



# Making Relational Glue

Understanding the Importance of Emotional Intelligence

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The Center is a non-profit Christian consulting group whose highly trained team is passionate about advancing leadership and organizational health. We believe this article on emotional intelligence will be a helpful resource for you and your team. As an extension of our vision of advancing organizational health, we are providing this resource without charge.

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*\*All characters appearing in this work are fictitious. Any resemblance to real persons, living or dead, is purely coincidental.*

## Making Relational Glue

### Understanding the Importance of Emotional Intelligence

Reflections of an emotionally aware leader:

*I was finally able to retire after what I considered to be a long and successful career. Looking back on the myriad of people I worked with in those 42 years, a few stood out above the rest, and one in particular caught my attention. His name was Clark, and he served as a mid-level manager in the company where I was a VP of Sales. Peers often referred to Clark as having extraordinary “people skills” or “soft skills.”*

*Now with time to reflect, I began to identify those specific characteristics that made him different and put him in a class of his own. My initial thought was that he just naturally possessed a high-likeability type personality AND he was highly effective in his work. Because of these two traits, others sought him out which made him popular among both the blue-collar workers and the white-shirt types like me. Ultimately, I realized the “secret sauce” Clark possessed was much more than his inborn temperament traits. He had intentionally developed his ability to make relational glue (emotional intelligence). He had somehow broken free of the chains of self-doubt and ego-mania and was liberated to see others for who they really were. That was it! We trusted Clark because he could objectively assess himself and others. Without lots of drama and emotional thrashing, he could give good advice and make wise decisions while motivating and making others feel valued in the process.*





## Biology Meets Leadership Theory

Neuroscientists and organizational theorists have come to refer to the Clark factor described in the story above as **Emotional Intelligence (EQ/EI)** or **Social Intelligence**. Unlike IQ which is established at birth and in early childhood and changes only slightly throughout life, EQ can be acquired and be significantly developed. Additionally, researchers in behavioral neuroscience have made some stunning discoveries about how our brain cells actually create a chemical connection with others. This is measurably true between leaders and their followers. Simply stated, a leader's mood drives the mood of the team. Leaders who consistently manifest emotional maturity will likely have a high performing and loyal team following them.

I like to think of EQ as “relational glue” because the test of high emotional intelligence is ultimately seen in our ability to cultivate and sustain meaningful relationships. This relational glue is maximized by mixing five of the most recognized attributes of EQ.

### Ask

What have I learned about myself in the last month?

### Try

Use this article to identify five areas where you can grow as an EQ Leader



## The 5 Most Recognized Attributes of EQ

### 1. Self-Awareness

Self-Awareness is a foundational element. Individuals who understand themselves are able to leverage their strengths and minimize their weaknesses. There is a freedom from “self” that comes with honest self-assessment. Not surprisingly, those who possess high EQ inevitably pursue additional insight about how they are wired. Then, they make appropriate adjustments to their thinking and behaviors and move on. Confidence grows and the fear of weaknesses being discovered by others fades.

### 2. Self-Management

Self-Management is the proactive solution-based response to good feedback. A non-defensive attitude to problems contributes to trustworthiness in the midst of confusion, conflict, and change. The ability to redirect reactive impulses (such as an angry outburst, powering up, and blame shifting) into a stable response that explores solutions builds deep trust in a team.

### Ask

In what areas do I have knowledge about myself that I could act on to improve my EQ Leadership?

### Try

Consider reducing “learning time” and intentionally adding some “acting time.”



## Ask

Is my recent self-talk more pessimistic or optimistic in nature?

## Try

“Thank You” therapy (focusing on things you appreciate in others, situations, events, or things for which you are thankful).

## Ask

How well do I know the people I work closest with? Can I name the top concerns they face outside of their work demands?

## Try

Send a note, make a call, or demonstrate personal interest in someone today.

## Ask

Is your circle of friends getting smaller and weaker or stronger and deeper?

## Try

Commit to a date on the calendar to connect with someone.

### 3. Passion

Passion for the task turns work into fuel for life. The work is energizing in itself. Remove passion from the challenges of life, and stress and anxiety will soon replace contentment. A motivated person is like a race horse in the gate waiting for the bell to ring. Their internal compass points them towards an attitude of optimism and of hope, believing every day holds a new challenge and a new opportunity to contribute something of value.

*Note: Pessimism is frequently generated by fear without hope.*

### 4. Empathy

Empathy is the heart of EQ, literally. At the core of high EQ is relatability. When you are able to think like others and feel what they are experiencing, you will be able to coach and develop them. People around you are able to perceive that you “get” them; they are convinced you really care. With such trust, they will let you into the inner sanctum of their lives. They do not fear a judgmental attitude, and they believe you have their best interest in view. By contrast, leaders who have an easily-bruised ego will seldom be given the opportunity to shape the heart of an individual. Loyalty to such leaders contributes to an employee’s personal satisfaction and thus their longevity with the company.

### 5. Connections

Connections come easily to the possessors of EQ. Such leaders are tuned in to themselves and others, and as a result, they are frequently known as networkers par excellence. The inherent trust in these leaders gives credence to their recommendations. They are able to lead positive change with greater ease because their power to persuade others is directly linked to the strong “relational glue” they have made while developing their EQ skills.

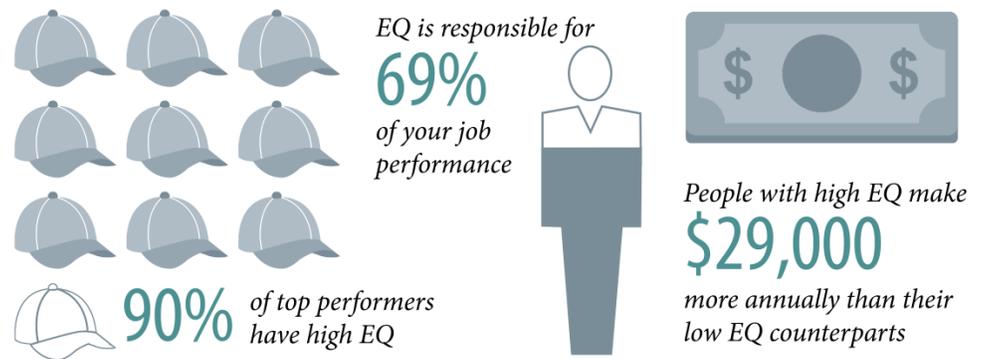
## Watching the Rainmakers in Action

Because EQ Leaders have sharpened their ability to recognize and manage their own emotions maturely, they experience the benefits of being considered approachable by others. As a result of those growing connections, the EQ Leader gets opportunities to have significant influence in arenas that aren’t open for those who are skilled but secluded. Studies have shown that people with increased EQ are, more often than not, ahead of their lower EQ counterparts in:



- Personal sense of well-being (less depression & anxiety)
  - Problem solving
  - Being viewed as leaders
  - Being trusted by others
  - Having higher incomes
  - Being promoted in their work responsibilities more often
  - Having more opportunities and invitations to be a part of a team
- (Goleman, Boyatzis, and Mckee in Primal Leadership: The Hidden Driver of Great Performance)*

I call these people “rainmakers.” They make things happen through their many connections. These connections are more than just informational or structural. They are drawn together by a common thread of mutual respect and trust with others who manage resources and are responsible for making decisions. The benefits are hard to measure perfectly, but the positive effect on EQ Leaders is undeniable.



Information from [talentsmart.com](http://talentsmart.com)



*IQ and technical skills are important, but emotional intelligence is the sine-qua-non of leadership.*  
-Daniel Goleman

## 7 Results and Benefits of Having High EQ

The following are seven observations I have made about emotionally intelligent leaders. They consistently and intuitively do these things in order to be healthy leaders and to encourage relational glue among their team members.

### 1. They take off their mask

It’s okay to just be you. The standard is growth, not perfection. EQ thrives in the world of reality and truth. Pretenders have to hide because the notion of transparency is threatening to the image they have created and are trying to maintain. The insecure leader has a well-honed, subjective filter to scan

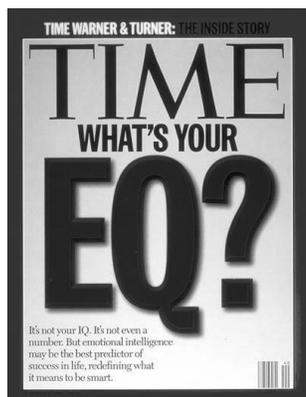




any incoming comments, decisions, and actions through the mask of self-preservation. In order to protect themselves from anything that casts them in an undesirable light, they can become chameleons, changing their behaviors to react to the perceived challenge. Such leaders often manifest a passive-aggressive style of leadership. This insulation to vulnerability will likely prevent others from giving the type of honest feedback that is needed for leaders to grow their EQ. However, vulnerability needs to come with discernment. Emotionally intelligent leaders are able to assess the situation and share appropriately while avoiding the act of oversharing.

## **2. They are open to assessment and feedback**

Proper assessment can bring clarity to the leader regarding his or her capabilities, compatibilities, and capacities for leadership and work. Since no one has the “whole package” of gifts and abilities, we are wise to discern what strengths and weaknesses we naturally bring to the leadership table. We highly recommend that leaders who want to grow in emotional intelligence arrange an externally-facilitated Leader 360 Feedback Process which includes gathering anonymous perspectives of how others see you as a leader. These perspectives include your own view of yourself and also the views of your supervisor(s), your peers, and those who report to you. We cannot grow without feedback because it identifies strengths, bad behaviors, and possible blind spots. Leadership maturity does not occur in a vacuum; we need accurate and personal input from others so we can appropriately define who we are and who we are not. Show me a person who is easily offended, justifies their actions when questioned, and deflects blame on to others, and I will show you a pygmy leader.



*“...best predictor of success in life...”*

## **3. They act according to who they are**

A common characteristic in high functioning leaders is their ability to establish boundaries that are consistent with their own leadership DNA. They have decided what they will and will not do. They do not waste their time and effort trying to do something or be something they were never intended to do or be. Instead, they pour their concentrated effort into developing the person they are, not what others think they should be.

*“Do not think of yourself more highly than you ought, but rather think of yourself with sober judgment...” -Romans 12:3*

## **4. They are intentional about who surrounds them**

Who is on your team? The answer to that question depends on which team we are talking about. Ideally, we should each have a minimum of two teams.



The first team you should build is an unofficial team of personal truth-tellers. This team is willing to say the hard things in a skillful way. In the Bible, Ephesians 4:15 tells us to “speak the truth in love.” This team of encouragers may be from within or from outside your organization. They can be mentors, coaches, or friends. The most important thing is to have regular contact with these types of people. Conventional leadership wisdom would say every leader should have one and be one.

“Pity the leader caught between unloving critics and uncritical lovers.”

-The late John Gardener, Scholar, Presidential Advisor

“Better is open rebuke than hidden love. Wounds from a friend can be trusted, but an enemy multiplies kisses...” -Proverbs 27:5-6

A second team you should invest in is your work team. GREAT teams don't happen accidentally, they require focused intentionality. The key is to be able to synergize using relational connections more than relying on positional power. Increasing the understanding of EQ among team members will help produce more satisfying and productive results. Simply doing popular “team building events” will yield only limited benefits if used without the concepts of EQ being imbedded. Try designing a fun and interactive training exercise for your team to begin to understand the key concepts of EQ. You might be surprised by how many illustrations they can come up with to demonstrate when EQ is/isn't working.

#### **5. They create environments open to new ideas**

A notable benefit for individuals and teams with a high EQ is the freedom to plow and pursue new ideas without fear of rejection. Relational glue fuels the bold exploration of the new and better. A contagious optimism and belief that “nothing is impossible” infiltrates the entire ethos of such teams. They are unintimidated by the inevitable failures that accompany great successes. Without strong relational glue, there is a natural resistance to sharing knowledge, skills, and power. Self-preservation will win every time if key members of the team feel threatened by conflict or if someone is constantly pulling rank.

“Most people, when directly confronted by evidence that they are wrong, do not change their point of view or course of action, but justify it even more tenaciously. Even irrefutable evidence is rarely enough to pierce the mental armor of self-justification.”



Mature leaders have nothing to prove; their egos have been trained not to react defensively when dissenting opinions surface. They listen, they learn, and then they lead. They rely on the safety net of their “net” work. Risk becomes both fun and rewarding. Data contrary to their first opinions is welcomed. They fully embrace shifts in thinking that may ultimately dismantle their own ideas. Why? Because they are secure with whom they are, and they have built relationships that are sustained by trust.



*The wise see trouble coming long before it comes and takes action, but the unaware keep going and pay the price.*  
-Based on Proverbs  
27:12

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## **6. They help sustain momentum**

Creating momentum in an organization is for a catalyst what catching a big wave is to a world-class surfer. They see it coming in the distance and they have the right sense of timing and skill to take it for a nice ride. However, many catalysts do NOT possess strong EQ skills which many believe are essential to sustain real change. EQ Leaders may or may not be catalytic in their leadership, but the best and the brightest know that lasting positive change will not happen without someone who possesses expertise in reading and relating well to the ones who will be responsible to implement the change. Additionally, EQ Leaders are constantly nourishing the relationships in their expanding network; they may more readily become aware of errors to avoid. Perhaps you have noticed that when momentum is reinforced with relational glue, problems are resolved more easily, diversions into the trivial are less frequent, recruiting volunteers for the cause is easier, resources are gathered faster, and celebrations are needed more often as milestones are reached more quickly.

## **7. They take time for reflection**

Every high quality electric model train has a vital piece of track called the re-railer. When the train passes over that particular piece of track, the wheels are realigned for the next smooth trip around the Christmas tree. By the time the train returns, it is starting to wobble again, but as it passes over the re-railer, it gets recalibrated and keeps on going.

Lest you think that high performing leaders are driven by endless activity and metrics, be assured that the sustainability of leaders requires time for reflection and recalibration. Show me a leader that is able to show empathy, deepen friendships, and contribute to important networks, and I will show you a leader who understands the importance of contemplation and self-reflection. You can't give away what you don't have. Keep your reservoirs full.

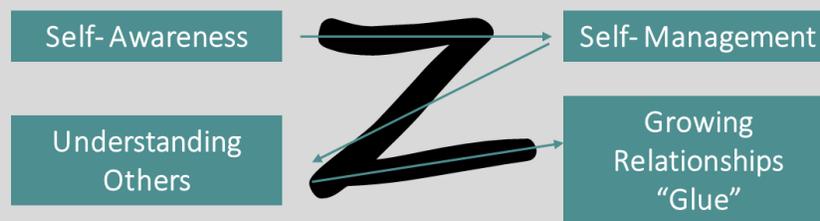
“People will forget what you said. People will forget what you did. But people will never forget how you made them feel.” -Maya Angelou



## How EQ Works

I like to refer to the practice of EQ as the *Zorro Effect*. Like the masked swordsman who left his mark wherever he went, so it is with the high EQ Leader. They leave a mark on the lives they touch. When I am explaining this process to our clients at The Center, I like to make the noise of a sword slicing through the air making the Z pattern. Try it! It's addictive and a great reminder of how EQ naturally flows from self-awareness, to self-management, to understanding others, and to making relational glue.

### The Zorro Effect



Only those with good self-awareness can properly self-manage their known strengths and weaknesses. Good self-management allows an individual to be free from needing to filter everything through the grid of ego and self-esteem, and therefore, allows them to manifest genuine interest in others, showing empathy and providing encouragement. Only when you understand others can you make an informed investment into their lives and grow the relationship in the right directions for the right reasons. Z

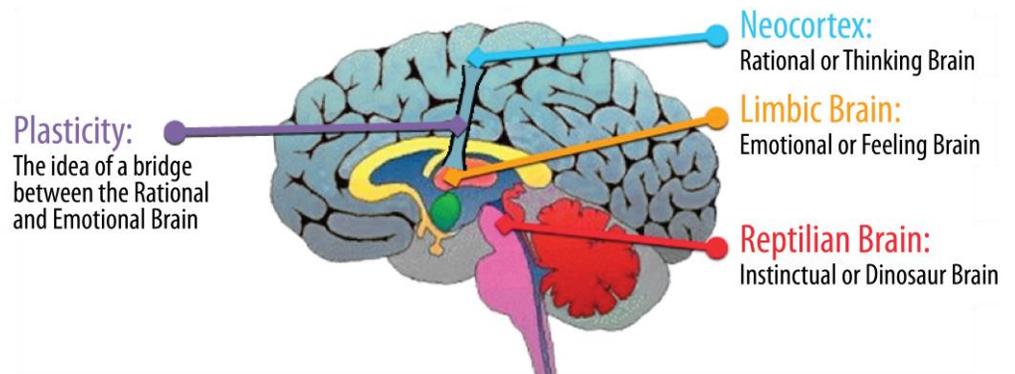
## Getting Started on Developing Your EQ

### 1. Train your brain

With intentionality and proper techniques, it is possible to train your brain! EQ can be learned, but not in the conventional way normal cognitive learning takes place. Different parts of the brain are responsible for different types of learning.

- The **limbic system** is the area of the brain that manages our motivations, imaginations, and is the processing area for our myriad of emotions, including empathy.
- The **neocortex area** of the brain governs the analytical, sequential, and technical aspects of learning. Training seminars work well on the neocortex but not on the limbic.
- The **reptilian function** of the brain is the operational core where our most basic non-voluntary instincts reside.
- **Plasticity** is the term neurologists use to describe the gradual building of a neurological bridge between the RATIONAL brain and the EMOTIONAL brain.





Literally billions upon billions of microscopic neurons form over time to increase the speed by which the rational and emotional centers of the brain swap information. To train your brain to be more EQ proficient, you must promote the building and strengthening of the neurological bridge by “feeding” both the rational (neocortex) and the emotional (limbic). Information alone is insufficient. One can read about EQ in a book or attend a training seminar on the subject and still remain virtually unchanged EVEN IF he or she believed absolutely everything that was taught! Why? Because the limbic system is not activated by knowledge. The emotional center needs to experience the feelings associated with being relationally connected with others. This is why EQ is so dependent on honest feedback from others. Start with yourself first and TRAIN YOUR BRAIN.

## 2. Pick and practice EQ skills

EQ skills are best developed by focusing on one or two at a time and practicing them until they start to come naturally. Using the following chart, select one trait and start practicing the higher EQ behaviors listed. Note the effect it has on you and on others. This is not simply an academic exercise but rather a bridge-building effort to get the rational and emotional centers of your brain talking to each other using the same language.



EQ Traits	Lower EQ Behaviors	Higher EQ Behaviors
Accessibility	Cocoons/Isolates himself, has a closed door policy that sends the message, “Can’t you see I’m very busy because I’m very important.” Brushes people off when bothered.	Lots of traffic around this person’s office. Others like to drop by. The door is usually open; a kind and encouraging word awaits those who enter. Predictably available.
Active listening	Is easily distracted while others are talking. Maintains poor eye contact, hands are busy with phone, pens, or paper. Interrupts or changes subjects abruptly.	Maintains good eye contact, leans toward and not away from those speaking. Smiles naturally, nodding in agreement, does not interrupt or dominate the conversation.
Attunement	Can appear out of sync with the team. Is often viewed as disconnected, aloof, or myopic. Personal irritations dominate thoughts and therefore limit the ability to value others or focus on the larger issues.	Can read the room very well. Sees the big picture and can stay focused on personal and professional priorities. Intuitively moves towards synergy with the team rather than isolation.
Communication	Talks and then thinks. Speaks up even when it won’t help. Slow to return emails and phone calls.	Thinks before talking. Only speaks when doing it helps the situation. Keeps lines of communication open even when frustrated. Returns phone calls, emails, and texts promptly. Follows through on promises. Generates progress reports frequently.
Conflict	Being “right” is more important than relationships. Is willing to sacrifice “Esprit De Corps” (group loyalty/spirit) in order to make a point. Must have the last word. Often makes normal conflict feel like a personal attack. Overly sensitive and subjective.	Remains calm and level-headed. Encourages healthy conflict. Delights in truth spoken with empathy. Believes conflict can strengthen relationships.
Developing Others	Stands by “every man for himself” and “I paid my dues so now it’s time for you to do the same.” Seldom views himself as a mentor, nor is he/she highly sought for the role.	Reads others well and spots potential quickly. Feels no anxiety about helping others with the “tricks of the trade.” Usually has been coached and knows the value of helping others.
Empathy	Treats people all the same or treats them according to what he/she wants from them. Self-serving and preferential.	Treats people as individuals and can identify with their emotional wants, needs, fears, and dreams.
Framing	Generally has a more negative “half-empty” view of life and problems. Assumes the worst case scenario and has trouble trusting others. Tends to leap to negative conclusions.	Generally has a more positive “half-full” view of life and problems. Sees challenges as opportunities and seeks to inspire others.
Friendliness	Will return the obligatory “hello” if someone else initiates it. Does not go out of the way to engage or greet others. Tends to want others to see him or her as hard working and serious.	Lights up, smiles, and diverts from the task-at-hand to warmly acknowledge others who enter his/her space. Approachable. Happy to help out or answer questions.



EQ Traits	Lower EQ Behaviors	Higher EQ Behaviors
Humor	Seldom shares something light-hearted with the group. Does not seem amused by the stories and jokes of others. Comes across as serious most of the time. Is easily annoyed if he/she sees co-workers enjoying something non-work related.	Often heard laughing. Uses self-deprecating humor. Enjoys healthy banter with the team. Enjoys hearing and telling stories.
Mood Management	Allows people and situations to control his/her emotions resulting in irritability and ambivalence in decisions. Example: "You MADE me so mad I can't think straight..." Conversely, may deny that emotions impact his/her thinking or cloud judgment at all. Broods when emotions lead his/her judgment. May have outbursts, make threats, or use highly dramatic statements.	Identifies and owns his/her emotions. Does not view emotions as good or bad but rather as indicators requiring action. Displays emotions that are congruent with the espoused values of the group. Can easily recognize when other people are affecting his/her emotional state.
Motivation/ Passion	Pursues primarily extrinsic rewards. Finds little enduring satisfaction in doing a task for the sake of the task.	Has passion for the work that goes beyond money and status. Motivated by the thrill of the hunt.
Problem Solving	Reacts towards people. Looks for someone to blame. May try and control the situation or withdraw completely.	Responds to complications. Sees trouble coming before it arrives. Likes to solve problems collaboratively. Comfortable with blameless resolution.
Relationships/ Connections	Tends to have surface friendships. Has a mysterious side and privacy is very important. Most relationships outside the immediate family are utilitarian. Can act passive-aggressive to assure others do not get too close. Can easily focus only on tasks and invest little in personal relationships. Leaves meetings quickly when they have concluded.	Builds networks of people that are both deep and wide. Naturally works to connect others and liberally shares information, resources, and ideas with them. Lingers after meetings to converse and catch-up. An open door policy is a norm. Intentionally makes rounds in the office to check-in and keep relationships from becoming too distant.
Self-Awareness	Does not interpret nonverbal messages well. Blind spots go undetected and feedback is viewed as punishing. Seems oblivious to tensions in the room. Casts an image of himself that he wants others to see him in.	Has an accurate assessment of self and is secure in assigning proper weight factors to personal strengths and weaknesses. Seeks input. Models transparency and vulnerability appropriately.
Self-Regulation	May have a victim mentality or a defeatist attitude relative to personal or organizational changes. Prefers the status quo. Suspicious of others and uses defensive routines to ward off personal criticism or new requirements.	Arrests impulses and alters mood and perspectives to make positive changes that will maximize strengths and mitigate elements that hinder performance and limit relationships.
Social Skills	Awkward. Feels anxious around others. May over compensate by talking too much, too little, or too loud. Does not understand reciprocity in	Gives friendly and warm greetings. Smiles frequently, initiates conversation, and makes others feel valued. "Friendliness with a



EQ Traits	Lower EQ Behaviors	Higher EQ Behaviors
	conversations.	purpose.”
Stress Management	Frequently feels overloaded and overwhelmed. Has difficulty staying organized. Low level panic resides just below the surface. Restlessness when away from the office. May try to self-medicate.	Has enough self-awareness to know how and when to recharge. Adjusts schedule to match natural personal rhythms. Finds fulfillment in his/her work and does not fret about segregating work from his personal life. Practices self-care through gracious exercise of boundaries. Seldom procrastinates.
Teamwork	Shows annoyance with the need for meetings. Prefers to work alone and then combine ideas if it becomes absolutely necessary. Frequently is late for meetings or seems distracted by fiddling with his/her phone or papers during the meetings. Often guarded or leery of the motives of others on the team.	Gives and seeks good feedback to stimulate the team’s growth. Demonstrates trust in team members. Provides balanced doses of inspiration, encouragement, and accountability. Pulls a fair share of the work load and quickly recognizes the efforts of others to do the same.
Thoughtful Questions	Asks loaded questions revealing hidden agenda or preference. Puts people on the spot but is defensive when challenged by others. Won’t let things go... keeps asking the same old question with new words.	Possesses strong critical thinking skills. Can play the devil’s advocate role by throwing cold water on the ideas of others. Asks good clarifying questions.
Use of Power	Relies on POSITIONAL power.	Relies on RELATIONAL power.

### 3. Experiment with a variety of EQ leadership “hats”

In this article, we have been talking about EQ Leaders in order to describe a particular kind of leader. Obviously, not everyone who has high EQ is a leader in an organization, nor does every leader possess EQ. Succumbing to the pressure within the leadership culture to be “consistent” (always the same) may come at a cost for the EQ Leader. Many leaders rightly resist the idea of being labeled with one of the traditional “pigeon holes” associated with trait leadership. Generalized titles such as laissez-faire, autocratic, authoritarian, charismatic, transformational, or servant-leader may capture a leader’s default style in normal conditions, but they can also feel too constraining when dealing with the large spectrum of people on your team. However, high EQ leaders are terrific at reading people in their current context of need and can easily morph into the style that is needed at the moment. For instance, there are some great advantages to being an “autocratic leader,” but if the manager remains consistently autocratic even when the situation calls for a large dose of empathy, trust may be lost with that team member.





The Coaching Hat

If you are like me, you have a variety of hats for the different seasons of the year. I try not to wear my over-the-ears wool hat during the summer heat wave, but I am glad to have it when shoveling snow. Likewise, EQ leaders need to wear a variety of hats depending on the season of their organization. **A high EQ leader will know when is best to put on each different hat.**

The **Coaching Hat**. Wear this hat to help build up your team by recognizing their underutilized talents and connecting them with new opportunities to help surface and shine those abilities. This personal approach can be motivating and stretching, benefiting both the individual and the organization.



The Delegation Hat

The **Delegation Hat**. Wear this hat when it is essential to let your team wrestle with problems and generate new ideas. The Delegation Hat lets you intentionally step out of the role of decision leader and entrusts some high level discussions and decisions to your team. Your team will feel valued and invested in the process.



The Pacesetter Hat

The **Pacesetter Hat**. Wear this hat to motivate by modeling. Put it on and jump in! When there is a big goal or the team needs to pull together quickly for a project, the pacesetter sets both the pace and the priority by digging in on the front lines. He/she is no longer just motivating and encouraging from a distance. While this is not a good long-term strategy, it does create comradery and also puts some of the poor performers on notice that more is expected at times. It is always good for a quick win.



The Captain Hat

The **Captain Hat**. Wear this hat when a take-charge, autocratic leader is needed. This can be a welcomed voice when things have become chaotic or a group has lost its bearings and is mired in a sea of opinions. Generally speaking, if you must keep reminding people that you are in charge, you're not! It is amazing how a firm tone used sparingly and in the right setting can instantly pull a team back together. Low EQ Leaders struggle with this because they are either tripping over their own ego (power tripping) or they are too timid because of the fear of falling into disfavor with others.



The Dream Hat

The **Dream Hat**. Every worthy cause begins with a vision of something better. Wear this hat to encourage creativity and new ideas. Eyes that look are common; eyes that SEE are rare. Through the fog, through the smoke, and through the darkness, visionaries emerge. When an EQ



Leader puts on the Dream Hat, things are about to change. They see the summit and they get excited about getting there. Their inspirational powers create excitement; their personal rapport invites others to join the journey. Too many dreams and too little execution and the Dream Hat does more harm than good. Used wisely, it invigorates the team and inspires innovation.



#### 4. Bringing others along for the ride

There is a fantastic linkage between mastering EQ qualities and passing them on to others who are ready for the journey. Follow this logic: the only ones who can truly transfer these skills are the people who have them. These people have acquired the skills by learning from those who possessed them and modeled them well. I experienced this firsthand nearly two decades ago when I first meet Jay Desko, Ph.D., in graduate school where he was one of the deans and a professor. This was my initial exposure to the concepts of EQ and the soft skills needed for effective leadership. Now after years of working with him and others on our team who consistently and intuitively integrate EQ with proven leadership traits, I see just how fundamentally important EQ is to the art and science of leadership.

The good news is EQ can be learned, but not without an increased knowledge base of it and a strong commitment to practice. It has always amused me that the best athletes in the world still have coaches. I remember hearing Tiger Woods in his prime talking about “his coach.” Watching 300-pound NFL linemen being coached by a 175-pound coach cracks me up. BUT it does show that the best continue to be coached. If you are going to help others, make sure you are continuing to get help to move to the next level of EQ development.

#### 5. Learn to read the behavior of others

Humans are very complex! Commingling emotion, personality, temperament, intellect, and the motivations of the heart can make understanding what someone really wants hard to decipher. Having finely honed EQ skills allows a leader to read the source of frustration in others and give them what they actually need in order to once again be happily engaged and productive. The following examples show how leaders can help ease tension by paying close attention to how their employees are acting.

Example #1: When someone is trying to shape their context by focusing on tasks, they are trying to **MANAGE**. They want more authority to direct resources in order to accomplish more tasks. Allow them to manage.





Increase their responsibility slightly, and give them more authority to make decisions and impact change. Don't try to restrict them or micromanage them.



Example #2: When someone is focused on people and attempting to shape their context, they are trying to **MOTIVATE**. Generally, this type of person is going to be excited, and filled with all kinds of new ideas. They want to inspire you and motivate you to do something new. Get excited with them, and lean into their ideas. Don't stifle their creativity and interest in others. Motivate them in return to stay focused on the tasks at hand, but give them a bit of margin to explore the next steps in fleshing out the details of their ideas.



Example #3: When someone wants to respond to their context by focusing on the people, they may want to **MOLLIFY** (soothe and stabilize) a tense situation being caused by changes in the organization or context. They want long-term adjustments in the organization to positively affect others. Share their concern by showing empathy. Don't pressure them into agreement, but assure them that changes are not being made without thought and consideration as to how it will affect others.



Example #4: When people want to respond to their context by focusing on the tasks, they may want to **MANDATE** the behavior of others by applying metrics and data as the "proof" that they are right. Although few decisions can be based strictly on sterile data, the EQ Leader will allow them to do the analysis and then spend time going through it with them. Assure them that decisions are not being made without valid information.



## Reading and then Responding

Reading behaviors through this matrix may help you increase healthy communication and minimize escalating emotional strife. High EQ leaders know how to keep others focused by understanding what is concerning them most and then responding appropriately.



Mark the top 3 EQ traits that you need to work on. How will you improve each?

EQ Trait	How will you improve?
<input type="checkbox"/> Accessibility	
<input type="checkbox"/> Active Listening	
<input type="checkbox"/> Attunement	
<input type="checkbox"/> Communication	
<input type="checkbox"/> Conflict	
<input type="checkbox"/> Developing Others	
<input type="checkbox"/> Empathy	
<input type="checkbox"/> Framing	
<input type="checkbox"/> Friendliness	
<input type="checkbox"/> Humor	
<input type="checkbox"/> Mood Management	
<input type="checkbox"/> Motivation	
<input type="checkbox"/> Problem Solving	
<input type="checkbox"/> Relationships	
<input type="checkbox"/> Self-Awareness	
<input type="checkbox"/> Self-Regulation	
<input type="checkbox"/> Social Skills	
<input type="checkbox"/> Stress Management	
<input type="checkbox"/> Teamwork	
<input type="checkbox"/> Thoughtful Questions	
<input type="checkbox"/> Use of Power	

No one leads with EQ perfectly, but there are those who do it better than others through intentionality mixed with humility.

***And in reference to the opening reflections of an emotionally aware leader... Congratulations to Clark, the new VP of Sales!***





**Dave Marks** has over 35 years of church ministry experience including 23 years as a senior pastor. His consulting experience includes ministry assessment, leadership coaching, and strategic planning. Dave's degrees include a B.S. in Bible, a M.S. in Organizational Leadership and a D.Min in Leadership. If you would like to contact Dave, he can be reached at [dmarks@centerconsulting.org](mailto:dmarks@centerconsulting.org).

If you are a Christian leader of a church, non-profit or business and would like to further advance the effectiveness and health of yourself or your organization, we can assist you through our proven guidance and relational approach. We provide customized solutions for your complex problems. Our solutions include coaching, assessment, communications, crisis guidance, planning, staffing & HR, succession planning, and personalized coaching retreats. For more information, call our office at 215-723-2325 or visit our website [centerconsulting.org](http://centerconsulting.org).