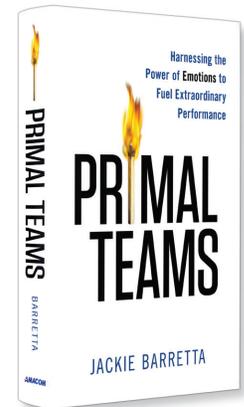


# Primal Teams

Harnessing the Power of Emotions to Fuel Extraordinary Performance

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## THE SUMMARY IN BRIEF

Great team results depend on tapping the incredible power of emotion. Negative feelings such as fear, anger and frustration can inhibit a group's performance. The most optimal emotions stimulate team innovation and productivity because they enhance such competencies as quickness, flexibility, resilience and the ability to deal with complexity. Your team's bottom-line performance depends on creating a work environment that respects and taps into the primal force that Mother Nature has hardwired into our brains: emotion.

You can't reason away or "fix" emotional states with rational thinking. You must deal with them directly. *Primal Teams* applies the latest principles of team psychology to the workplace, explaining how creating peak emotions naturally ignites team performances that transcend the talent and skills of your individual performers.

Drawing on the cutting-edge work of leading neuroscientists, *Primal Teams* provides practical tips and techniques to help you get measurably better results by generating optimal emotions in your team.

## IN THIS SUMMARY, YOU WILL LEARN:

- Tap into the energy and clarity that optimal emotions naturally generate.
- Facilitate deep emotional bonds and incredible team spirit within your group.
- Manage your team's emotional dynamic in such a way that leads to expanded creative thinking, deeper inspiration, accuracy of intuition and higher motivation.
- Prevent fear and negativity from thwarting your team's performance.

## Hidden Energy: Unleashing Maximum Potential

The success of an organization depends on those key moments when teams develop creative ways to provide greater value and perform more efficiently in increasingly demanding situations. Too often, a team under pressure falls prey to negative emotions like fear and anxiety. However, when they replace fear and anxiety with optimal emotions such as joy and playfulness, they find it a lot easier to dream up solutions that delight customers, rapidly deliver value and evolve along with the business.

### Design for Creativity

You must instill creativity at every level. Whether your team must solve an internal design problem or invent the next disruptive breakthrough in your industry, they won't exceed your expectations unless you make it clear that creativity is Job One and develop an environment that fosters imaginative thinking. Don't leave creativity to chance; shape it by design. It takes time and effort, but you can encourage and develop a team's knack for creative thinking and problem solving.

In 2008, Carsten De Dreu, Matthijs Baas and Bernard Nijstad published an article in the *Journal of Personality and Social Psychology* about the impact of emotions on creativity, including an account of the authors' own comprehensive original research in which they measured the impact of mood on subjects' creative fluency and originality while performing brainstorming tasks. The scientists discovered that emotions play a major role in our ability to see new possibilities, or they can close down our minds in a way that keeps the same old thoughts swirling around in our brains. According to the article, optimal team emotions that spark creativity begin with positivity. Positive emotions come in different sizes, ranging from a low level of arousal to extreme passion. Low levels of arousal, such as contentment, promote inactivity, whereas extremely high levels of arousal, such as excitement, reduce our capacity to perceive and evaluate information. At moderate levels of arousal, people feel optimally motivated to seek and consider multiple alternatives. Primal team leaders can take specific steps to help people experience the appropriate levels of arousal and the optimal level of positive emotions.

### Pull the Strings of Heartfelt Emotion

Heartfelt emotion boosts our creative ability to an even higher level. Our heart has a unique ability to put us in our most creative state. Heartfelt emotions consume our attention

and activate a strong sensation in our heart. Strong heartfelt emotions can halt our rational mental processes and connect us to people in a much more profound way than relatively mild feelings, such as relief or satisfaction or thankfulness.

### Synchronize the Parts of the Brain

Your brain's complex system works best when all of its parts are synchronized in harmony. The Institute of HeartMath LLC, a research organization in Boulder Creek, California, has been exploring the connection between the heart and the brain for over 19 years. HeartMath uses the term "coherence" to describe the state in which all of the centers of the brain develop a logical, orderly relationship.

### Let the Good Feelings Roll

The notion of inviting emotion into the workplace repulses many leaders because they find emotions so messy, sticky and frustrating. Unfortunately, the very way businesspeople think tends to diminish positive emotion in the workplace. When something happens at work that evokes happiness or joy, we often downplay those feelings. Psychologists use the term "ordination" to refer to this tendency to make exceptional events seem ordinary. Primal team leaders understand this human tendency and look for opportunities to encourage a team to revel in the joy of accomplishment. When your team does something wonderful,

- **Rejoice.** Stay emotional rather than minimizing the event with logical explanations.
- **Celebrate.** Commemorate the event.
- **Exclaim.** Show your emotion, telling people how it makes you feel.

### Primal Emotion: Shifting Emotions at the Source

Our emotions spring from the primal parts of our brain. Basic and instinctive, they date back to the time when Mother Nature hardwired them into our brain as we learned what worked and what didn't in our ancient environment. Our primal emotional system plays a key role in one of the most crucial aspects of human behavior in business: motivation.

Bestow all those raises, protect your people's home lives, give them a chance to acquire exciting new skills, and you still end up with people suffering burnout or boredom who just can't handle one more straw on the camel's back. That's when a smart leader applies emotional solutions. Such solutions do not require more resources.

## Seek Before You Find

You get a thrill out of pursuing or seeking a goal, but once you achieve it, it doesn't seem so attractive. You should bear in mind the extreme pleasure people derive from activating their seeking emotional system. When a stimulus arouses our seeking system, it activates our frontal neocortex, prompting us to work out innovative strategies and solutions. Logic doesn't make us do that; emotions do. A team that embarks on an exciting new journey not only feels strongly motivated to succeed but also works smarter.

## Organize Work in Creative Cycles

The opportunity to pursue or experience something new jazzes people. Primal team leaders have learned to maintain a high level of enthusiasm by organizing work in creative cycles. No one suffers from tedium and boredom because the work occurs in patterns that keep it fresh. The clear beginnings and ending provide the excitement of starting something new and the fulfillment of completing the work. Any work involves certain patterns. A leader can use this fact to keep team energy running at a high level.

## Playing For the Fun of It

The most effective type of play involves physical, repetitive actions with variations that challenge us enough to hold our interest but that do not overly tax our minds and bodies. Ideal play should enhance rather than sap our energy. Contrary to the old cliché, winning is not everything. The mere act of playing the game for the sheer fun of it, without excessive pressure to win, is everything.

A word of caution: Some team leaders try to turn the work itself into play. "I'll give a day off to the programmer who finds the most bugs in the software this week." That doesn't work because that sort of game involves significant consequences for the winner and losers. It can do the opposite of rejuvenating a team's emotions.

Rather than waiting until a team reaches burnout to pep them back up, primal leaders incorporate play (and laughter) into their daily leadership practices. There's a big difference between the sort of optimal play we're discussing and overly structured activities. Optimal play erupts spontaneously.

## Sounding Off

Music can inspire accomplishment when fear or burnout threatens performance, but it can also "soothe the savage beast" during times of great stress. Listening to music affects a team's emotions, but playing music stimulates them even

more. In a study led by Barry Bittman and reported in *Alternative Therapies in Health Medicine*, researchers found that when people participate in a group drumming exercise, their bodies show significant signs of improved health. Merely listening to the drumbeats does not affect them as much.

Tapping on bongo drums and rattling tambourines bring people together physically, emotionally and mentally. If you think drumming in the office sounds nutty, think again. Employees at government, health care and community organizations and several big companies, including Toyota, Unilever, Raytheon and Oracle, regularly participate in drumming activities at work. Toyota has gone so far as to install dedicated "drum rooms" at the company's California locations. Music rejuvenates our basic emotional system, reinvigorates our urge to play and inspires our natural inclination to seek.

## Laughing Out Loud

Laughter is not only the best medicine, it's the best measure of fun in the workplace. According to the Mayo Clinic, when you laugh, it doesn't just lighten your mental load; it introduces measurable physical changes in your body. You breathe in more oxygen-rich air, your heart beats a little faster, your muscles tingle and mood-enhancing chemicals called endorphins flood your brain.

## The Scary Stuff: Processing Fear and Negativity

Business environments swarm with fear. When everyone competes for limited resources, both with other companies and with the person sitting in the next cubicle, every project turns into a win-lose contest. Our emotional system reacts to perceived threats to our survival by producing responses that maximize our chances to survive the threat. Knowing how to process fear and negativity can turn a damaging problem into an opportunity for positive team development.

## Accommodating Negativity

Start capturing the benefits of negativity. The expression of negative emotions can spark a team from lifelessness to alertness. Without emotional arousal, we can fail both to notice important danger signals and to muster enthusiasm to address a threat.

Make room for negativity. Teams cannot capture the benefits of negative emotions unless they feel they can safely express them without getting criticized or punished. A leader must deliberately create this safe space.

## Shining a Light on Fear

Our emotional system, the region of our brain called the amygdala in particular, continuously scans our surroundings of potential threats and then warns our conscious mind when it detects one. Not only does the amygdala warn us of possible danger, it also heavily influences our thinking. This can cause us to interpret every ambiguous event as a possible danger. We hear about another company outsourcing jobs and jump to the conclusion that the same thing is going to happen to us.

Acknowledging a threat surfaces it into our conscious mind where we can process it, which is why you can use this Acknowledge the Threat technique with your team. If our conscious mind acknowledges the threat and takes precautionary action or decides to let it slide, our amygdala can take a break and stop sounding the alarm. Although acknowledging a threat does not make it go away, it does allow room for a conscious intention to stop worrying about it now and resolve it later.

## Creating a Diversion from Negative Thoughts

We naturally find it hard to replace a negative thought with a positive one because we're predisposed to latch onto the negative. It boils down to our hardwiring. Team leaders who wish to create positive emotions with the power to boot out the negative will find the Accentuate the Positive technique useful.

**Arouse Positivity.** The more vividly you can describe the positive impact of your work on people's lives, the more you will populate your teammates' working memory with positive thoughts. Identify the most compelling way in which your team makes lives better, and define it in a way that elicits strong positive emotion.

**Keep It Visible.** Once you've defined the best way to create positive emotions in the team, use symbols to keep them visible in their minds. Make the symbols vivid and tangible, so that people can picture them in their mind's eye.

## Desensitizing Your Team to Fear

Reprogram the fear. This technique includes a tried-and-true four step Fear Prescription:

1. Face the full extent of the fear.
2. Avoid exaggeration or catastrophizing.
3. Conjure up the somatic effects (the way it makes the body feel).

4. Shift to the positive.

In our work lives, we fear the pain caused by complex negative emotions such as shame, guilt or embarrassment. We can also fear the pain of loss. We fear those emotions because we don't believe we can handle the pain they cause. However, when we face these fears head on, letting ourselves feel the full brunt of the emotions they ignite, we realize we can handle the pain. That knowledge robs the emotions of their power to scare and immobilize us.

It is recommended that you use the Get Real technique when fear runs rampant on a team. Keep a sharp eye out for exaggerations and outlandish consequences voiced by team members. Challenge their unwarranted fears, put them into perspective and lessen their negativity with a dose of logic.

## Emotional Contagion: Spreading Coherence in a Team

You always need to deal with a wide range of emotions, both energizing and toxic, in your team. While you can't eradicate the negative ones from people's minds, you can learn how to keep them from overtaking your team and thwarting its potential.

### Spawning Good Cheer

Lifting the mood of your teammates depends less on what you say than on how you feel when you say it. You must assume responsibility for instilling optimal emotions in your team. Make sure that you're truly feeling those optimal emotions before you stroll into the office or convene a team meeting. You set the emotional tone, and false displays adversely affect people just as much as negative ones.

As your teammates watch and listen to you, they automatically mimic other physiological expressions of emotions, such as rapid eye movements, gestures and perspiration on your upper lip. Unfortunately, people catch negative emotions much more easily than they do positive ones. You can ensure that optimal, rather than detrimental, emotions are spread throughout your team by intentionally making your emotions both optimal and highly contagious.

No emotional state is more contagious than coherence. Coherence occurs when you are experiencing intense heartfelt emotions. When you attain a state of coherence, you transmit emotions powerful enough to overtake any others that have cast their spell on your team. When your emotions authentically come from your heart, you will impress people with

the fact that you feel energized and centered and fully aware. Everyone will respond by taking you and your words to heart.

### Making Coherence a Competency

Leaders need to value the emotional coherence of their people as highly as they do their technical or emotional skills. Bottom line: It may be easier to train for technical competence than for emotional competence.

First, add coherence to our job descriptions. You can say something like, “Candidate must demonstrate the ability to act as a positive force in a team, promoting high energy and a can-do attitude in challenging situations.” Design interview questions that strike to the heart of the matter, such as, “Have you or a teammate ever hurt a team’s performance with a poor attitude or low energy?”

Formalize coherence as a skill. Clarify the specific set of skills, knowledge and characteristics it entails, using clear, concise and concrete definitions and descriptions. When you do that, you can much more easily include and measure the skill in routine management and performance appraisals.

### The Sixth Sense: Detecting Emotions

Emotion, unlike cognition, affects the body’s entire nervous system, not just the brain. According to Vittorio Gallese, a professor of human physiology at the University of Parma, Italy, when we observe someone, our neural circuits automatically activate to match those of the person we’re observing. Gallese attributes this neural synchronization to the mirror neurons he helped discover.

### Hone Your Sixth Sense

According to one study, the people who most accurately detect others’ emotions tend to experience and show their own emotions quite freely. If Rich plays the stoic, unmoved by joy or sadness or fear, he might lack the context to sense Monte’s emotions. He may not feel them in his own body or recognize them when they arise.

To hone your ability to detect others’ emotions, remain willing to experience whatever feelings arise, and then pay close attention to how they affect your body. If Rich stops resisting his emotions and becomes more familiar with the sensations of anger and anxiety, he will learn to tell the difference. That will help him detect the feelings of everyone on his team.

Letting yourself feel the emotions of others doesn’t mean letting these emotions overwhelm you. That can cause another set of problems as you get swept off your feet by a

flood of someone else’s feelings. Fortunately, you can learn to sense another’s emotions and observe how they affect your body without letting them emotionally hijack you.

Gradually, you will become a more skilled emotional diagnostician. Periodically, pretend you are an objective doctor by placing a stethoscope to your chest and taking your emotional temperature. Try to diagnose any symptoms of unusual sensations. What is causing those bodily reactions? Why has your heart begun beating a little faster? Do this in the company of your teammates. Scan their faces and bodies. Listen to their tone of voice. Has Rich caught your enthusiasm? Have you caught his dismay?

Since a person’s expressions during conversation seldom last longer than 0.5 to 2.5 seconds, you must pay strict attention to their face, posture and tone of voice to be attentive. Also, bear in mind that people try to dampen their emotional displays in the office. Make sure you listen to your own body as well. Can you feel the physiological symptoms that tell you that you’ve caught someone else’s emotions?

### Enhance Your Team’s Emotional Signature

When we interact with people, we automatically and unconsciously sense their emotions. People and teams develop unique emotional signatures. Think of a team’s emotional signature as its basic “personality,” which includes the unique way it feels.

When prospective clients and customers sense your team’s emotional signature, perhaps unconsciously, they will include their perceptions in their decision-making process, whether they know it or not. Your team’s emotional signature does not just matter to customers; it makes all the difference in the world to people considering whether to join and stay with your team.

Make becoming an expert emotional detector a lifelong project. You will never become clairvoyant, but you will learn to see and feel emotions that slip past less dedicated emotion detectors.

### The Engaged Heart: Connecting to a Deeper Purpose

Some missions satisfy your intellect with their logic, but the most powerful ones touch your heart and ignite high energy and enthusiasm. An inspiring purpose drives us to do and accomplish more than we ever thought possible. An inspired team develops an expanded sense of their jobs and

their vital role in their company's success, and that makes them feel as though they can do anything. With optimism and high energy pulsing through their bodies, they can conquer the world, but only if you pull them above the realm of mundane thinking.

It takes more than encouraging words to get a team thinking beyond the ordinary. To get people to take a satellite's-eye view, you must help them redefine the purpose of their work with more expansive thinking. These purpose-driven questions encourage the team to think of providing value beyond the ordinary.

- What motivated the company's founders to create this company?
- What excites our customers?
- What difference has our company made in the world?
- What major contribution can our team make to the contributions and accomplishments?

Remember that the team's purpose needs to tie into the organization's overall purpose.

### Make the Mission Top-of-Mind

For a great purpose to perform its magic, it must be in the forefront of people's consciousness. A weak, vague or emotionally neutral mission will not do the trick because it will not embed itself deeply enough in their conscious minds. Most importantly, you can keep your team's purpose top-of-mind by fully integrating it into your daily conversation.

### Strike a Chord with Life Schemes

A life scheme is a cognitive representation of one's life, like a story. It organizes an individual's perspective on the world, represents that person's personal ideals and defines the events he or she deems most relevant to those ideals. It embodies a person's basic identity.

Individuals feel most inspired by a corporate or team purpose that fits snugly into their life scheme or that motivates them to shift their life scheme to encompass the purpose. Make sure you see a good fit between any prospective teammate's life scheme and your team and company purposes. Strong matches also instill loyalty.

### Resonate with Core Identity

A great team purpose shouldn't just tap into your teammates' life stories; it should burrow deeply into the very core of their identity. When you define a team purpose with

your team, dig deep below the surface. Get to core emotions. You want your purpose to stir the people's hearts and reverberate with their identity. Performance and financial goals won't do it. Values and meaningful contributions will.

### Organize by Purpose

A team's purpose should profoundly drive the way team members do their work and provide daily inspiration for all team members to do their best. Use the questions in the following table to determine whether the functions performed on your team play an integral role in accomplishing your mission.

Here are three pairs of purpose alignment questions:

- A.** Does the purpose provide meaningful direction toward doing the best possible job?

**B.** Do people really agree that the purpose helps me decide the best way to do my job?
- A.** Does the purpose inspire people to do an extraordinary job?

**B.** Do people readily agree that I feel tremendously energized to get results that fulfill our purpose?
- A.** Does the purpose provide people with a meaningful reason for doing the job well?

**B.** Do people readily agree that when I do my job well, it makes a substantial difference in how well we achieve our purpose?

If you answer yes with respect to a given function, keep it on the team. If your answer is no, look at a way to procure the function as a service from a team whose purpose better matches their work.

We have talked about the importance of mining beneath the surface of what we do to unearth why we do it. "Why does what we do matter to me, my team, my company and the world?" Continually asking this question can lead you to answers that ignite and sustain team energy. As you hammer out and refine a meaningful purpose, continually ask why what you're doing matters until you identify how your work fulfills a basic human need.

## Primal IQ: Activating Insight and Intuition

The best breakthrough ideas don't spring from logical thinking, and the most spectacular innovators do not learn their tricks at prestigious business schools. All those intuitive gut feelings that defy logical explanation account for more

great ideas than all the comfortable couches, post-it notes and whiteboards in the world.

### Get to Aha! By Letting Go

When we take on a challenging problem, we may spend a lot of time and effort clarifying the issue and trying out different solutions. This activity internalizes the problem into our subconscious mind, where it incubates without further conscious input. As it incubates, all that data may coalesce into a solution, which may dramatically burst our consciousness as an Aha! or Eureka! flash of inspiration. Then our conscious mind can take over again as we proceed to verify and work out the details needed to implement the idea and share it with other people. We let the conscious mind take a nap while the subconscious mind unveils amazing solutions to big problems.

Why does taking a break prompt creative solutions? Even the experts don't agree, although a few suggestions make sense. A time-out

- Helps your subconscious mind sift through all the possibilities.
- Allows your impatience and frustration to subside.
- Invites stimuli from new activities and situations into your consciousness.
- Makes it easier to shift to a different problem-solving strategy.

Breaks work best after a thinker has gathered comprehensive information pertaining to a problem and has thought fairly deeply about it.

### Team Spirit: Building Emotional Bonds

What drives team spirit, and how can we intentionally create it?

#### Generate Mutual Care

A team grows strongest when each person feels a reciprocated emotional bond with each and every teammate. When your team members see each other as people worthy of compassion and concern, not just as co-workers sharing a workplace, they begin to bond. A team leader can do a lot to help the team take their relationships beyond the surface level of their work and connect at a more satisfying, primal level.

#### Extend the Trust

Paul Zak, a neuroeconomist, says that when our interactions with other people engage our emotions and make us feel compassionate or empathetic, the chemical oxytocin

surges in our brain. Oxytocin (not to be confused with the prescription painkiller oxycontin) is a small molecule, or peptide, that serves as both a neurotransmitter, sending signals within the brain, and as a hormone, carrying messages in the bloodstream. When oxytocin surges, people become more cooperative, more generous and more caring.

A bond of trust lays the groundwork for other positive human emotions, including caring, cooperation, respect, admiration and even love. It also engenders creativity. Because creativity depends on taking risks, we tend to do it much more ardently when we totally trust our teammates for support and backup.

But how do you instill trust in a group? You begin by placing your faith in them. Whenever a leader shows a team that he or she trusts them, the team has seen fairly immediate results. People no longer show up late for work or meetings, and they don't need prodding to put in extra hours or to complete a project on time. According to Paul Zak, trust triggers oxytocin, and oxytocin prompts prosocial behavior. It turns out, however, that the care and trust it promotes do not apply to the world at large but only to a person's close associates. Some studies have even shown that oxytocin actually decreases collaboration outside the immediate team.

### Avoiding Common Bonding Pitfalls

Bonding may lift up a team, but too much bonding can also bring it down. How do you reach a happy medium between too little and too much?

Candidly discuss major decisions. Researchers found convincing evidence that poor decisions can result from a team placing an overriding emphasis on consensus and mutual support. Teams can mitigate the negative effects by carefully considering various alternatives to achieving a goal or solving a problem.

Challenge each other. Debate and criticism stimulate rather than inhibit ideas. Dissent stimulates new ideas because it encourages us to engage more fully with others. Also, as you work to increase the bonding in your team, make sure that maintaining the bond doesn't overrule other important objectives. If you want to promote creativity in a team, you need to assemble and engage diverse people who offer fresh neural patterns to one another.

### Use the Team Bonder to Provoke Deep Connections

You can get your team connected at a deeper level by set-

ting the stage for strong, healthy team bonding.

1. **Get Personal.** For helping people open up, understand and feel compassion for each other.
2. **Establish Team Norms.** For setting the team’s basic operating policies and procedures.

**The Balanced Culture: Restraining Runaway Egos**

Nothing can diminish a team’s bond and energy level as quickly as ego-based separation, where a gulf grows between an egotistical co-worker and everyone else on the team.

To promote better balance between ego-driven and group-oriented behavior, try forging a team agreement that guides people’s interactions with one another. These steps will help you formalize “the way we do things around here.”

1. **Agree on Norms for Team Interactions.** Gather the entire team and ask, “What behaviors do we require? What behaviors do we inhibit?” Make sure everyone contributes to the discussion. Here are examples of behaviors the team might discuss:
  - Conflict resolution, such as when it should be escalated to management.
  - Communication guidelines for speaking and listening. Prohibitive behaviors and language.
  - The best way to express disagreement with a teammate.
  - Acting with openness, honesty, transparency, ethics and integrity.
  - Methods for offering feedback and criticism.

2. **Memorialize the Norms in a Team Agreement.** Document the agreements, and post them where all team members can see them every day.
3. **Keep the Team Agreement Top-of-Mind.** Review the team agreement when new members join. Invite fresh perspectives, and make sure veteran teammates share stories that illustrate the team agreement in action.

A team agreement will help all team members maintain their individuality while cooperating with others.

**Epilogue: When the Going Gets Tough**

Today’s complex and often frenetic business world can turn even the most died-in-the wool optimist into a staunch believer in Murphy’s Law. Everything that can go wrong does go wrong, and at the worst possible moment. But that’s when you stop in your tracks. That’s when you listen to your heart. That’s when you pick up your bruised confidence, dust it off and set it back on its feet. That’s when you harness the incredible power of primal emotions.

When the going gets tough, the tough get primal.

**IF YOU LIKED THIS SUMMARY, YOU MIGHT ALSO LIKE:**

- *Team Genius* by Richard Karlgaard and Michael S. Malone.
- *Stronger* by Dennis K. McCormack, George S. Everly, Jr. and Douglas A. Strouse.



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