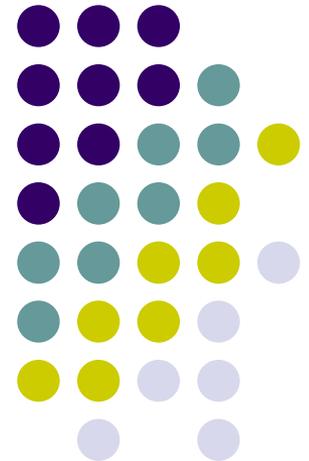


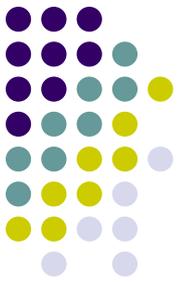
Emotional Intelligence (EQ) in Ministry

Catholic Health Association of
Saskatchewan
October 25, 2010

Lynn M. Levo, CSJ, Ph.D.
Consulting Psychologist
lynnlcsj@gmail.com

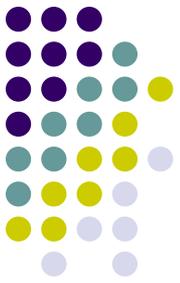


Why Emotional Intelligence Now?



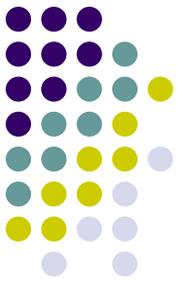
- We handle technical issues and problems far better than human issues and relationships
- Highly trained professionals often fall short when working with individuals and groups
- Research suggests that EQ helps individuals with the difficult daily human tasks that make for success
- The level of EQ in leaders is a critical determinant of leadership success

What underlies SUCCESS?



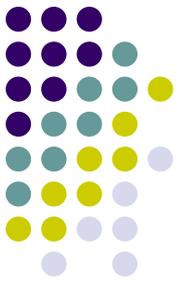
- IQ or general intelligence contributes no more than 25% to one's overall success
- Having expertise in a field, knowing what to do and how to do it, probably accounts for another 20 – 25%
- The remaining 50% is most likely related to EQ, which helps individuals to pursue goals with others, establish collaborative relationships and to stay connected, especially in the difficult and anxious times

What is Emotional Intelligence?



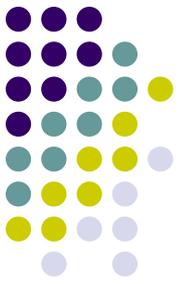
- The capacity for recognizing our own feelings, for motivating ourselves, and for managing emotions well in ourselves and in our relationships. Goleman
- The array of personal management and social skills that allows one to succeed in the workplace and in life in general. Sterrett
- The ability to sense, understand, manage and apply the information and power of emotions as a source of energy, motivation, connection, influence and fulfillment. Casper

EQ Requires that



- We acknowledge and value feelings in self and others
- We appropriately respond to feelings
- We effectively apply the information and energy of our emotions in our daily life and work
- We understand that feelings are powerful motivators

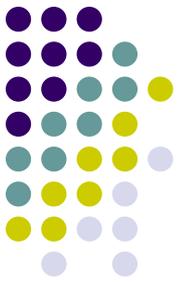
Balancing Emotional and Intellectual Intelligences - EQ & IQ



- True emotional intelligence is being able to appropriately call upon information from the emotional center of the brain, and balance that with information from the rational center of the brain.
- It is NOT letting emotions overpower our intellect, overreacting or having an out of control emotional life
- It is NOT listening only to our rational, factual side; feelings, instincts and intuitions gained through experience are vital sources of information needed to make valid decisions

Emotions: Conventional vs. High Performance Understandings

Cooper and Sawat, Executive EQ

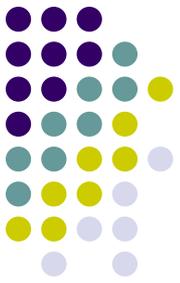


Conventional

- Sign of weakness
- No place at work
- Avoid emotions
- Confuse
- Table them
- Avoid emotional people
- Pay attention only to thoughts
- Use of non emotional words
- Interfere with good judgment
- Distract
- Sign of vulnerability
- Form barrier
- Inhibit flow of data
- Complicate planning

High Performance

- Sign of strength
- Essential at work
- Emotions trigger learning
- Explicate/clarify
- Integrate
- Seek out emotional people
- Listen for the emotion
- Use of emotional words
- Essential to good judgment
- Motivate
- Make us real and alive
- Build trust & connection
- Provide data & feedback
- Spark creativity & innovation



What Constitutes EQ?

Emotional Intelligence includes 2 dimensions:

Self Dimension: EQ comes from an understanding and acceptance of self in 3 areas:

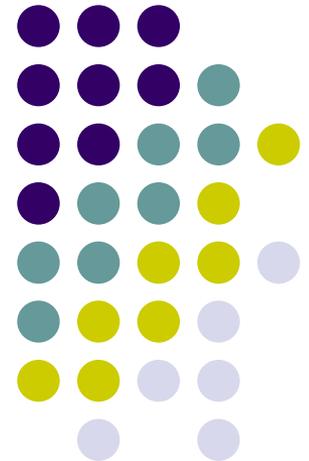
1. Self awareness
2. Self confidence
3. Self control

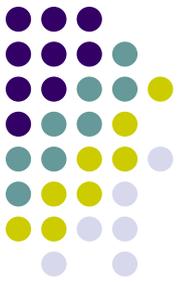
Other Dimension: EQ, related to our experience and interactions with others, also includes:

1. Capacity to motivate or inspire
2. Social competency
3. Empathy

The Self Dimension

Self Awareness and Self
Acceptance

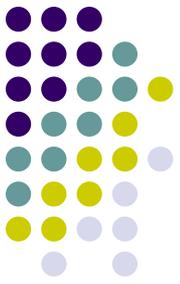




Oh, if I could by chance do it again,
I would discover what makes me unique and express
it,
I would envision my destiny and commit to create it,
I would enthusiastically follow my head and my heart,
And I would bring you along to dance with me on the
journey.

Christine Casper, *From Now on With Passion*

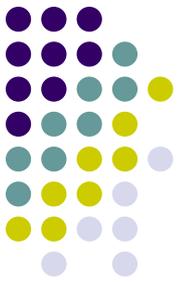
Self-Awareness



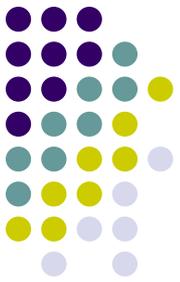
An awareness of self on many levels: body and physical reactions, emotions/feelings, preferences, intentions, goals and values, and knowledge about how we come across to others

Increased self-awareness increases ability to adjust our responses to others and have more mutually satisfying interactions and transactions

Self-awareness and Ministry



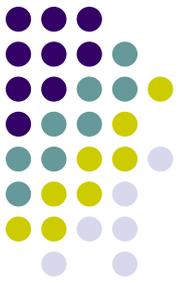
- The primary competency for emotionally intelligent ministers is self-awareness
- This includes an ability to recognize one's own emotions, know one's strengths and weaknesses and have a sound sense of one's self worth and capabilities.
- Self-acceptance allows you to be less defensive and open to learning



Self-aware Ministers

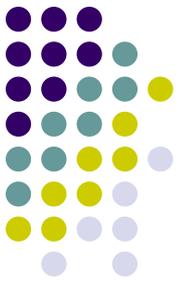
- Are able to be honest with and about themselves
- Tune into what feels right – which helps them to make good decisions

Mary



Mary started this day with 2 demanding situations – her car would not start and she spilled coffee on her skirt. When she got to work, she greeted no one and responded sharply to one of her coworkers. When her co-worker asked “what is going on with you?” she was surprised and realized that her irritability and unpleasantness had nothing to do with her co-worker or with work.

Jim

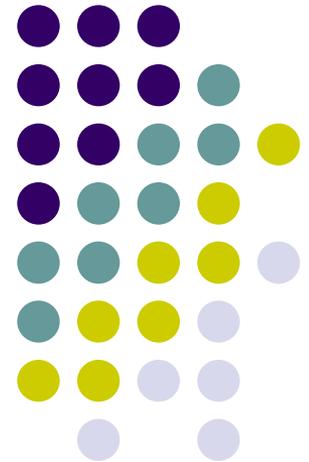


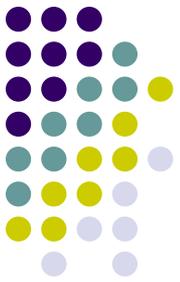
At a recent staff meeting, Jim blew up and left the room because he believed that the others present were ignoring him and his suggestions.

Jim's overreaction is related to his lack of self awareness; he blows up out of proportion to the situation because an early memory was triggered – his father frequently ignored him when he was a child. Jim reverted back to a response he learned in childhood.

An Important Learning:

We are too often not aware of what we are feeling until the feelings become quite strong.



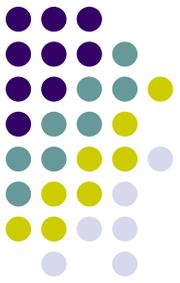


Feelings

- Are an inner source of energy, influence, motivation and information
- Tell us what our experience is
- Are inherently neither good nor bad; what we DO with the information and energy they produce makes the difference

When we are conscious of our emotional states, we gain valuable *flexibility* of response

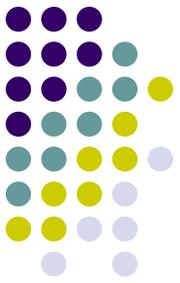
Importance of Flexibility



From electronics:

“Flexible circuits make reliable interconnections between differentially moving elements...Flex circuits serve to facilitate the design and assembly of complex interconnections”

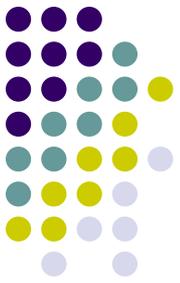
The Language of Feelings



- Many people are unable to give labels to their feelings
- It is important to utilize accurate words to describe what you are feeling
- Good, fine, OK or bad are not helpful to identifying and expressing feelings
- When you name an emotion accurately, the energy begins to dissipate
- Do not judge or evaluate feelings – feelings are neither positive or negative

Where do feelings go?

Erika M. Hunter, *Little Book of Big Emotions*

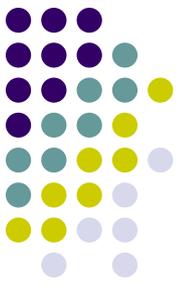


Emotional Choices

- Hold the emotion inside
- Release the emotion on others
- Name and feel the emotion, choose to talk with someone, and then decide whether to act on them and how

Consequences

- Possible emotional invisibility to self & others; depression, and social invisibility can lead to loneliness and meaninglessness
- Likely to alienate others or harm them; end up being unknown and cause misery
- Creates self confidence. Control and emotional health that releases emotional energy; we become know to self and others

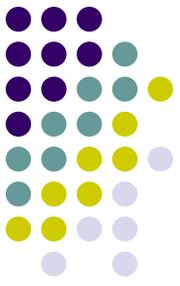


Coping with Our Feelings

- We often struggle with naming and feeling feelings
- Are so busy we bypass our feelings
- Are afraid of feelings and being overwhelmed by feelings
- Fall into the habit of putting our feelings on hold
- Do all kinds of things to numb feelings
- Can at times be flooded with feelings
- Have learned to live more in our head, disconnected from feelings
- Can substitute one feeling for another (e.g., mad for sad)

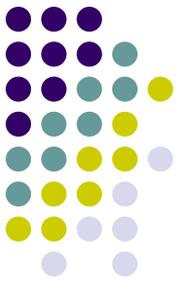
Remember: Feelings are big motivators!

Sadness and Anger



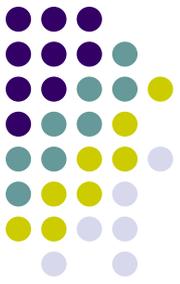
- Loss, and the accompanying sadness, are very difficult for human persons to deal with
- Many have learned to be mad rather than sad; it *seems* easier
- Anger gives some temporary emotional relief and also pushes others away
- The only healthy way to deal with loss is to feel sadness and grieve

Primary Emotions: Basic Families

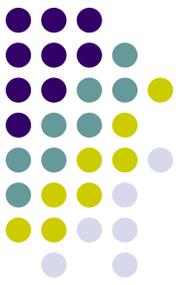


- **ANGER:** fury, outrage, resentment, wrath, exasperation, indignation, vexation, acrimony, animosity, irritability, hostility, hatred, violence
- **SADNESS:** grief, sorrow, cheerlessness, gloom, melancholy, self-pity, loneliness, dejection, despair, severe depression
- **FEAR:** anxiety, apprehension, nervousness, concern, consternation, misgiving, wariness, qualm, edginess, dread, fright, terror, phobia, panic

Primary Emotions: Basic Families



- **Enjoyment:** happiness, joy, relief, contentment, bliss, delight, amusement, pride, sensual pleasure, thrill, rapture, gratification, satisfaction, euphoria, whimsy, ecstasy, mania
- **Love:** acceptance, friendliness, trust, kindness, affinity, devotion, adoration, infatuation, agape
- **Surprise:** shock, astonishment, amusement, wonder
- **Disgust:** contempt, disdain, scorn, abhorrence, aversion, distaste, revulsion
- **Shame:** guilt, embarrassment, chagrin, remorse, humiliation, regret, mortification, contrition



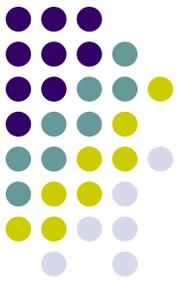
Blended Feelings

You are jealous of a co-worker who applied for and was promoted to another position, even though you did not apply for the position.

Jealousy:

- Shame - not feeling you measure up; something is wrong with me
- Anger - at self for not taking a risk
- Anxiety - you will never measure up

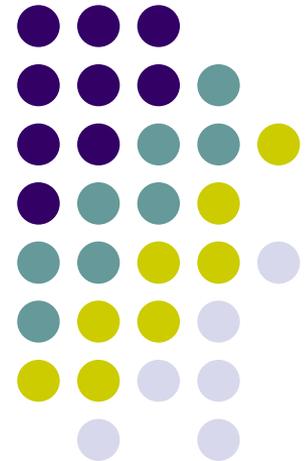
Helpful Questions for Self and Others



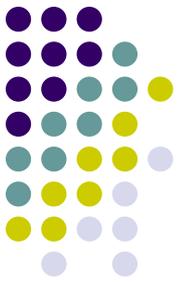
- What am I feeling?
- What are my feelings trying to tell me about my experience?
- What will I do with my feelings? How can I express my feelings in a healthy way?

The Self Dimension

Self Confidence

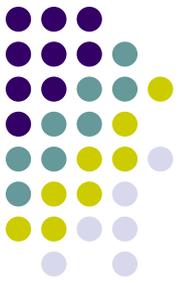


Self Confident Individuals:

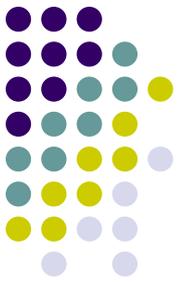


- Have a positive and balanced attitude
- And a basic belief that they can do what is needed to produce the desired outcome
- When obstacles occur, a confident person continues to work to overcome obstacles
- Give themselves credit for achievements
- On small successes build larger ones

Self Confidence is NOT



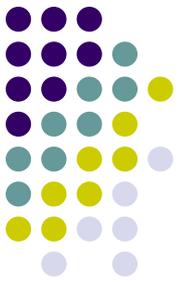
- Arrogance or over confidence
- About domination and thinking you are entitled to make decisions without regard to how they will affect others



Evidence of Low Self Confidence

- Difficulty admitting mistakes
- An unwillingness to apologize
- Pushiness
- Bragging
- Adopting domineering behaviors
- Unable to make eye contact
- Display little initiative
- Experience anxiety, worry and depression

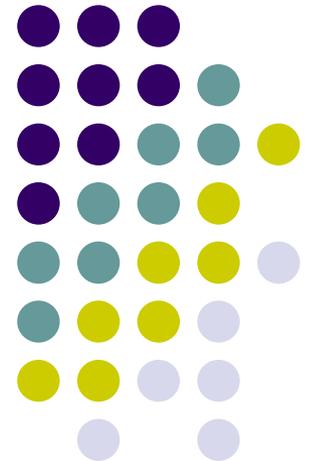
Reflection Questions:



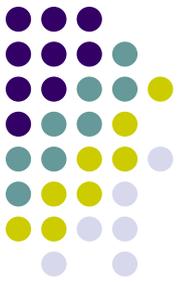
- What are some of the factors impacting your confidence? Others you minister to and with?
- When has your self confidence been shaken? Do you understand what happened?

The Self Dimension

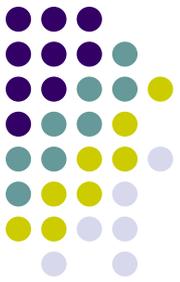
Self Control



Self Control/Self Management



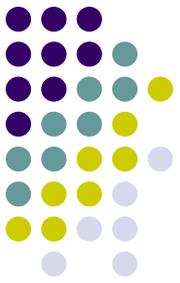
- Is the ability to use your understanding of feelings to reason well and act intentionally; to respond, not react
- To display feelings if they are relevant and deal positively with feelings you do not show
- Persons who have learned self control are more likely to share ideas and listen to the ideas of others and are less likely to be involved in conflict



Lack of Self Control

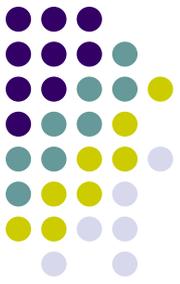
- Not controlling feelings enough
- Over-controlling feelings
- Denying or ignoring feelings

Self Control and Ministry



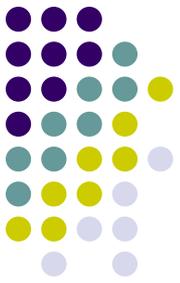
- Feelings allowed to run rampant can blind you to reality and overwhelm thought processes
- Feelings can also become contagious and have a negative or positive impact across an organization
- Ministers need to develop an ability to self-soothe and to create positive attitudes and feelings both in self and in others
- Transparency and trustworthiness, adaptability, inner drive, initiative and optimism are all by-products of self-management

Dealing With Difficult Situations: The Constructive Value of Discontent



- Awareness
- Problem Exposure
- Applied empathy
- Trust
- Creative collaboration
- Better Solutions
- Learning in Action
- Challenge and engagement
- Saves time, increases opportunities for doing “real work”

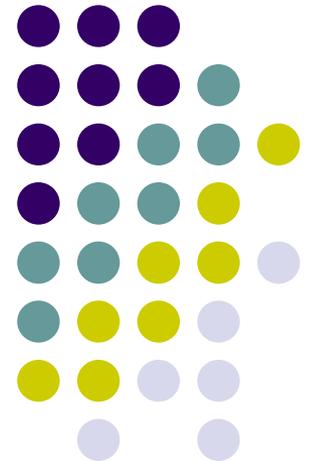
Some Practical Suggestions for Coping with Difficult Situations:

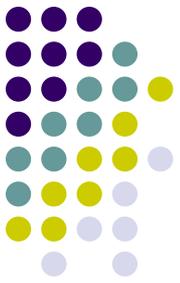


- Relax and talk slowly and calmly
- Stay open when things heat up
- Engage the EQ of the whole group
- Listen harder to increase understanding and opportunity
- Balance advocacy and inquiry
- Identify cooperative possibilities
- Bypass defensiveness; speak from your own experience
- Say no when you mean no
- Deal productively with anger
- Be willing to acknowledge that there are cynics who, no matter how hard you try to reach them, don't want to be constructive, no matter what the issue
- Capture the value of golden gripes

The Other Dimension

Capacity to Motivate and Inspire





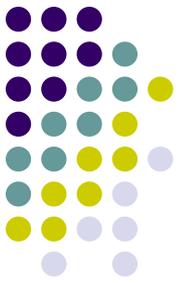
People will forget what you said

People will forget what you did

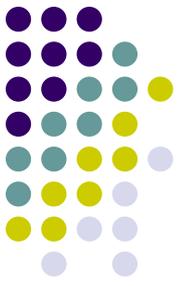
People will never forget how you made them
feel

Maya Angelou

We improve relationships by:

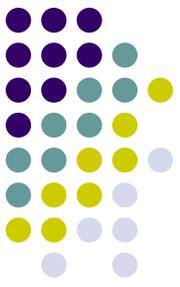


- Focusing outward
- Paying careful attention to others
- Observing carefully with our eyes and listening with ears and eyes
- Trying to learn how and why a person feels the way they do
- Getting to know a person, and understanding their experience (not necessarily agreeing with them,) makes it easier to walk in their shoes
- Building TRUST



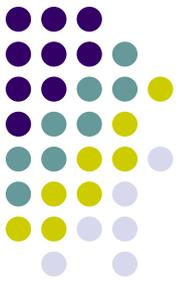
Motivation

- The ability to focus the power of your emotions and use them toward a purpose/goal
- Is based on a very deep level of what we truly want – an internal force (fire) that we then focus outward
- Reason and emotion working together help you identify clear goals and purpose

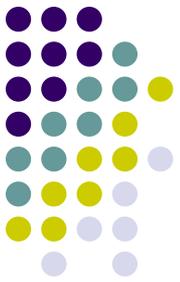


Defining Your Purpose

- What do you really want? Reconnect with your passion – why you do what you do
- Do not get caught up in details and activities and lose touch with your passion
- Failing to recognize who you are will jeopardize physical health and keep you from happiness
- If you are not sure where you want to go, you can't know how to get there and you will likely end up someplace else



There is a difference between doing things the right way and doing the right things

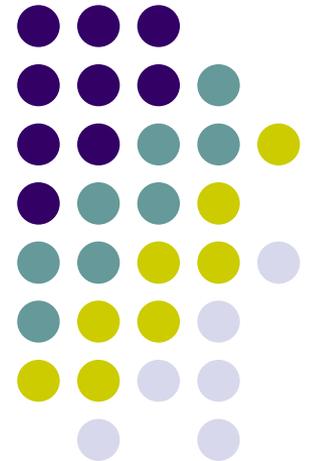


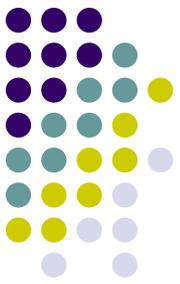
Being a passion promoter

- Help create a shared vision
- Model or lead by example
- Encourage the heart – yours and others
- Permit others to act
- Allow failure

The Other Dimension

Social Competency



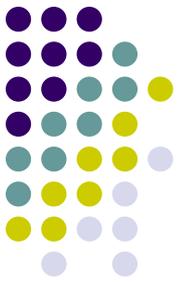


Social Competency

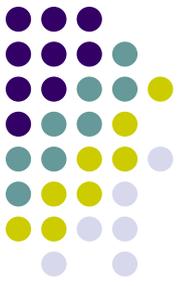
- Finding common ground to establish rapport and minimize conflict
- Persuading and influencing others
- Being likable and having positive relationships
- Living with integrity

Anticipate change

Harvey Mackay



- Involve everyone who will be affected by the change so you don't foster resentment
- People leading the change have to direct and participate
- All questions must be answered
- All directions must be clear
- Assume nothing; explain or demonstrate everything
- Repeat directions until they are clear to everyone

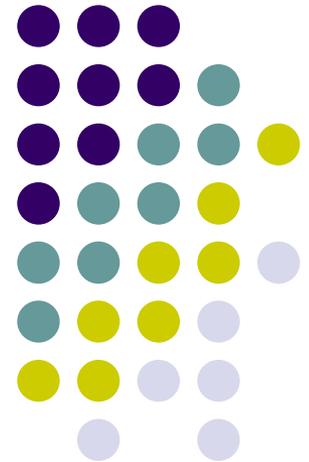


Key factors in influencing others

- Acknowledge their accomplishments
- Validate their feelings
- Provide them with useful feedback, delivered properly; *positive feedback* increases *confidence* and *negative feedback* increases *competence*
- Hold self and others responsible and accountable

The Other Dimension

Empathy

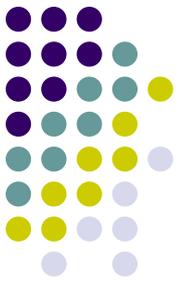


Compassion and EQ



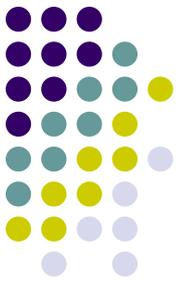
- Compassion is the keen awareness of the interdependence of all things. Thomas Merton
- Compassion is the ultimate and most meaningful embodiment of emotional maturity. It is through compassion that a person achieves the highest peak and deepest reach in his/her search for self-fulfillment. Arthur Jersild

Sympathy vs. Empathy



- **Sympathy** is sharing the feelings of others
- **Empathy** is the ability to recognize, feel and respond appropriately to the feelings of others. It requires sensitivity to their feelings and compassion for their situation, while remaining autonomous, without buying into their situation or taking responsibility for their feelings. The capacity to walk in another's shoes.

Empathy helps us to:



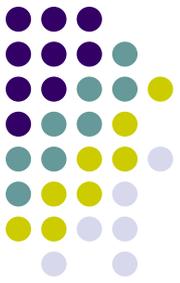
- Reach beyond our individual experiences and understand why others think & feel as they do
- Care for others - leading to altruism and compassion
- Build trust; without trust, people will not work collaboratively and you will have no power to influence them
- Enable work processes and tasks to flow more freely, improving enjoyment and productivity
- Help others better; the more help we provide, the better others will become allies and be more willing to reciprocate

Becoming more empathic in our personal and ministerial lives requires:

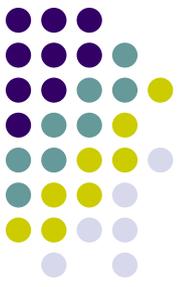


- A shift in attitude from
 - assuming the worst to assuming the best
 - being angry to being curious
- Being more skillful listeners - with our ears and our eyes

PAT



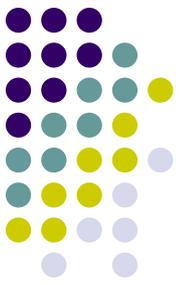
When you arrived at work, you notice that your assistant, Pat, is sitting slouched at her desk. Always pleasant and cheerful, she did not even look up when you arrived, as if she wasn't aware of your arrival. You decide to see what might be wrong. You return to Pat and ask kindly, "Hi Pat. Is anything wrong?" She looks up sadly and shrugs her shoulders. You say, "I would like to help if I can." Then Pat begins to talk about what is happening with her family.



Becoming More Empathic

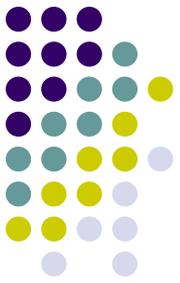
- Draw People Out – encourage disclosure of feelings
- Communicate Congruently – match verbal and non verbal (90% of what is communicated)
- Use Your Senses – listen with your eyes, eye contact, look for gestures
- Listen, Listen, Listen – Seek first to understand, then be understood (S. Covey)
- Test Assumptions – “Are you saying? Did you mean?”
- Use tentative language – “you seem...”
- In order for most of the words to be theirs, INQUIRE with open ended questions (*how, what, tell me about*); be careful of using *why*
- Reflect back, summarize or paraphrase

Factors that Impair Empathic Accuracy

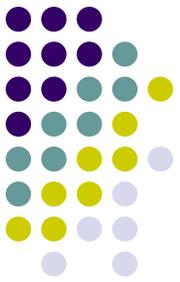


- The other is unwilling/unable to express their thinking and feelings
- You are unable/unwilling to correctly interpret the other's cues
- Stress responses— worry & concerns may draw your attention & cognitive efforts away from deciphering cues in everyday interactions
- Increased acquaintaintainship/greater knowledge of another may be offset by biases from knowing the other too well; excessive familiarity, high levels of behavioral interdependence and strong emotional involvement may shortcut empathic accuracy
- Situational factors that draw away your attention (e.g., illness – yours or that of a loved one.)

Some Additional Hints



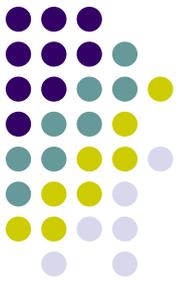
- The more emotionally demanding the work/task, the more empathic and supportive ministers need to be;
- Empathy and compassion require a keen sense of **responsibility**. The greatest kindness to another is to hold them responsible and accountable, accepting no excuses, encouraging them to stand fast or step up and face a difficult situation.
- Disengage from the constant numbing struggle to work harder, faster and longer and champion instead a healthy relationship with your self, others, God and the earth. Choose balance!



How Not To Be Empathic

- Change the topic
- “I know better” attitude
- Judgmental responses
- Advising
- Discounting and premature reassurance
- Inappropriate questioning
- Telling your own story

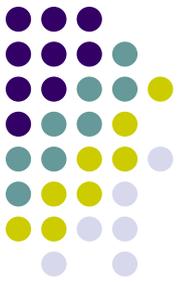
People Who are Good at Understanding Others are:



- Tuned in to self and others
- Empathic
- Compassionate
- Intentional
- Trustworthy and Trusting
- Active Listeners
- Problem Solvers

Men, women and empathy

Ron Levant, Ph.D.



- Women often function with “emotional empathy” which is other-oriented and exhibits the capacity for understanding interpersonal perspectives and emotions.
- Men often function with “action empathy”, men want to fix things and often do not have the vocabulary to talk about different emotions

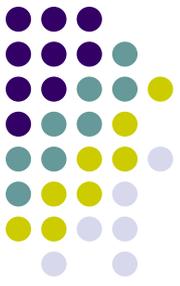


How Men Respond:

Men typically have two primary responses to emotional issues:

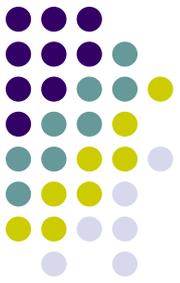
- For vulnerable feelings, including fear, hurt, shame, many men use anger as a “manly” response.
- For nurturing feelings, including caring, warmth, connectedness and intimacy, men frequently channel these feelings through sex.

Men and Feelings



- The conditioning of our culture leads many men to be underdeveloped emotionally
- Men have learned the following: control your emotions and then somatize or become depressed
- The role of men is changing; men are expected to work in teams, commit to relationships, communicate intimate feelings, nurture children and integrate sexuality with love
- In contrast, women often have a wider range of emotional responses and can often speak more openly and confidently about their inner life.

Fred

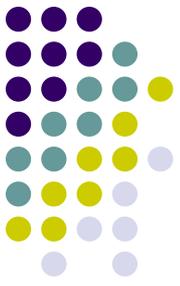


Fred prides himself on his work ethic and his fairness to his coworkers and those he supervises. And, it is true that others do see him as fair and hardworking. They also describe Fred as cold and hard to get to know. Fred's father has been dying of cancer for several months and he has told no one. He has been edgy and away from work a lot. No one learned of his situation until after his father died last week. One of his coworkers felt bad and said "I wish he could be more human with us."

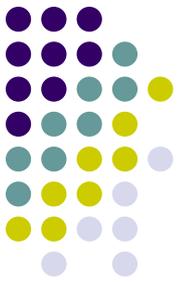


Tips To Develop EQ Competencies:

- Reflect on who you are and who you would like to be; know your strengths and weaknesses and invite feedback from others
- Find ways to understand why you feel what you are feeling and why you react the way you do in certain situations. Are feelings and events from the past coloring today's feelings and reactions?
- Take time during the day to tune into your feelings and core instincts. This involves slowing down, being present to yourself and your body and in touch with feelings that emerge
- Connect thoughts and feelings
- Tune in to other people's feelings, not just their words by observing non-verbals; use your non-verbals to "speak" to them congruently



- Learn skills for healthy expression of your feelings
- Invest time in building relationships with team mates and colleagues
- Learn to deal with conflict; how to manage conflict between others and how to say hard things to people at times
- Experiment with and practice new ways of thinking, feelings and behaving
- Connect with an emotionally intelligent mentor



References

Casper, Christine. **From Now On With Passion.** Cypress House, 2001

Cooper, Robert K and Sawat, Ayman. **Executive EQ: Emotional Intelligence in Leadership and Organizations.** Berkley Publishing Co., 1997

Goleman, Daniel. **Emotional Intelligence.** Bantam Books, 1995

Hunter, Erika M. **Little Book of Big Emotions.** Hazelden, 2004

Sterrrrett, Emily A. **The Manager's Guide to Emotional Intelligence.** HRD Press, 2000.