



## Clergy – Peer Learning

Personal Development for Leading Change – Unit 1, Session 3

### “Emotional Intelligence”

#### Handouts

## Emotional Intelligence

### Emotional Intelligence (EQ) Defined:

*“is the capability of individuals to recognize their own emotions and those of others, discern between different feelings and label them appropriately, use emotional information to guide thinking and behavior, and manage and/or adjust emotions to adapt to environments or achieve one’s goal(s) (D. Goleman). EQ is centered on abilities such as:*

- Identifying emotions
- Evaluating how others feel
- Controlling one’s own emotions
- Perceiving how others feel
- Using emotions to facilitate social communication
- Relating to others

### Intellectual Quotient (IQ) vs EQ

- While some of the earliest research on leadership success set out to prove the IQ had a direct correlation to success, over time, studies suggested that the correlation between IQ and success was not necessarily a given.
- **IQ defined** - *is a number derived from a standardized intelligence test. On the original IQ tests, scores were calculated by dividing the individual's mental age by his or her chronological age and then multiplying that number by 100. So, a child with a mental age of 15 and a chronological age of 10 would have an IQ of 150. Today, scores on most IQ test are calculated by comparing the test taker's score to the scores of other people in the same age group. IQ represents abilities such as:*
  - o Visual and spatial processing
  - o Knowledge of the world
  - o Fluid reasoning
  - o Working memory and short-term memory
  - o Quantitative reasoning

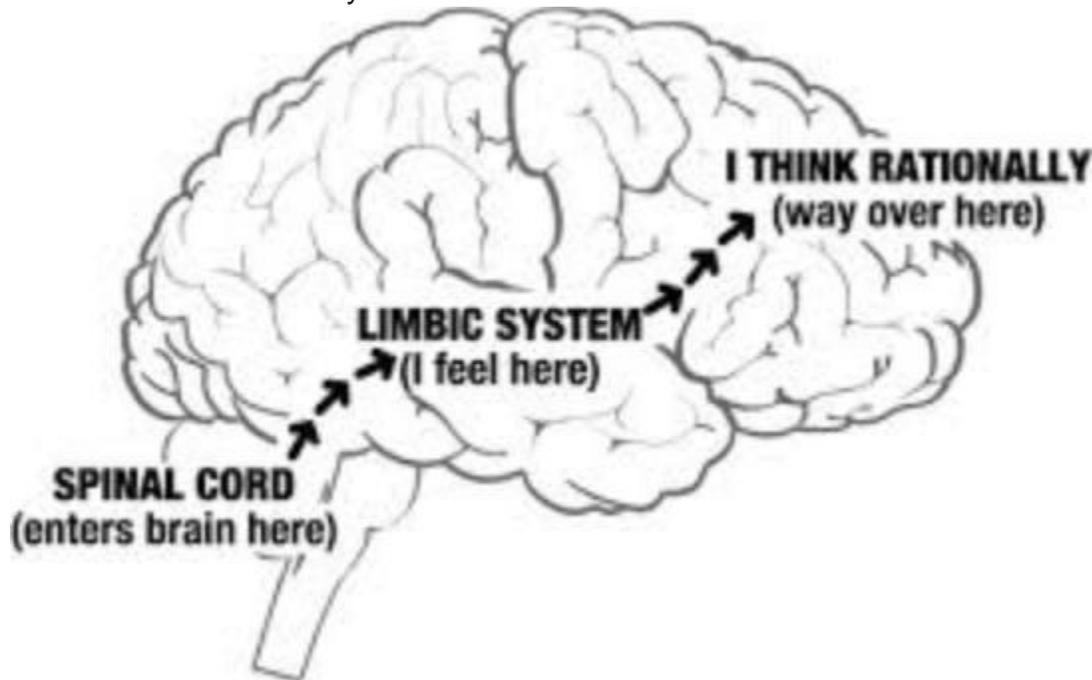
Emotional Intelligence was the missing link in a peculiar finding:

- *People with the highest levels of IQ outperformed those with average IQs just 20% of the time, while people with average IQs outperform those with high IQs 70% of the time (Bradberry & Greaves, pp 7-8).*

- The anomaly threw a massive wrench into what many people had always assumed was the source of success – IQ! (Bradberry & Greaves, p. 8).

### Why Emotional Intelligence?

- Goleman indicated that EQ accounted for 67% of the abilities deemed necessary for superior performance in leaders and mattered twice as much as technical expertise or IQ.
- Our brains are hard-wired to give emotions the upper hand
- The role of the Limbic System



The physical pathway for emotional intelligence starts in the brain, at the spinal cord. Your primary senses enter here and must travel to the front of your brain before you can think rationally about your experience. But first they travel through the limbic system, the place where emotions are experienced. Emotional intelligence requires effective communication between the rational and emotional centers of the brain. (Bradberry & Greaves, p. 7)

- The rational area of your brain (the front of your brain) can't stop the emotion "felt" by your limbic system, but the two areas influence each other and maintain communication. The communication between your emotional and rational "brains" is the physical course of emotional intelligence. (Bradberry & Greaves, p. 6-7)

### Four EQ Skills – Self Awareness, Self-Management, Social Awareness, Relationship-Management. (Bradberry & Greaves, chap 3)

The four emotional intelligence skills pair up under two primary competencies:

- 1) *Personal competence* – Self-awareness and Self-management
- 2) *Social competence* – Social-awareness and Relationship-management

**Self-awareness** – your ability to accurately perceive your own emotions in the moment and understand your tendencies across situations. It includes staying on top of your typical reactions to specific events, challenges, and people. (p. 24)

- *People high in self-awareness are remarkably clear in their understanding of what they do well, what motivates and satisfies them, and which people and situations push their buttons.*

**Self-Management** – what happens when you act – or do not act. It is your ability to use your awareness of your emotions to stay flexible and direct your behavior positively. This means managing your emotional reactions to situations and people. (p. 32)

- *Those who manage themselves the best are able to see things through without cracking. Success comes to those who can put their needs on hold and continually manage their tendencies.*

**Social-awareness** – your ability to accurately pick up on emotions in other people and understand what is really going on with them. This often means perceiving what other people are thinking and feeling even if you do not feel the same way. Listening and observing are the most important elements of social awareness. (p. 38)

- *To be socially aware, you have to spot and understand people’s emotions while you’re right there in the middle of it – a contributing, yet astutely aware, member of the interaction.*

**Relationship-management** – your ability to use your awareness of your own emotions and those of others to manage interactions successfully. This ensures clear communication and effective handling of conflict. Relationship management poses the greatest challenge for most people during times of stress. (p. 44)

- *People who manage relationships well are able to see the benefit of connecting with many different people, even those they are not fond of.*

## Strategies for improving EQ

### Self-awareness Strategies (p. 63)

<b>Quit Treating Your Feelings as Good or Bad</b> – Suspending judgement of emotions allows them to run their course and vanish.	<b>Don’t Be Fooled by a Good Mood, either</b> – A good mood can deceive your thinking and may lead to foolish decisions.
<b>Observe the Ripple Effect from Your Emotions</b> – the key is to watch closely how your emotions impact other people immediately, and long after you unleash your emotion.	<b>Stop and Ask Yourself Why You Do the Things You Do</b> – Pay attention to your emotions and ask yourself good questions.
<b>Lean into Your Discomfort</b> – Rather than avoiding a feeling, your goal should be to move toward the emotion, into it, and eventually through it.	<b>Visit Your Values</b> – Jot down your core beliefs and values, then determine which values you would like to live your life by.
<b>Feel Your Emotions Physically</b> – closing your eyes and thinking of emotionally arousing events is a simple training for spotting emotions.	<b>Check Yourself</b> – How and what you present about yourself reflects how you feel, and its up to you to understand. Checking yourself will allow you to understand your mood before it sets the tone for the rest of the day.

<b>Know Who and What Pushes Your Buttons</b> – Knowing who pushes your buttons and how they do it is critical to developing the ability to take control of these situations, maintain your poise, and calm yourself down.	<b>Spot Your Emotions in Books, Movies, and Music</b> – Finding your emotions in the expressions of artists allows you to learn about yourself and discover feelings that are often hard to communicate.
<b>Watch Yourself Like a Hawk</b> – Develop a more objective understanding of your own behavior. Practice by taking notice of emotions, thoughts, and behaviors right as the situation unfolds.	<b>Seek Feedback</b> – To know yourself better inside and out, seek feedback from others – friends, coworker, mentors, supervisors, and family. Ask for specific examples and look for similarities in the information.
<b>Keep a Journal about Your Emotions</b> – record what events trigger strong emotions in you and how you responded to them. You will see patterns in your emotions to gain a better understanding of your tendencies.	<b>Get to Know Yourself under Stress</b> – Learn to recognize your first signs of stress – upset stomach, pounding headache, canker sores, back going out. These are your body’s cries for help.
<b>Don’t Be Fooled by a Bad Mood</b> – Acknowledge your mood is putting a cloud over everything and that moods are not permanent. Don’t make important decisions.	

### Self-Management Strategies (p. 100)

<b>Breathe Right</b> – take slow deep breaths, inhaling through your nose until you can feel your stomach swell outward and grow tight, then exhale gently and completely through your nose.	<b>Visualize Yourself Succeeding</b> – Visualizing yourself managing your emotions will help you do it.
<b>Create an Emotion vs. Reason List</b> – Make two columns to determine where your emotions are clouding your judgement, and where your reason is ignoring important cues from your emotions.	<b>Clean Up Your Sleep Hygiene</b> – Get 20 mins of morning sunlight, turn off your computer at least 2 hours before bedtime, keep your bed for sleeping, avoid caffeine, especially in the p.m.
<b>Make Your Goals Public</b> – Making your goals public is a powerful motivator. You can use the expectations of others as a powerful force.	<b>Focus Your Attention on Your Freedoms, Rather than Your Limitations</b> – take accountability for what you have control over, and focus your energy on remaining flexible and open-minded in spite of the situation.
<b>Count to Ten</b> – Even if you don’t make it to double digits, you’ll stop the flow of frustration and anger long enough to cool down your overheated limbic system and give your rational brain some valuable time to catch up.	<b>Stay Synchronized</b> – When your emotions are getting the better of you, keep yourself synchronized and direct your attention away from your emotions and on to the task at hand.
<b>Sleep on It</b> – Time helps you to self-manage because it brings clarity and perspective to the thousands of thoughts that go swimming through your head when something is important.	<b>Speak to Someone Who is Not Emotionally Invested in Your Problem</b> – Sitting down with a potential devil’s advocate may irk you in the moment, but you’ll fare far better having seen things from a unique perspective.
<b>Talk to a Skilled Self-Manager</b> – get tips from the whiz and start to implement them.	<b>Learn a Valuable Lesson from Everyone You Encounter</b> – embrace the opportunity to learn something from every encounter.
<b>Smile and Laugh More</b> – Smiling and laughing helps to elevate your mood and give you a purpose to put on a happy face.	<b>Put a Mental Recharge into Your Schedule</b> – yoga, massage, gardening or a stroll through the

	park are all relaxing ways to give your mind a breather.
<b>Set Aside Some Time in Your Day for Problem Solving</b> – Take 15 mins a day where you turn off your phone, walk away from your computer, and take time to think as a way to ensure your decision aren't muddled by your emotions.	<b>Accept that Change is Just Around the Corner</b> – Admit to yourself that even the most stable, trusted facets of your life are not completely under control.
<b>Take Control of Your Self-Talk</b> – Negative talk damages our ability to self-manage. Turn I always or never into this time or sometimes, I am an idiot into I make mistakes, and accept responsibility for only your actions.	

### Social Awareness Strategies (p. 138)

<b>Greet People by Name</b> – Greeting someone by name is one of the most basic and influential social awareness strategies you can adopt. It is a personal and meaningful way to engage someone.	<b>Watch EQ at the Movies</b> – To build social awareness skills, you need to practice being aware of what's happening with other people. Be aware of the emotions expressed.
<b>Watch Body Language</b> – By reading body language, you will know how people are really feeling and plan an appropriate response. Do a head to toe body assessment.	<b>Practice the Art of Listening</b> – Listen to the tone, speed and volume of the voice – not just the words. Listen for hidden messages.
<b>Make Timing Everything</b> – Start working on timing by asking the right questions at the right time with the right frame of mind. All with your audience in mind.	<b>Go People Watching</b> – When you take the time to observe people, you will notice they reveal their moods. Watch how people interact with each other.
<b>Develop a Back-pocket Question</b> – What you use just in case if you find yourself in an awkward silence or uncomfortable moment in a conversation.	<b>Understand the Rules of the Culture Game</b> – To understand the culture game, treat others as they want to be treated, not how you would want to be treated. There are different rules for each culture so awareness matters.
<b>Don't Take Notes at Meetings</b> – you may miss critical clues that shed light on how others are feeling or what they may be thinking if you are focused on note taking.	<b>Test for Accuracy</b> – Sometimes, your evidence is telling you otherwise, ask a clarifying question. Also, look for hints that may be dropped.
<b>Plan Ahead for Social Gatherings</b> – List who is going to be at the event and list any talking points or do's – carry the list with you.	<b>Step into Their Shoes</b> – In order to do this, you need to ask yourself questions like "If I were this person...?"
<b>Clear Away the Clutter</b> – To be socially aware, you need to be present and remove distractions, much like removing clutter from your desk.	<b>Seek the Whole Picture</b> – Ask for feedback from both your friends and your critics.
<b>Live in the Moment</b> – It is impossible to focus in the present when the past or future is looming. Social awareness requires living in the moment much like a child does.	<b>Catch the Mood of the Room</b> – When you enter a room, scan it and notice whether you feel and see energy or quiet, subdued calm. Take notice of how people are arranging themselves, and how are they communicating with each other.
<b>Go on a 15-minute Tour</b> – enjoy the journey and notice the people along the way. Go on a	

short tour to get in tune with other people and their emotions – focus on social clues that exist right under your nose.	
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## Relationship Management Strategies (p. 179)

<b>Be Open and Be Curious</b> – Establishing, building, and maintaining relationship are all part of your job. For you to be successful, being open and curious is absolutely, unequivocally part of your job.	<b>Acknowledge the Others Person’s Feelings</b> – Lean into your own discomfort when acknowledging other people’s feelings. Be willing to find a tissue if someone cries.
<b>Enhance Your Natural Communication Style</b> – Your natural communication style shapes your relationships. Evaluate the upside and downside of your style and make changes.	<b>Complement the Person’s Emotions or Situation</b> – Pick up on cues so that you can mirror your action to the emotions in the situations. Listen, be present, put yourself in other’s shoes, identify emotions of others, and choose an appropriate response.
<b>Avoid Giving Mixed Signals</b> – People trust what they see over what they hear. Show consistency between your tone and body language.	<b>When you Care, Show It</b> – Do simple things such as a greeting card or something else inexpensive, yet meaningful, that sums up how you feel.
<b>Remember the Little Things that Pack a Punch</b> – Say “thank-you”, “please” or “I’m sorry” more often to build relationships.	<b>Explain Your Decisions, Don’t Just Make Them</b> – Instead of making a change and expecting others to just accept it, take the time to explain the why behind the decision, including alternatives, and why the final decision made the most sense.
<b>Take Feedback Well</b> – Feedback is a unique gift meant to help us improve in ways that perhaps we cannot see on our own. Listen, and really hear what is being said.	<b>Make Your Feedback Direct and Constructive</b> – Giving feedback is relationship building that requires self-awareness. Think of the person receiving the feedback – address the problem and not the person.
<b>Build Trust</b> – Trust is a peculiar resource; it is built rather than depleted by use. Build trust with open communication, willingness to share, consistency in words, actions, and behavior, reliability and follow through.	<b>Align Your <i>Intention</i> with Your <i>Impact</i></b> – Observe the situation before you speak or act and make an appropriate and sensitive response. Do a quick analysis of the end result to determine what you could have done differently.
<b>Have an “Open-door” Policy</b> – this allows employees to talk with anybody at any level, fostering upward communication through direct and easy access to everyone below.	<b>Offer a “Fix-it” Statement during a Broken Conversation</b> – Let go of blame and focus on the repair. Do you want to be right, or do you want a resolution? Look at both sides to determine where the interaction broke down.
<b>Only Get Mad on Purpose</b> – Managed properly, anger can be used for a purpose – to get results and enhance relationships.	<b>Tackle a Tough Conversation</b> – Start the discussion with common ground. Ask the person to help you understand their perspective. Resist the urge to plan a rebuttal. Help the other person understand your perspective. Move the conversation forward. Keep in touch after the conversation.
<b>Don’t Avoid the Inevitable</b> – Do not avoid people or unpleasant situations. Accept them and use your EQ to move forward.	

**Additional Resource:** *Thriving through Ministry Conflict: A Parable on How Resistance Can Be Your Ally* (James P. Osterhaus, Joseph M. Jurkowski, Todd A. Hahn, Zondervan, 2009).

Utilize EQ for resolving conflict

**Know Yourself when Dealing with Conflict**

- Conflict is going to occur in ministry. Sources of conflict are typically (p.100):
  - o Control issues
  - o Vision / Direction
  - o Leadership Changes
  - o Pastor’s Style
  - o Financial Issues
  - o Theology / Doctrine
  - o Cultural Issues
- Knowing yourself is important to resolving conflict – Red zone & Blue zone
  - o Red Zone – the atmosphere is characterized by a lack of professionalism and by emotional heat, which can burn those who are close. We are in this zone when we focus more on feelings and personal issues than results.
  - o Blue Zone – in this zone, we focus on the mission and results.
  - o Red Zone vs Blue Zone Characteristics (p. 104):

RED ZONE	BLUE ZONE
This conflict is personal	This conflict is professional
It’s about me	It’s about the business
Emotions rule without being acknowledged	The mission of the organization rules
I must protect myself because I am feeling weak	I must protect the team and the business
I deny my emotions; therefore, I project them on others	I understand and acknowledge my emotions
The situation escalates	The situation is reframed into a more useful construct
Behaviors: <ul style="list-style-type: none"> <li>- I disengage</li> <li>- I become easily annoyed</li> <li>- I am resentful</li> <li>- I procrastinate</li> <li>- I attack the other personally</li> <li>- I use alcohol as medication</li> <li>- I avoid people and situations</li> </ul>	Behaviors: <ul style="list-style-type: none"> <li>- I am thoughtful</li> <li>- I am reflective</li> <li>- I listen for what the underlying issue might be</li> <li>- I do not see negative intentions in the other person</li> </ul>

**Resistance** (pp. 115 – 116)

- Think about a time when you were faced with resistance. Did you act from the Red or Blue zone? We often think that resistance is to a person, instead of our role, so we feel personally attacked.
- Red Zone responses to resistance include:
  - o Increasing rather than decreasing resistance
  - o Failing to create synergy
  - o Creating fear and suspicion

- Separate us from others
- To stay in the Blue Zone, you must realize that the resistance has to do with my role as pastor, and not me personally. Then, I can:
  - Maintain clear focus – keep an eye on the goal
  - Embrace resistance – move towards the resistance remembering that the resistant person is expressing internal conflict. Once you know why people are concerned, you can attempt to find common ground. Knowing objections unlocks possibilities. People fear change.
  - Respect those who resist it – continually monitor your Red Zone. Listen with interest. Tell the truth.
  - Join with the resistance – Begin together. Look for ways that the situation needs to change. Find themes and possibilities.