS TO REASON AND ROMANCE

"Anybody who believes that the way to a man's heart is through his stomach flunked geography."

Robert Byrne

- Jon Elster: An important part of our self-image is the belief that we are guided by reason rather than by emotions. This "addiction to reason" makes those who are addicted irrational rather than rational.
- We term the opposite tendency "addiction to romance": people want to believe that they are guided by love rather than by reason. People convince themselves that they stay in their dull marriage because they still love their partner, while their real reason is the cost of divorce.

DO LOVE AND MARRIAGE GO TOGETHER LIKE HORSE AND CARRIAGE?

"I can't mate in captivity." Gloria Steinem on why she had never married (later, she did get married)

- Passionate love is essential to marriage.
- Pascal Bruckner: in the past marriage was sacred, and love was a bonus; now, love is sacred and marriage is secondary. Hence, the number of marriages has been declining, while divorces, unmarried couples and single-parent families are increasing.
- When love is an essential to marriage the value of marriage is upgraded, but marriages are more volatile and uncertain. When marriage depends (exclusively) upon love, the issue of whether to leave marriage becomes annoyingly central and romantic compromises become a major concern.

CHOOSING A ROMANTIC PARTNER

“I married beneath me. All women do.” Lady Nancy Astor

- The conflict between the intellectual head and the intuitive heart is quite dominant in the romantic realm—perhaps more so than in any other realm.
- The prevailing idea of finding the "right" partner implies the involvement of the intellectual head. The romantic heart is often considered to be short-sighted, and its wish for a long-term love should be assisted by the head, which has more information about long-term developments.
- We agree with Gigerenzer's criticism of Benjamin Franklin's advice of finding a suitable partner. A similar criticism is found in Graeme Simsion's book, *The Rosie Project*.

FUNCTIONAL HARMONY

“I would not be able to marry a man who is a leftist, even if I find him very attractive—although most of the men I have slept with are leftists.” Ryan, a divorcee

- Profound loving relationships are those involving harmonious relationships in which both partners feel that they are personally flourishing within the relationship.
- Functional harmony is determined by the suitability of each partner to the other, and not by whether their isolated qualities are the best in town. Hence, the perfect partner may not be the perfect person about whom you are dreaming; rather, it is someone who is comparable to you and is ready to invest in creating functional harmony with you. Being aware of this suitability is a matter of gut feelings and not of deliberate thinking.

IV. DRIFTING

ROMANTIC DRIFTING

“I was happily married until one day, while riding my bicycle I suddenly realized that I no longer love my wife.” Bertrand Russell

- Drifting is typically a slow and gradual shift in the agent without the agent's full awareness or complete control over it. Although the drifting process may be long, the realization of its meaning can be instantaneous. Romantic drifting can be when we drift into love or when we drift out of love.
- Drifting can be valuable (drifting into love) or harmful (drifting into marriage).

ROMANTIC DRIFTING

“Only dead fish swim with the stream.” Malcolm Muggeridge

- Romantic drifting lacks what we consider as the essence of profound love: joint valuable activities taking place over time.
- Premarital cohabitation and rate of divorce
- The intuitive insights generated by drifting are not of the highest type of intuitive reasoning (as no deliberate thinking has taken place), but may have higher cognitive validity than mere emotional intuition since the emotional attitude in question was "boiled" over a long period of time.

DRIFTING IN LEADERSHIP AND MANAGEMENT

“I tell myself to wait because Cinderella didn’t find her prince until the end.” Unknown

- Drifting is a very common decision-making mechanism also in the behavior of leaders and managers.
- Subjective benefits to drifting: It is highly convenient to leaders and managers and their responsibility for failures is minimal.
- Objective benefits: drifting is a gradual process which takes reality into account. It makes no rush decisions; the decisions are thoroughly boiled till they become "well done."

DRIFTING IN LEADERSHIP AND MANAGEMENT

“Ask her to wait a moment—I am almost done.” Carl

Friedrich Gauss when informed that his wife was dying

- The risks of drifting: leaders (and managers) should lead and not swim with the stream.
- A drifting mechanism is basically conservative in giving more attention to short-term considerations than to long-term ones. It may lessen immediate conflicts but enhance long-term crises.
- Drifting tends to take the enthusiasm out of leadership and this typically has a negative impact.
- Like love, leadership does not consist of passive drifting, but of dynamic initiatives involving active and meaningful participation of everyone in the organization.

CONCLUDING REMARKS

“Always go to other people's funerals, otherwise they won't come to yours.” Yogi Berra

- We have described three major cognitive mechanisms: (1) emotional intuition, (2) deliberate thinking, and (3) intuitive reasoning. Although we have argued for the superiority in most cases of the third level, we have indicated the value of each level in different circumstances.
- Leaders should sometimes be emotional and go after their hearts. In other cases, they should analyze the situation in an intellectual manner. In yet other cases, leaders should exercise their expertise reflected in their intuitive insights.

THANK YOU.

