4 DOMAINS OF EMOTIONAL INTELLIGENCE

SELF-AWARENESS

- **Emotional self-awareness**: Leaders high in emotional self-awareness are attuned to their inner signals; they recognize how their feelings affect them and their working relationships. Their guiding values often lead them to discern the best course of action, seeing the big picture in a complex situation. They are candid and authentic, able to speak openly about their emotions and with conviction about their visions.

- **Accurate self-assessment**: Leaders with high self-awareness typically know their limitations and strengths, and exhibit a sense of humor about themselves. They are gracious in learning where they need to improve and welcome constructive criticism and feedback. Accurate self-assessment allows a leader to know when to ask for help and when to cultivate new strengths.

- **Self-confidence**: Knowing their abilities with accuracy allows leaders to play to their strengths. They have a sense of presence, an authentic self-assurance that inspires trust and respect.

1. Are you a boiling frog? What is the influence of environment, power issues, health, and points of view on your ability to operate as leader? Are you aware of changes in yourself that might have impact on the quality of your relationships? Do you awake each morning, excited about the day, not wanting to sleep anymore than absolutely necessary? Do you laugh as much as you once did? Are you having as much fun in your personal life as you have in the past? Are you having as much fun at work?
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SELF-MANAGEMENT

- **Transparency:** Leaders with emotional self-control find ways to manage their disturbing emotions and impulses, and even channel them in constructive ways. A hallmark of self-control is the leader who stays calm and clear-headed under high stress or during a crisis—who remains unflappable when confronted by a trying situation - the non-anxious presence.
- **Mindfulness:** Mindful leaders are fully present in the moment, attending to what is “going on,” in addition to what is “happening.” They are able to focus on the process as well as the goal, paying attention to the interpersonal, environmental, situational factors that influence the flow of relationships.
- **Resilience:** This is the ability to “bounce back” from disappointment, to adjust easily to change and new challenges.
- **Flexibility:** Flexible leaders continue to seek new ways to approach a difficult relationship or situation. They can juggle multiple demands without losing focus or energy. They are comfortable with the inevitable ambiguities of life.
- **Initiative:** Leaders who are confident in their abilities and have a sense of control of their choices will create opportunities rather than simply waiting for events to unfold. They will find creative ways to move change processes forward to create a better future.
- **Optimism:** Leaders who know themselves well tend to have and project a positive outlook.
- **Responsible Freedom/Accountability:** Self-aware leaders recognize that leadership does not occur in isolation. They take responsibility for their actions, deal honestly and authentically with mistakes, and celebrate the community nature of victories. Humility and integrity are their guides.

2. How well are you living the fruits of the Spirit—love, joy, peace, patience, kindness, generosity, faithfulness, gentleness, and self-control (Galatians 5:22-23)? The evidence of healthy self-management is the “fruit that will last” (see John 15:1-17).
4 Domains of Emotional Intelligence

Social Awareness

- **Empathy:** Leaders with empathy are able to discern and connect with a wide range of emotional signals, sensing the felt, but unspoken, emotions in a person or group. These leaders listen attentively and can see the other person’s perspective, even if it is a position with which they disagree. Self-differentiated leaders foster empathy throughout the organization.

- **Attunement:** Leaders often speak of the need for alignment, but getting people to really embrace change requires attunement—alignment with the kind of resonance that moves people emotionally as well as intellectually, physically, and spiritually. Socially aware leaders encourage and help create attunement by modeling authentic compassion and interest.

- **Organizational Awareness:** Leaders with high social awareness are attuned to social networks and key power relationships. They understand not only the political forces at work in an organization but also the guiding value and unspoken rules that operate among people.

- **Service:** Healthy leaders recognize the servant nature of their role. They make themselves available to constituents within and beyond the organization, recognizing that the satisfaction (or dissatisfaction) of one person can have far-reaching impact on the whole.

3. Do you suffer from leadership blindness? It is particularly difficult and increasingly critical for leaders to gain a clear picture of their impact on the organization. People are less likely to offer negative feedback to a supervisor or top leader. Who do you trust? Reflect on the ways in which you seek and receive honest feedback.

4 Domains of Emotional Intelligence

Relationship Management

- **Inspiration**: Leaders with clear, compelling vision who help to create resonance throughout an organization inspire trust, creativity, and energy. These leaders model what they ask of others—they “walk the walk” with integrity.
- **Influence**: Influential leaders have earned the respect of others. They know and honor the formal and informal networks of information and energy. They are persuasive and engaging in both one-on-one conversation and in front of a group.
- **Developing Others**: Leaders who show a genuine interest in the interests and hopes of others will be sought out as mentors and coaches. They listen actively, cultivate relationships with potential leaders, and follow through on promises of help and encouragement.
- **Change Catalyst**: Leaders who can catalyze change are those who have earned the trust and respect of all levels of the organization. They recognize the need for change, make a compelling case for change, honestly attend to and act on feedback, adjust to overcome barriers without disenfranchising opposition, and help to evaluate the success of change in preparation for the future.
- **Conflict Management**: Leaders who are best at managing conflict embody a non-anxious presence in the face of all levels of conflict. They are often able to help keep conflict from escalating through calm and humor, and can even turn disagreement into an opportunity for civil discourse and learning. They do not take sides, do not get drawn into “drama,” respect the passions of all sides, and work creatively to redirect energy to a shared ideal.
- **Teamwork and Collaboration**: Leaders who “play well with others” recognize that emotional leadership often comes from the middle of the group rather than the front. They model respect, helpfulness, and cooperation. They draw others into active, enthusiastic commitment to the collective effort, and build a sense of shared spirit and identity. In this way, they build leadership across the organization, recognizing each person’s unique gifts and talents and empowering people to find their unique road to success and satisfaction.

4. Score yourself on how well you manage relationships (on a scale from 0 to 5 where 5 equals “mastery” and 0 equals “What is that?”). Think of 5 people in your church. How would they score you on relationship management?

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