



empathy + insight = connection™

Inner Wellness for Success

The Connection Practice®

empathy + insight = connection™

by Rita Marie Johnson
with Ellen Anderson, Dana Garnett, and Leigh Files



is a U.S. 501(c) 3 non-profit organization founded by Rita Marie Johnson with the purpose of spreading the Connection Practice globally. Its vision is a world where every person practices the art of connection and passes this gift on.

Rasur Foundation International (RFI) gratefully acknowledges the work of the HeartMath® Institute and the Center for Nonviolent Communication® for inspiring the Connection Practice.

RFI is not associated with any group or religion. We take a neutral stand that enables all people to learn the Connection Practice.

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Suggested Agreements

1. Turn cell phones off and please do not text during the course. If you have an emergency call, please exit the room.
2. Your trainer will guide discussions during the course to help ensure equal time among the group members.
3. Refrain from side conversations during guided activities so that each person's need for consideration is met and respect is held for everyone in the group.
4. Create emotional safety through confidentiality. What is said here, stays here.
5. If you want to bring up an issue with a person in the course, first ask them in private if they are willing. It is ok for them to say "no".
6. Everything here is optional, and you have the right to pass. However, the participation of each person makes a huge difference in the experience of this course. Therefore, we ask that if you want to opt out of an activity, please really consider staying in. There is a loss to the success and growth of your group when you don't participate. If you feel resistance to an activity, this may be your greatest opportunity for growth.
7. If you prefer not to be in photos or videos, please inform your trainer.
8. Please return from breaks promptly so we can keep to the allotted time for the course.

Connecting Activity: Name, Passion and Strength



About the Connection Practice®

The Connection Practice won the *Ashoka Changemakers Innovation Award*, chosen from 79 projects in 32 countries, and has been taught at the United Nations University for Peace for graduate credit.

Rita Marie Johnson's book, *Completely Connected: Uniting Our Empathy and Insight for Extraordinary Results*, became an Amazon bestseller. It won a Nautilus Book Award in the *Better Books for a Better World* program in the psychology category.

The Science Behind the Connection Practice

Science has validated that the key elements of the Connection Practice reduce irrational reactions, stimulate empathy and increase insights:

1. Naming feelings reduces the reaction of the amygdala.

In the UCLA research study, *Putting Feelings into Words*, 30 participants were shown photographs of people who were emotionally upset, and then were asked to label the emotion (for example, "angry") while the researchers measured the response of their amygdalae. The researchers found naming feelings in this way reduced the amygdala's response.

2. Naming needs leads to cognitive empathy.

The Science of Empathy explains that cognitive empathy includes perspective taking which has been shown to increase empathic concern. This capacity requires an interplay of neural networks and enables us to perceive the emotions of others, resonate with them emotionally and cognitively, and take in their perspective.

3. Heart-brain coherence helps extinguish the irrational reactions of the amygdala and leads to insight.

Research from the HeartMath Institute, *Science of the Heart, Exploring the Role of the Heart in Human Performance*, explains the impact of coherence on the amygdala and how it *establishes a new baseline* of response. In a separate study from Northwestern University, *A Brain Mechanism for Facilitation of Insight by Positive Affect*, showed that people in a better mood are more likely to solve problems by insight. Research demonstrated that self-reported positive affect of participants uniquely increased insight before and during the solving of a problem, as indicated by differing brain activity patterns.



Definition of the Connection Practice

The Connection Practice is a science-based skill that unites **empathy** and **insight** to meet challenges in life. It quickly transforms confusion into clarity and conflict into connection.

Empathy is attained through a conscious connection to *feelings* and *needs*.

Insight is accessed through *heart-brain coherence*.

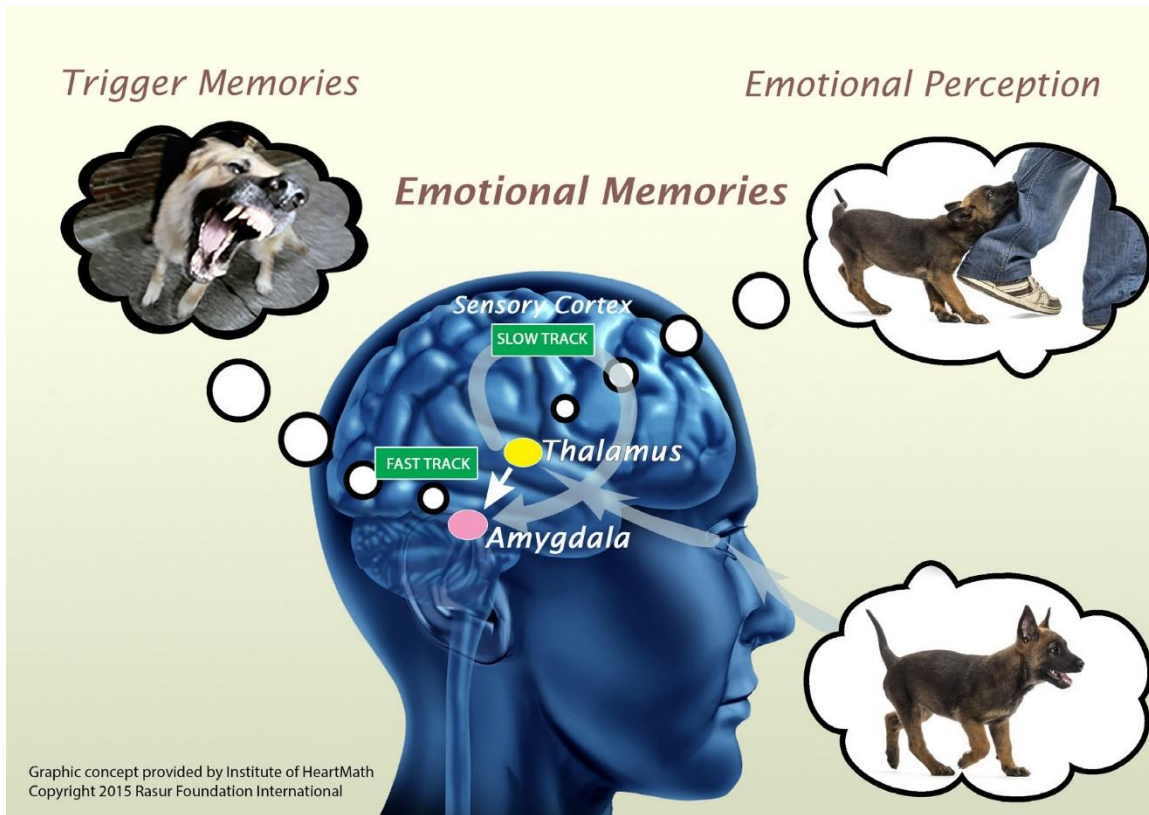
The synergy between empathy and insight:

- x maximizes your social-emotional intelligence
- x builds resilience
- x enhances performance



empathy + insight = connection™

Why Do We Need the Connection Practice?



This is an illustration of a person who, as a child, was bitten by a dog. As an adult, when they see this harmless dog (stimulus), the amygdala of their brain is triggered into an irrational fear (reaction).

The amygdala serves an important evolutionary purpose for quick response to danger; yet it can make matches that trap us in the past and interfere with our ability to respond rationally in the present.

The Connection Practice helps halt and extinguish these irrational reactions. It's important to note the amygdala can also process pleasant memories, which helps establish heart-brain coherence, increasing access to our best intelligence.

We need a _____ between _____
and _____.



We Need a Pause between Stimulus and Response

Between stimulus and response, there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.

– attributed to Victor Frankl



Stimulus

Using the Connection Practice in the pause gets our irrational reactions out of the way and provides access to our best intelligence.

Response

How to Move from Automatic Reaction to Choosing Your Best Response

1. We don't want the irrational reactions of the amygdala.

The Connection Practice extinguishes these reactions by:

- Naming feelings
- Achieving heart-brain coherence

2. We do want access to our best intelligence.

The Connection Practice enhances two forms of intelligence:

- Empathy, a form of social-emotional intelligence, is achieved by naming feelings and needs.
- Insights are increased through heart-brain coherence.



Building New Neural Pathways by Making the Most of the Pause



Benefits

- x Reduce stress quickly
- x Find release from negative emotions
- x Open your intuition
- x Maintain emotional balance
- x Resolve conflicts creatively

Notes



Heart-brain coherence is the fast track to insight.

Challenge and Solution

Write down a challenge you currently have in your life, then write down the best solution you can think of next to (a):

My challenge: _____

My solution:

(a) _____

(b) _____

Notes: _____



Introduction to Coherence

You can reduce stress and improve your relationships by learning how to effectively manage your emotions in the moment. Coherence helps extinguish old emotional response patterns and establish new ones.



Notes:

Coherence

An optimal state in which the heart, mind and emotions are aligned and in sync.

Physiologically, the immune, hormonal and nervous systems function in a state of energetic coordination.

+ HeartMath
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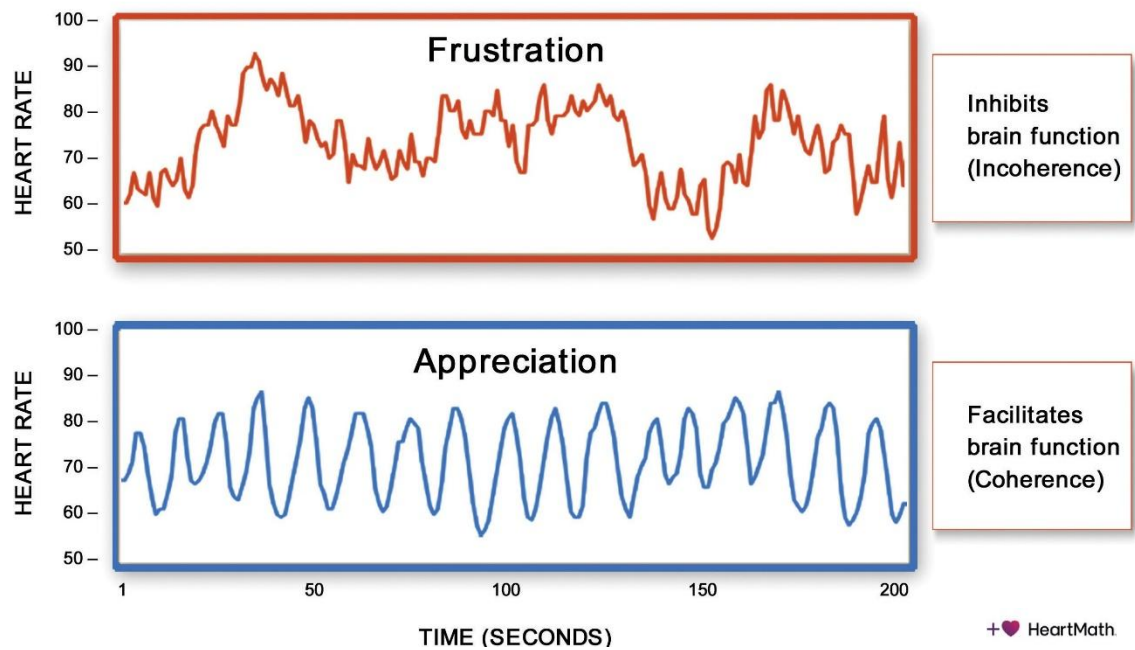
Rasur Foundation International gratefully acknowledges the work of the HeartMath® Institute.



How Coherence Impacts the Heart

Research at the HeartMath® Institute has shown that a negative feeling produces an erratic heart rate variability pattern. Heart rate variability is not the same as pulse rate. It's the speeding up and slowing down between beats of the heart. An erratic heart rate indicates that we are incoherent, which means that the heart and the brain are not working in harmony. Consequently, we won't be able to function at our best.

Heart Rhythms (Heart Rate Variability)

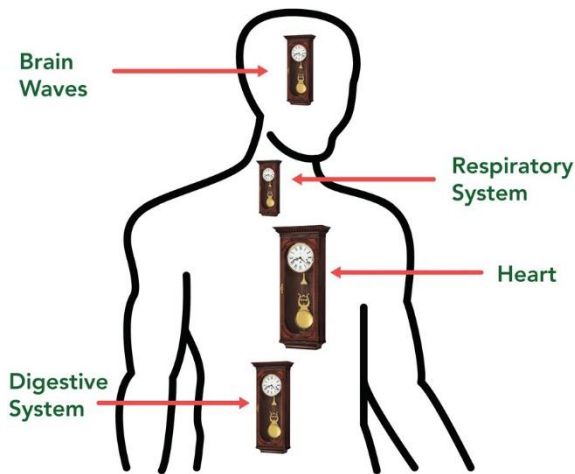


However, a positive feeling, such as appreciation, brings the heart into more coherence, which then pulls the brain into coherence. HeartMath research has shown that appreciation is one of the easiest positive feelings for human beings to generate. Generating the feeling of appreciation is the most efficient way to become coherent.

Do you know the saying “Change your thinking, change your life”?
You will find it’s actually more efficient to
“Change your feeling, change your life.”



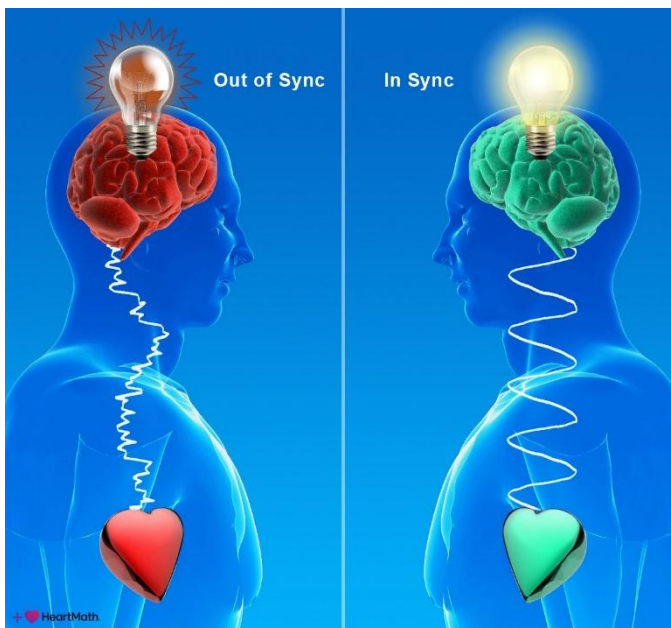
Biological Oscillators



A positive feeling creates coherence because of a principle of physics called entrainment. For example, in a clock shop of clocks with all sizes of pendulums, at first all of the pendulums are going in different directions, independent of each other. But eventually, the pendulum that is the strongest oscillator will draw all of the other pendulums into sync with it.

In the body, the heart is the strongest oscillator. That is why, when we start with a positive feeling that creates coherence in the heart, the heart pulls the brain into coherence.

We help the heart by generating a positive feeling, then the heart helps us by pulling the brain into coherence.



When we are stressed, the heart sends an incoherent signal to the brain, and it is difficult to think clearly.

However, when we achieve coherence through a positive feeling in the heart, we become more in sync.



Coherence Improves Brain Function

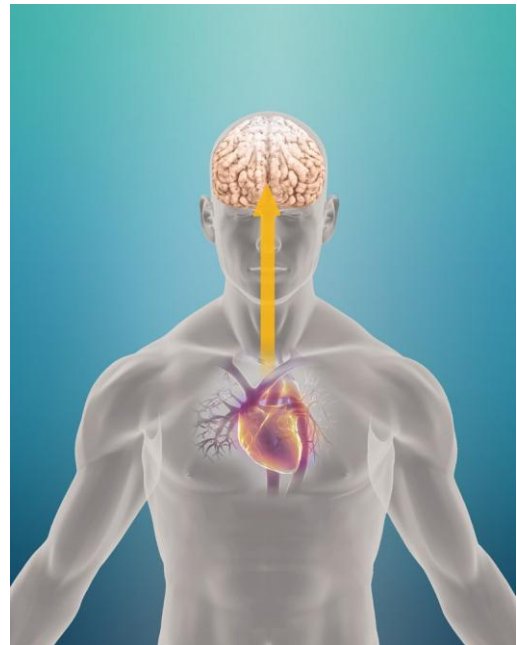
You can learn to generate coherent or “even” heart rhythms by experiencing renewing emotions like appreciation, care, courage, integrity and compassion. Coherent heart rhythms actually help the brain process information more efficiently. You can think more clearly, be more composed, and make better decisions when you are coherent.

Studies have shown coherence improves the following brain functions:

- x ability to focus, process information and to solve problems
- x decision-making
- x reaction times and coordination
- x long-term and short-term memory

Remarkable Facts about the Relationship between the Heart and the Brain

- x The heart has its own complex nervous system – the “heart brain.”
- x The heart sends far more information to the brain than the brain sends to the heart.
- x The heart signals especially affect the brain centers involved in decision making, creativity, and emotional experience.



What Connects *You* with *Your Heart*?

When you experience positive emotions, your physiology is naturally more coherent. For example, a feeling of appreciation for a pet, nature, etc., helps you tap into the power of heart-brain coherence. This is called “activating” a positive, renewing feeling, which leads to greater access to intelligence and insight.

Coherence can also be created by feelings of courage, confidence, gratitude, care, love, joy, and compassion.

Identify things you appreciate:

Choose **one** of the things you appreciate and practice activating it. In the moment you're met with a challenging situation, flipping the switch to coherence and sustaining it allows you to respond with more composure and higher social-emotional intelligence.



Quick Coherence® Technique

Step 1: Focus your attention in the area of the heart.

Step 2: Breathe deeply and rhythmically as if breathing through your heart – breathing a little slower and deeper than usual.

Step 3: Make a sincere attempt to experience a regenerative feeling such as appreciation or care for someone or something in your life.

The first step helps you center. The second step helps you achieve coherence. The third step helps you reach a deeper level of coherence.

Quick Coherence Technique Summary

1. Heart Focus
2. Heart Breathing
3. Heart Feeling of Appreciation

Notes: _____



emWave® and Inner Balance™ — Demonstration

The emWave software and sensor measure heart rate variability (HRV) which correlates with coherence. This simple technology helps give us feedback in becoming more coherent.

The Inner Balance app and sensor are also a great way to improve your ability to stay coherent throughout the day. It can be used with Android and iOS devices. Inner Balance trains you to shift and replace emotional stress with emotional balance and coherence. Establishing a daily routine using these tools will help you set a new coherence baseline and give you maximum benefits.

emWave®



Inner Balance™



For further information on the Science of HeartMath® and HeartMath Technology, go to www.heartmath.com and click on "Science."

Spending Time in Appreciation

The more time you spend in appreciation, the easier it will be for your heart to remain coherent under stress. Spend time each day appreciating yourself, pets, people, nature, etc. Music can also help us stay in coherence longer.



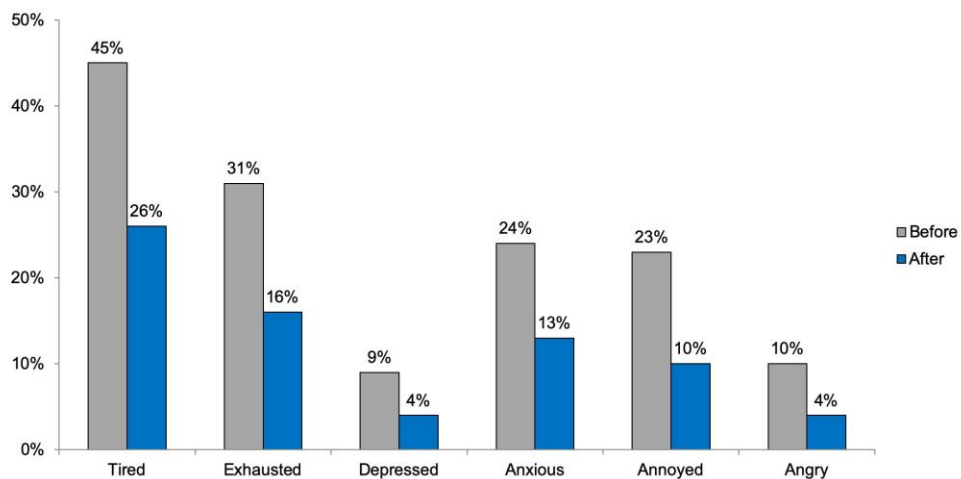
Impact of Coherence on Performance within Organizations

The graph below shows the impact of coherence on the mental and emotional well-being of health care professionals. It shows the percentage of time they often or always felt tired and exhausted, as well as some other key indicators of stress. Six weeks after being trained in coherence there was a dramatic reduction in the percentage of participants who were tired and exhausted. They also reported feeling less depressed, anxious, annoyed and angry.

- X What results would you like to achieve from practicing coherence regularly?
- X How could reducing stress in individuals and teams affect their productivity?
- X If more team members experienced similar results, how could it affect a team overall?

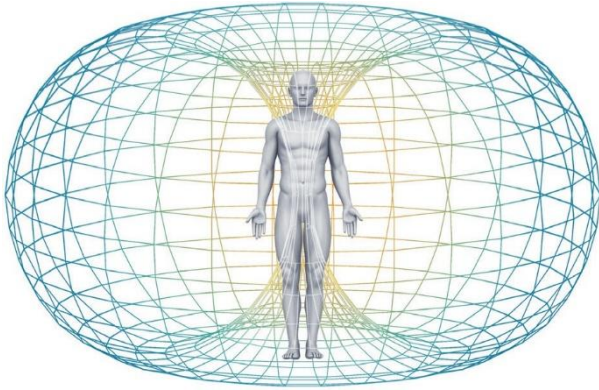
Improvements in Mental & Emotional Wellbeing

Percentage of individuals who responded: often – always
(Before and six weeks after HeartMath Training, N=11,903)



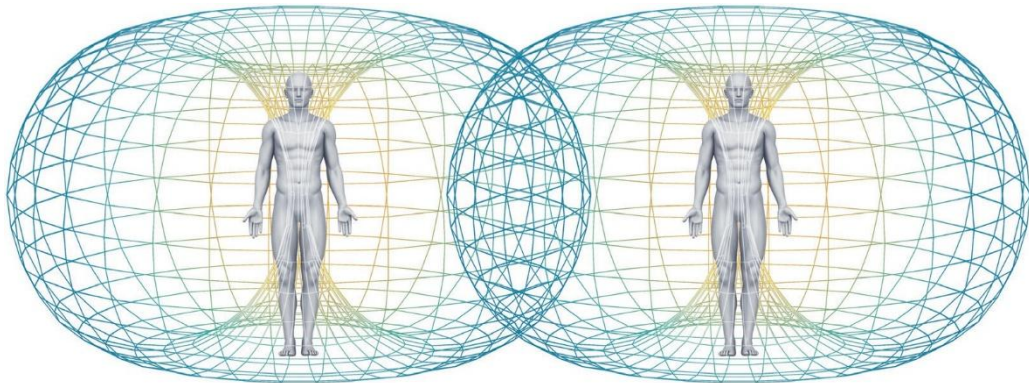
Math Institute

+♥ HeartMath
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This illustration represents the electromagnetic field radiated by the heart, which can be measured at three feet or more from the body.

There is now scientific evidence showing that our nervous systems can detect the electromagnetic fields radiated by others and that our coherence or incoherence can affect those around us.



Coherence is more contagious than the common cold.

When you practice coherence together, you help each other achieve coherence.





Heart-Brain Insight Steps

Identify your challenge or question.

Do the Quick Coherence® Technique
(Heart focus, Heart breathing, Heart feeling of appreciation)

Ask yourself:

“What do I need to know?”

Listen for the answer.

Write it down.

If there is an action step, write it down as well.

Trainer Example of a Heart-Brain Insight

Notes: _____

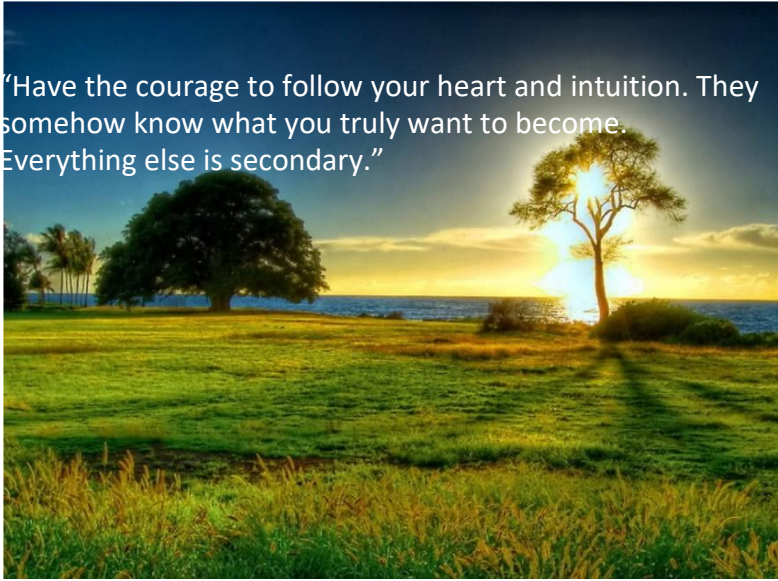
Challenge and Solution — Part (b)

Refer to the challenge that you wrote down at the beginning of the section on insight. Using that challenge, your trainer will lead you through the Heart-Brain Insight Steps. When your answer comes, write it down on the page with the challenge, next to (b), and compare your before and after solutions.



Why Heart-Brain Insight is of Value

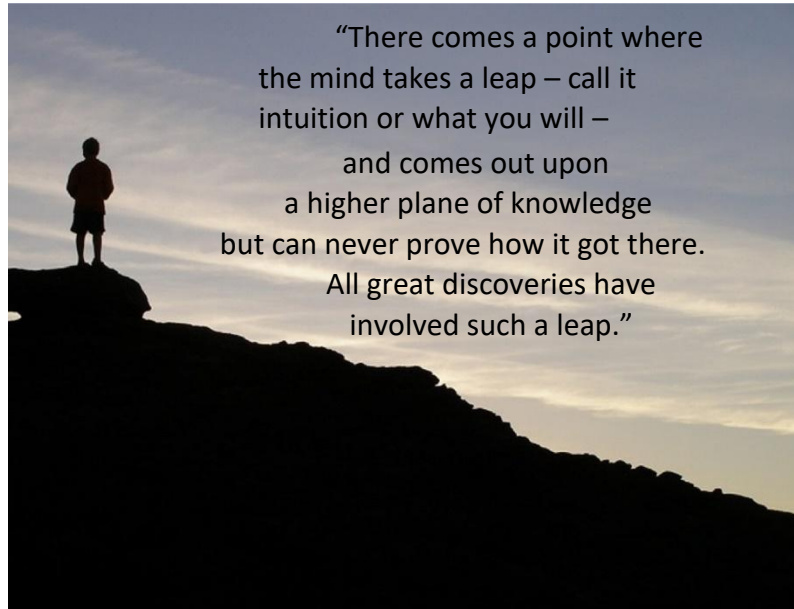
“Have the courage to follow your heart and intuition. They somehow know what you truly want to become. Everything else is secondary.”



Quote by

Quote by

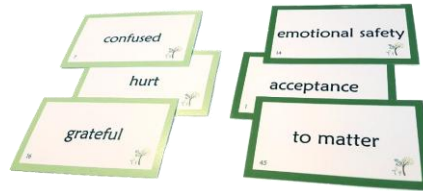
“There comes a point where the mind takes a leap – call it intuition or what you will – and comes out upon a higher plane of knowledge but can never prove how it got there. All great discoveries have involved such a leap.”



Now, with Heart-Brain Insight, we know how to get there!



Identifying feelings and needs is the fast track to empathy.



Positive feelings are signals of a perception of **met needs**.

Negative feelings are signals of a perception of **unmet needs**.

We can sink into misery if we identify too strongly with our negative feelings. That is why we name our feelings and then move on to naming our needs. Together they help liberate us from the negative charge and move us into self-empathy.

After we identify an unmet need, we shift into becoming resourceful in meeting that need.

Giving empathy to ourselves and to others is a core element of the Connection Practice.

Notes: _____

The Rasur Foundation gratefully acknowledges Nonviolent Communication .



The Connection Practice Steps

1. Summarize your challenge or celebration and describe the trigger (the moment your feelings were most intense) starting with the word "When."
2. Identify your feelings.
3. Identify your needs (met or unmet).
4. Identify your main need (met or unmet).

(If this is an inner issue, go to Step 8)
5. Guess the feelings of the person you are in conflict with.
6. Guess the needs of the person you are in conflict with (met or unmet).
7. Guess their main need (met or unmet).
8. Follow the steps of Quick Coherence:

Heart focus, Heart breathing, Heart feeling of appreciation
9. Ask: What do I need to know? Listen inside for an insight.
10. Identify your action plan, if you have one.



Feelings List – How We Feel

When Our Needs Are Met

adventurous	delighted	hopeful	pleased
affectionate	eager	inspired	proud
alive amazed	encouraged	interested	relaxed
appreciative	energetic	intrigued	relieved
calm	enthusiastic	joyful lively	safe
centered	excited	marvelous	satisfied
comfortable	fascinated	motivated	strong
compassionate	free	moved	surprised
confident	fulfilled	optimistic	thankful
content curious	glad	peaceful	thrilled
	grateful	playful	touched
	happy		trusting

When Our Needs Are Not Met

afraid angry	drained dread	impatient	scared
annoyed	embarrassed	insecure	sensitive
anxious	enraged	irritated	shocked
ashamed	envious	jealous	shy
bewildered	exasperated	lazy lonely	stressed
bored	exhausted	lost	surprised
bothered	fearful	miserable	suspicious
concerned	fed up	moody	terrified
confused	frustrated	nervous	tired
depressed	furious	numb	torn
desperate	grumpy	overwhelmed	uncertain
disappointed	guilty	pessimistic	uncomfortable
discouraged	helpless	puzzled	unhappy unsafe
disgusted	hesitant	regretful	unsatisfied
dismayed	hopeless	reluctant	unsure
disoriented	horrified	resentful	upset
distressed	hostile	resistant	vulnerable
doubtful	hurt	sad	worried

Needs and Values We All Have

acceptance	exercise	privacy
achievement	fairness	progress
acknowledgment	freedom	purpose
adventure	friendship	reassurance
affection	fun growth	reliability
appreciation	harmony	respect rest,
authenticity	health	sleep safety
autonomy balance	help	security
beauty	honesty	self-acceptance self-
celebration	hope	appreciation self-
choice	humor	determination self-
clarity	inclusion	esteem
closure	independence	self-expression
comfort	inspiration	sexual expression
communication	integrity	shared purpose
community	intimacy	shared reality
compassion	justice	solitude
confidence	knowledge	space
connection	learning love	spiritual expression stability
consideration	meaning	success
contribution	mourning	support to
cooperation	mutuality	belong
creativity dignity	nurturance	to be heard
diversity	nutrition	to have our intentions
ease	order	understood
efficiency	participation	to matter
emotional safety	patience	to be seen for who we are touch
empathy	peace	trust
empowerment	physical security	understanding
equality	play	well-being
equity	power in our world	

Examples of strategies often mistaken for needs: attention, control, money, obedience, praise, punishment, punctuality, revenge, to be right.



What Empathy Is Not

Below are some habitual responses we may fall into. It takes practice to respond empathically. Be patient with yourself as you integrate the language of feelings and needs.

advising: “I think you should...” “Getting mad won’t do you any good.”

agreeing: “You’re right. That’s awful.”

cheering up: “It’ll be better in the morning.” “Look on the bright side...”

competing: “That’s nothing! Wait till you hear what happened to me.”

consoling: “It wasn’t your fault. You did the best you could.”

correcting: “That’s not how it happened.” “That’s not a feeling.”

educating: “This could turn into a positive experience for you.” “Well, next time...”

explaining: “I would have called but...” (May help achieve clarity after giving empathy.)

interrogating: “When did this begin?”

justifying: “It’s his first day on the job.”

minimizing: “It’s all small stuff.” “It doesn’t matter now.” “It only happened once.”

offering platitudes: “Go with the flow.” “It’s in God’s hands.”

pointing out the positive: “At least they fixed it.” “Good thing it didn’t hit him.”

story-telling: “I know just how you feel. One time I...” “This reminds me when...”

sympathizing: “Oh, you poor thing...”

theorizing: “Maybe he’s late because traffic is bad.”



Judgmental Thoughts Misnamed as Feelings

Often these words are used as if they are feelings, but they are judgments. Avoid using these words to describe feelings.

What I Am or What Someone Is

competent
despicable
ignorant
important
inadequate
inferior

incompetent
invisible
prepared
protective
ready
stupid

successful
unimportant
unprepared
unworthy
useless
worthy

What Other People Did

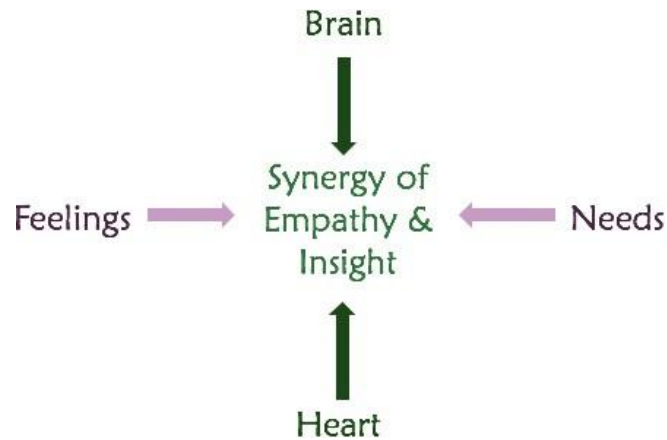
abandoned
abused
attacked
betrayed
blamed
cheated
cornered
criticized
deceived
despised
disrespected
dominated
excluded
exploited

ignored
insulted
interrupted
intimidated
invalidated
judged
left out
manipulated
mistreated
misunderstood
neglected
obligated
offended
persecuted

pressured
provoked
punished
put down
rejected
respected
stepped on
threatened
unappreciated
unheard
unnoticed
unwanted used
violated



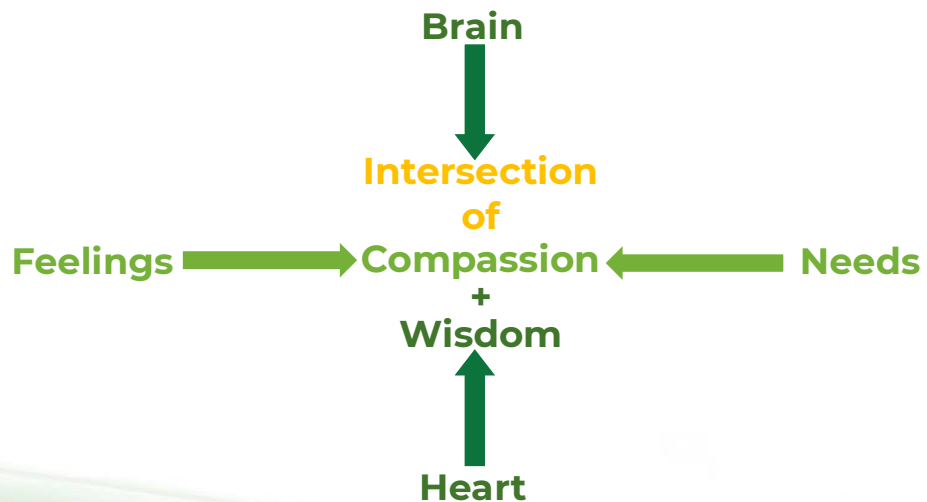
Summary of the Connection Practice



This diagram illustrates how feelings and needs are the fast track to empathy, how coherence between the brain and the heart is the fast track to insight, and how the synergy of empathy and insight creates connection.

The Connection Practice unites empathy and insight to accelerate growth on a daily basis. By using this skill, you efficiently move out of stress and into clarity and creativity.

When Our Goal is Achieved



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The Connection Practice with a Partner (using Boards)

The Connection Practice Boards™ provide visual and tactile support for quickly resolving issues and celebrating life. When you work with a partner, you experience additional support and connection as you process your issues and celebrations.

Person Who Shares	Partner
Concisely share your challenge or celebration with your partner. Focus in on the trigger moment and write it on the board beginning with the word “When ...”.	Listen with an open heart. Help zero in on the trigger moment.
<ul style="list-style-type: none"> a) Move relevant feelings magnets to the feelings blanks on the board. b) Listen as your partner guesses needs and move accurate needs magnets to the needs blanks; add any your partner missed. c) Identify the main need. 	<ul style="list-style-type: none"> a) Guess any other important feelings that might be missing. Guess some needs. b) When all needs have been identified, ask what the main need might be.
<p>If another person is involved, guess his/her feelings and move the magnets into place. Guess the needs of the other person. Then guess the main need.</p> <p>If this is an inner issue, go to the next step.</p>	Help guess the feelings and needs of the other person involved.
<p>The Partner gives all instructions for steps 4 and 5, then leads Quick Coherence Technique and remains silent after the last step</p> <p>“Heart focus, Heart breathing, Heart feeling of appreciation.”</p>	
<p>Access Heart-Brain Insight by asking, “What do I need to know?”</p> <p>Listen for the answer and then indicate when you are complete</p>	Remain in coherence.
<p>Share your insight with your partner and write it on the board.</p> <p>Write down how you will act on your insight.</p>	<p>Listen. Don’t analyze the insight.</p> <p>If there are still unmet needs or the person wants more clarity, do a Heart-Brain Insight again.</p>



Key Tips for Managing Conflict with the Connection Practice

Conflict with others and inner turmoil are costly – draining resources, wasting time, and damaging relationships. The Connection Practice reduces conflict; however, some conflict is inevitable. The Connection Practice helps resolve conflict efficiently and peacefully, which leads to greater connection.

Giving Empathy to Others

Simply guessing what someone feels and needs is empathy in itself; it's not about being right or wrong. Wait for their response. You may receive new information and therefore choose another direction. Communicating within this framework can help avoid unnecessary conflict, defuse conflict when it arises, and provide a clearer path forward.

Identifying and Addressing the Core Issues

You may have heard the expression, “the tip of the iceberg.” Above the surface, there's only a hint of a larger, more complex issue below the surface. What about “the elephant in the room”? In this case, the issue is clear, but everyone is avoiding talking about it. Both situations are financially costly and keep everyone in a state of stress, which is detrimental to health and well-being – personally and organizationally. The Connection Practice gets to the source of core issues quickly, and identifies actions to resolve them.

Notes: _____



Storytelling vs. Going to the Trigger

When you experience a troubling event, you may find yourself repeating what happened. This engraves negative neural pathways in your brain and keeps you emotionally “stuck” because your amygdala is in a state of hyperactivity. However, due to the neuroplasticity of the brain, you are capable of re-writing your neural pathways and getting “unstuck.” When processing conflict, whether from the past or in real-time, the key is to address the “trigger” – the moment you had a negative feeling with respect to a specific event. The trigger is the challenge you will address by using the Connection Practice.

Empathy before Honesty

Unnecessary conflict often arises because we first express what is important to us without regard for the other person. When we offer empathy to the other person first, neurologically they are more open to receiving our honesty and more likely to see things from our perspective. Making a habit of giving empathy before honesty can save a tremendous amount of time, energy and money in preventing avoidable conflict.

At the same time, using discretion regarding the timing of verbal empathy or a gesture of empathy may help in some situations. For example, if you’re guessing someone is feeling embarrassed and needs space, perhaps let them be. Also, it can be helpful to ask family, friends and colleagues if they would be willing to support you in practicing this new language.



Conflict List for Activities

Please take a few minutes to note two conflicts you would like to use during the course. Please choose conflicts you are willing to talk about with others in this course. If it is a conflict with someone in the room, please obtain their consent first.

Activity 1 – The Connection Practice with a Partner on a **Conflict with Another Person**

(Describe a conflict you have with another person; it can be something simple such as an annoyance or tension between you; focus on when you were triggered)

Activity 2 – The Connection Practice with a Partner on an **Inner Issue**

(Describe an issue in your life that doesn't involve another person; examples could be a change you are thinking of making that doesn't impact anyone else; a behavior that is getting in your own way, such as a habitual overreaction; or a belief that is holding you back)



The Connection Practice Worksheet

1. My challenge or celebration:

2. My feelings:

3. My met or unmet needs: _____ (if no one else is involved, skip to step 6.)

My main need:

4. Other person's feelings:

5. Other person's met or unmet needs:

Other person's main need:

6. Heart-Brain Insight:

Quick Coherence® Technique (Heart focus, Heart breathing, Heart feeling of appreciation)

Ask myself, "What do I need to know?" My

insight:

How I will act on my insight:



Recommended Reading & Bibliography

The Connection Practice:

Completely Connected: Uniting Our Empathy and Insight for Extraordinary Results by Rita Marie Johnson (2015).

The Connection Practice Curriculum by Rita Marie Johnson, Ellen Anderson, Judy Henry & Lori Brady (2019).

HeartMath:

The HeartMath Solution by Doc Childre, Howard Martin, et al. (2000).

The Hidden Power of the Heart: Discovering an Unlimited Source of Intelligence by Sara Paddison (1998).

Nonviolent Communication:

Life-Enriching Education: Nonviolent Communication Helps Schools Improve Performance, Reduce Conflict, and Enhance Relationships by Marshall B. Rosenberg (2003).

Nonviolent Communication: A Language of Life by Marshall B. Rosenberg (2015).

Speak Peace in a World of Conflict: What You Say Next Will Change Your World by Marshall B. Rosenberg (2005).

The Compassionate Classroom: Relationship Based Teaching and Learning by Sura Hart & Victoria Kindle Hodson (2004).

Other Reading:

Emotional Intelligence: Why It Can Matter More Than IQ by Daniel Goleman (1995).

The Science Behind the Connection Practice:

Naming feelings reduces the reaction of the amygdala.

Lieberman, M. D., Eisenberger, N. I., Crockett, M. J., Tom, S. M., Pfeifer, J. H., and Way, B. M. (2007).

Putting feelings into words: Affect labeling disrupts amygdala activity in response to affective stimuli. Association for Psychological Science, 18(5), 421-428.

Your Resonant Self by Sarah Peyton (2017), 26.

Naming needs leads to cognitive empathy.

Riess, H. (2017). *The science of empathy.* Journal of Patient Experience, 4(2), 74-77.

Heart-brain coherence helps extinguish the irrational reactions of the amygdala and leads to insight

HeartMath Institute (2015). *Science of the heart: Exploring the role of the heart in human performance, Volume 2,* Chapter 5: Establishing a new baseline, 29-35. Boulder Creek, CA: HeartMath Institute.

Subramaniam, K., Kounios, J., Parrish, T. B., & Jung-Beeman, M. (2009). *A brain mechanism for facilitation of insight by positive affect.* Journal of Cognitive Neuroscience, 21(3), 415-432.



Rasur Foundation International

www.connectionpractice.org info@connectionpractice.org

PO Box 21853, San Jose, CA 95136, USA



