



EXHIBITS EMOTIONAL INTELLIGENCE

Growing Leaders Starter Toolkit

DEFINITION – Cultivates awareness and management of own emotions, strengths, and weaknesses. Observe others’ emotions accurately and engage perceptively with others in diverse settings.

*Overfunctioning – two-thirds of weakness is the overuse or misuse of strength. Overfunctioning occurs when one’s talent, skill, or knowledge causes problems for you or others.

[=] SKILLED	[-] UNSKILLED	[+] OVERFUNCTIONING*
<ul style="list-style-type: none"> Perceives accurately own emotions and reactions in the moment and can identify tendencies and triggers. Gains insight from experiences with an understanding of emotions and behaviors. Uses awareness of emotions to stay flexible and chooses positive behavior. Seeks and listens to corrective feedback as an opportunity for development. Looks for and observes verbal and non-verbal cues to understand what is really going on with others. Respects and pays attention to the diversity of reactions and emotions to understand the perspectives of others. Builds trust by active listening skills to check out assumptions and proactively seeks feedback without defensiveness. Ensures clear communication and effective handling of conflict. 	<ul style="list-style-type: none"> Denies, ignores, dismisses, or overreacts to own emotions and is unaware of one’s effect on others. Avoids reflection for self-understanding to connect how emotions affect behavior. Reacts disproportionately in situations and responds sharply, defensively, or disruptively. Makes excuses or blames others when identity is questioned. Lacks active listening skills missing interpersonal impact on others or how others impact self. Dismisses or ignores biases or differences as means to understand others and work towards trust and collaboration. Speaks without listening or understanding the emotions, experiences, or perspectives of others. Unable to lean into the uncomfortable, explore differences, and navigate conflict. 	<ul style="list-style-type: none"> Expresses their feelings, reactions, and expectations without a filter. Over analyzes feedback from others without checking it out or self-learning. Identifies self-awareness insights without meaningful changes in behavior or skills. Makes ineffective decisions and plans based on the need to be liked at the expense of results. Questions or analyzes every interaction without understanding or building trust. Is unable to engage positively to build trust, work collaboratively, or through conflict when paralyzed by others’ emotions, reactions, or thinking. Needs to check-in relationally after every interaction. Overcommunicates or focuses on being a peacemaker without dealing with underlying concerns.

EXAMPLES IN INTERVARSITY

- Regular personal and professional review, especially with 360 reviews
- Team meetings when conflicts arise
- Assessments for increasing self-understanding and social awareness
- SBI (Situation/Behavior/Impact) to provide feedback
- Sabbath practices
- Intentionally schedules regular reflection individually and in groups (i.e., journaling, Examen)

This toolkit can be used to help staff frame development goals and plans to strengthen their use of this competency. It is not intended to be used for reviewing performance.

SUGGESTED RESOURCES

Primary

- Lynn, Adele B. *Quick Emotional Intelligence Activities for Busy Managers*. New York, NY: AMACON, 2007.
- Scazzero, Peter. *Emotional Healthy Spirituality*. Grand Rapids, Mi: Zondervan, 2006, 2017.
- Scazzero, Peter. *Emotionally Healthy Relationships: Day by Day*. Grand Rapids, Mi: Zondervan, 2017. Peter Scazzero also has Podcast.

Secondary

- Barton, Ruth Haley. *Pursuing God's Will Together: A Discernment Practice for Leadership Groups* Downers Grove, IL: InterVarsity Press, 2012.
- George, Bill. *Discover Your True North*. Hoboken, NJ: John Willey & Sons, 2015.
- Katzenbach, Jon R. and Douglas K. Smith. *The Wisdom of Teams: Creating the High-Performance Organization*. Boston, MA: Harvard Business School Publishing, 1993.
- MacMillan, Pat. *The Performance Factor: Unlocking the Secrets of Teamwork*. Nashville, TN: Broadman & Holman, 2001.
- Maxwell, John C. *The 17 Indisputable Laws of Teamwork: Embrace Them and Empower Your Team*. Nashville, TN: Harper Collins Leadership, 2001.
- Simon Sinek, *Leaders Eat Last: Why Some Teams Pull Together, and Others Don't*, (Penguin Group, 2014)
- Trebesh, Shelly. *Made to Flourish: Beyond Quick Fixes to a Thriving Organization*. Downers Grove, IL: InterVarsity Press, 2015. (Chapters on structure are beneficial.)
- Bruce Tuckman's Stages of Group Development (articles and videos)

SUGGESTIONS FOR DEVELOPMENT

- Take the Emotional Intelligence 2.0 - debrief with a mentor, pick one skill to work on with six months of accountability.
- Spend 15 minutes each day in reflection or Examen.
- Seek ongoing feedback from various friends, family, and coworkers, and ask, "How do you experience me?"
- Observe the ripple effects of personal emotions in yourself and others.
- Be curious about something you don't understand; why is the person saying/doing what they are?
- Build in a pause before responding; think before you act. See SNAP (Stop, Notice, Ask, Pivot).
- Build trust by listening well, seeking to understand the other's thoughts, feelings, and concerns.
- Use of assessments to grow in self-awareness and social awareness. (Emotional Intelligence 2.0, MBTI/Step II, CliftonStrengths Assessment, 16PF, Leadership 2.0, Enneagram)
- Seek out a season of therapy to work out persistent issues.
- Seek out a spiritual director.

BENEFITS FOR 2030 CALLING

- Demonstrating self-management competencies resulting in work/life balance that supports sustained ministry. Likewise, practicing emotionally healthy practices results in a work/life balance that supports sustained ministry.
- Invest in the ongoing development of spiritual and emotional life, resulting in character and competency with improved ability to engage productively in ministry.
- Feedback is given thoughtfully to increase the skills and development of the whole person; feedback is invited as the identity is grounded in Christ with a desire to learn and grow.
- Able to navigate difficult conversations with students, peers, managers, and donors.
- Increase ability to adapt communication and manage the relationship dynamics when relating to diverse audiences from staff to donors.
- Increase in job satisfaction and longevity.
- Grow ability across the movement to supervise and develop diverse staff and teams.