



**NEXT GENERATION  
LEADERSHIP PROGRAMME**

Creating servant leaders for the African Church

**MODULE 5  
LEADING WITH EMOTIONAL INTELLIGENCE**

*Learning Leader Guide*

**Servant Leadership Programme  
for Alumni**

# Emotional Intelligence

	<ul style="list-style-type: none"> <li>• Howard Gardner developed a theory of multiple intelligences, offering a broader view of intelligence than the traditional “IQ”</li> <li>• Although we all possess each to some degree, we vary in our natural preferences/focus</li> <li>• This impacts how we experience the world and how we learn</li> <li>• We can acquire skills in each of these areas throughout our lives</li> </ul>
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	<p>“Emotional intelligence is our ability to accurately identify and understand our emotions and reactions, those of others, and manage all effectively in our relationships.”</p> <p>- Daniel Goleman</p>
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# John 8:1 – 11

*But Jesus went to the Mount of Olives.*

*At dawn he appeared again in the temple courts, where all the people gathered around him, and he sat down to teach them. The teachers of the law and the Pharisees brought in a woman caught in adultery. They made her stand before the group <sup>4</sup> and said to Jesus, “Teacher, this woman was caught in the act of adultery. In the Law Moses commanded us to stone such women. Now what do you say?” They were using this question as a trap, in order to have a basis for accusing him.*

*But Jesus bent down and started to write on the ground with his finger. When they kept on questioning him, he straightened up and said to them, “Let any one of you who is without sin be the first to throw a stone at her.” Again, he stooped down and wrote on the ground.*

*At this, those who heard began to go away one at a time, the older ones first, until only Jesus was left, with the woman still standing there. Jesus straightened up and asked her, “Woman, where are they? Has no one condemned you?”*

*“No one, sir,” she said.*

**❖ Watch the video of Jesus’ interaction with the adulteress.**

**❖ What do you observe about His emotional intelligence?**

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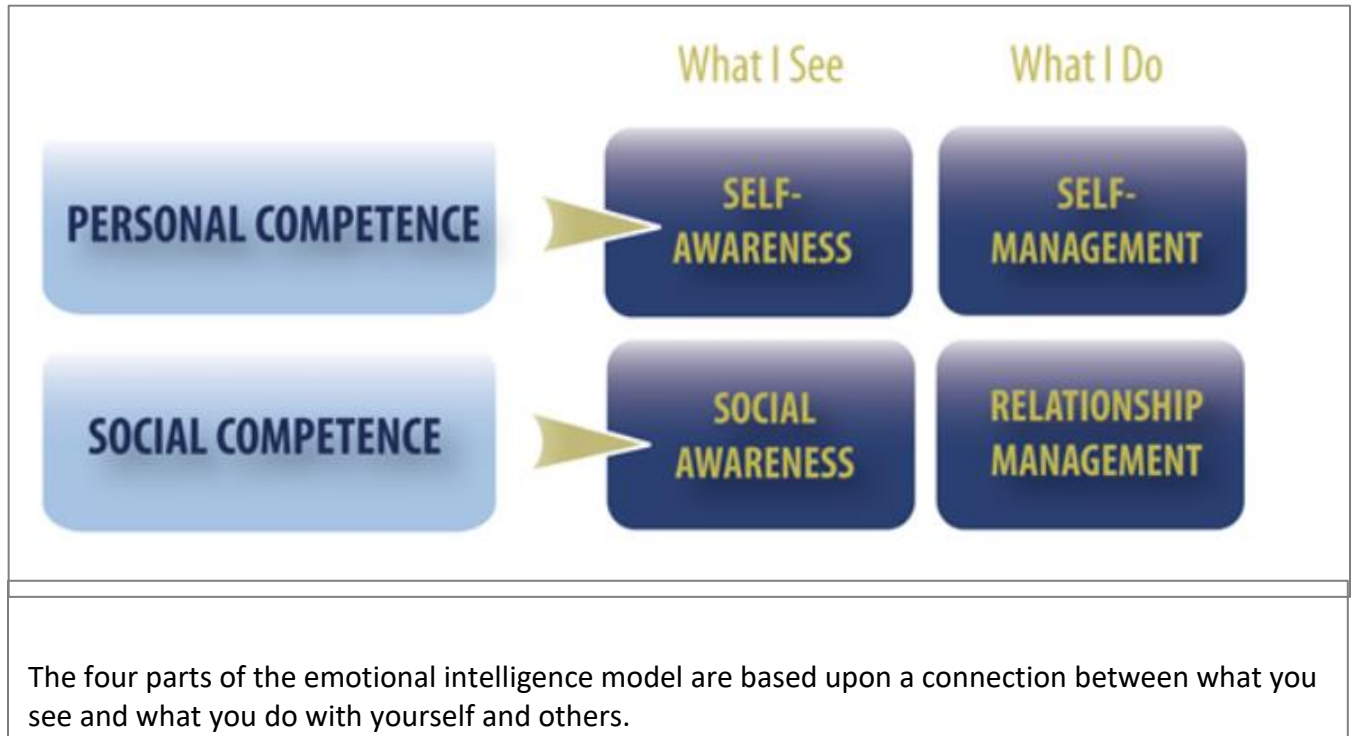
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## What is Emotional Intelligence (EQ)?

Emotional Intelligence (E.I.) is the ability to accurately identify and understand our emotions and reactions, those of others, and manage them in our relationships. In short there are two aspects of EQ: What You See and What You Do.



## 5 Hallmarks of Emotional Intelligence

Daniel Goleman, psychologist and author of *Emotional Intelligence*, offers a model that helps us to understand crucial competencies that leaders use to understand social situations, navigate change, move through conflict productively, and foster healthy relationships and organizations.

	DEFINITION	HALLMARKS
<b>Self Awareness</b>	<ul style="list-style-type: none"> <li>The ability to recognize and understand your moods, emotions, and drives as well as their effect on others</li> </ul>	<ul style="list-style-type: none"> <li>Realistic self assessment</li> <li>Self-deprecating sense of humor</li> <li>Self-confidence</li> </ul>
<b>Self Management</b>	<ul style="list-style-type: none"> <li>The ability to control or redirect disruptive impulses and moods</li> <li>The propensity to suspend judgment—to think before acting</li> </ul>	<ul style="list-style-type: none"> <li>Trustworthiness and integrity</li> <li>Comfort with ambiguity</li> <li>Openness to change</li> </ul>
<b>Motivation</b>	<ul style="list-style-type: none"> <li>A passion to work for reasons that go beyond money or status</li> <li>A propensity to pursue goals with energy and persistence</li> </ul>	<ul style="list-style-type: none"> <li>Strong drive to achieve</li> <li>Optimism, even in the face of failure</li> <li>Organizational commitment</li> </ul>
<b>Empathy</b>	<ul style="list-style-type: none"> <li>The ability to understand the emotional makeup of other people</li> <li>Skill in treating people according to their emotional reactions</li> </ul>	<ul style="list-style-type: none"> <li>Expertise in building and retaining talent</li> <li>Cross-cultural sensitivity</li> <li>Service to clients and customers</li> </ul>
<b>Social Skill</b>	<ul style="list-style-type: none"> <li>Proficiency in managing relationships and building networks</li> <li>Ability to find common ground and build rapport</li> </ul>	<ul style="list-style-type: none"> <li>Effectiveness in leading change</li> <li>Persuasiveness</li> <li>Expertise in building and leading teams</li> </ul>

# Emotional Intelligence Competencies

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**EMOTIONAL SELF -AWARENESS** is the ability to recognize what you are feeling. Understanding your habitual emotional responses to events and recognizing how your emotions affect your behavior and performance. When you are self-aware, you see yourself as others see you, and have a good sense of your own abilities and current. Indicators of emotional self-awareness include:

- I understand and apply the feedback others give me.
- I seek feedback from others.
- I can accurately describe how I am feeling to myself and others.
- Things that happen in my life make sense to me.

**EMOTIONAL SELF -MANAGEMENT** is the ability to stay focused and think clearly even when experiencing powerful emotions. Being able to manage your own emotional state is essential for taking responsibility for your actions and can you from hasty decisions that you later regret.

Indicators of emotional self-management include:

- I can stay calm even in difficult circumstances.
- I am aware of what triggers my emotions or reactions.
- I can change my emotional state by examining my thoughts and choosing to feel differently.
- I do not allow myself to get irritated by things or people that are outside of my control.
- I do not say or do things I later regret.

**MOTIVATION** is the ability to use your deepest emotions to move and guide you towards your goals. This ability enables you to take the initiative and to persevere in the face of obstacles and setbacks.

Indicator of motivation include:

- I am clear about my goals for the future.
- I can keep moving forward in my work and life's purpose even when I experience a setback.
- I am energized when I think about the direction my life and work is taking.
- I maintain a good work-life harmony

**EMPATHY** is the ability to sense, understand and respond to what other people are feeling. Self-awareness is an essential underpinning of empathy. If you are not aware of your own emotions, you will not be able to read the emotions of others. Indicators of empathy include:

- I am able to accurately read the emotions of others.
- I can focus on others' emotional reactions even when I feel under pressure or am facing high demands.
- Most people around me would describe me as a good listener.

**SOCIAL SKILL (RELATIONSHIP MANAGEMENT)** is the ability to manage, influence and inspire emotions in others. Being able to handle emotions in relationships and being able to influence and inspire others are essential foundation skills for successful teamwork and leadership. Indicators of social skill include:

- I am able to express my concerns even when I think it may upset someone.
- I am generally comfortable speaking to others about their emotions and feelings.
- Others would describe me as being respectfully direct when the situation calls for it.
- I am aware of the effect what I do or say has on others.
- I'm easily able to adapt my communication style to meet others' needs and preferences.



## EQ Self-Assessment



Jesus said that the greatest commandment is to "love the Lord your God with all your heart, and with all your soul, and with all your mind" and the second is to "love your neighbor as yourself."

Mark 12:30-31 (NIV)

What EQ behaviors best describe me?

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What EQ behaviors are harder to enact? What would I like to strengthen or change?

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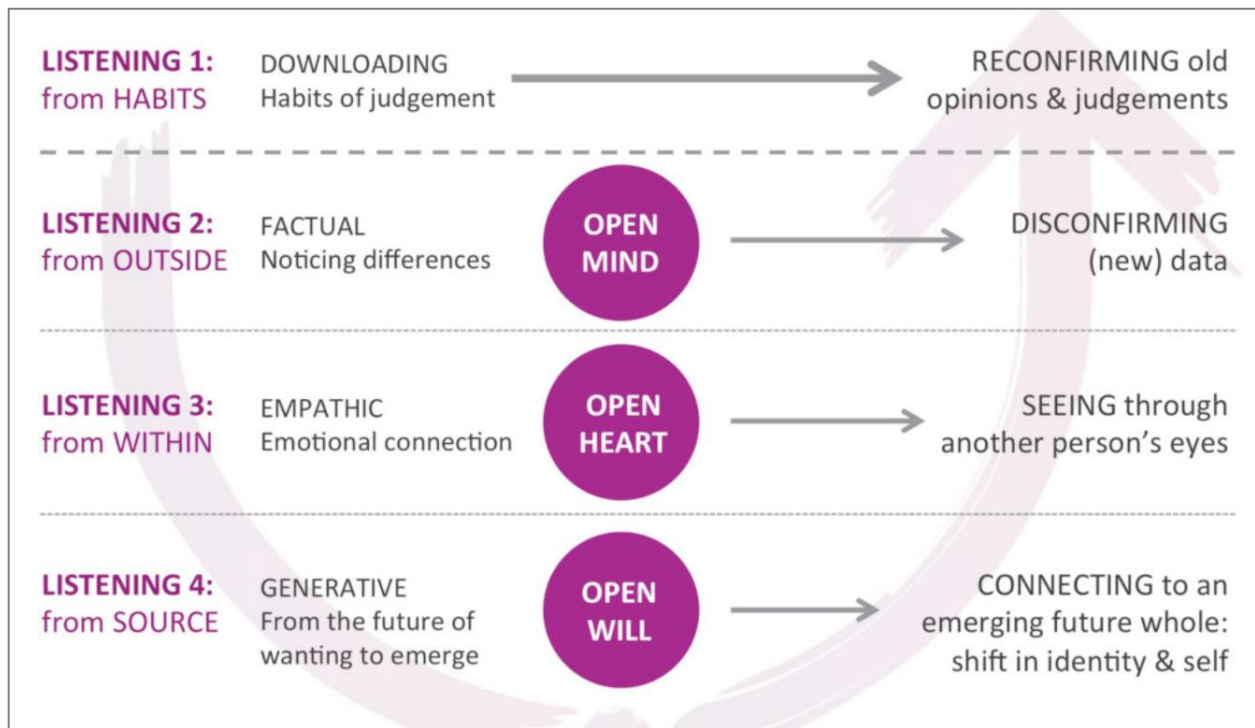
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*Take time to listen to the birds,  
the waves,  
the wind.  
Take time to breathe in the air,  
the earth,  
the ocean.  
Take time to be still,  
to be silent,  
to allow God to fill you up  
with deep peace and love.*

- Mairead Corrigan Maguire


# Four Levels of Listening



 **Individual Reflection: Thinking About Your Listening**

Listening is most difficult when:

- The other person sees the world differently than we do.
- Our ability to be successful is interdependent with that person and connected to their perspective.
- The issue at hand is important or has high stakes.

 As you watch the video, Picture a conflict you have faced with a person who matters to you. After the video completes, take a moment to think about your relationship with this person and use the awareness of your own emotions and the levels of listening to reflect on these questions:

What is the conversation you want or need to have?

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What do you hope for as a result of this conversation?

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What assumptions might you be making about this person's intentions?

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How might your own attitudes toward the conversation be influencing your perceptions? What are your needs and fears?

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What might the other person be fearing or concerned about? What might be common to both of you?

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A successful outcome will depend on two things: how *you are* and *what you say*. How might you begin?

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## Synodal Reflection

A core tenet of synodality is **DISCERNMENT**.

Take a moment to reflect, in any way you like (journaling, silent prayer or meditation) on how the Holy Spirit might be asking you to be discerning.

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## Active Listening

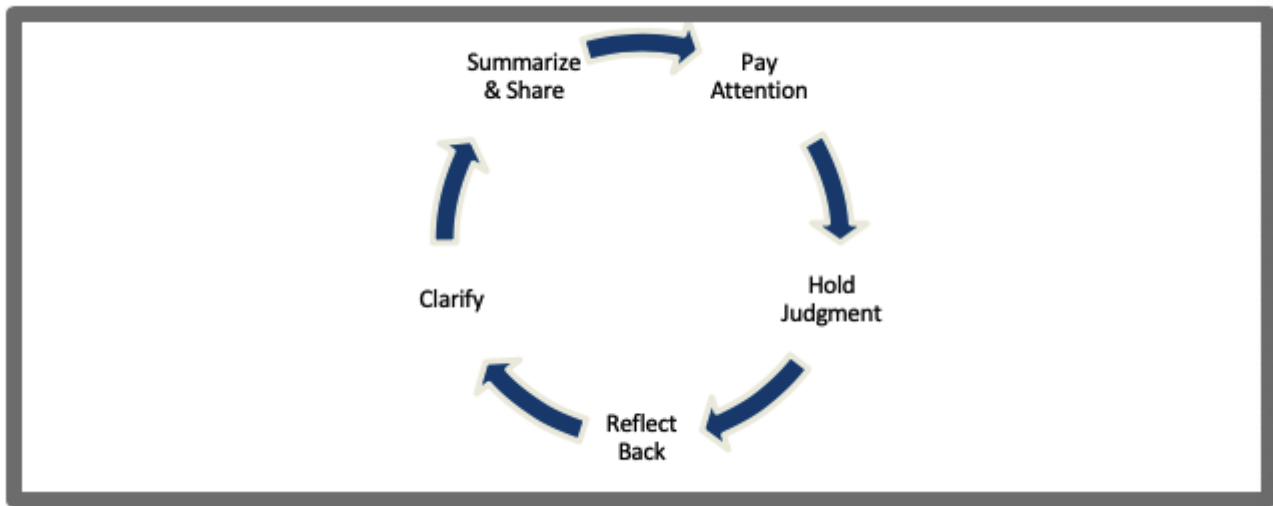
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Active listening is critical to gaining understanding.

Active listening contributes to building rapport and relationships by:

- Acknowledging the entire person.
- Taking in the whole message - paying attention to words, tone, feelings, body language.
- Putting aside distracting thoughts and environmental factors.
- Demonstrating interest and reflecting back what you have heard.
- Deferring judgment; modeling respect and understanding.
- Allowing space for possibility, learning, connection, meaning, awareness, change, etc.

# Active Listening Process



Pay Attention	<ul style="list-style-type: none"> <li>• Put aside distracting thoughts</li> <li>• Don't mentally prepare a rebuttal</li> <li>• Avoid being distracted by environmental factors</li> <li>• Don't multi-task</li> </ul>
Hold Judgment	<ul style="list-style-type: none"> <li>• Allow the speaker to finish; don't interrupt with counterarguments</li> <li>• Make it safe for others to speak candidly</li> <li>• Be open, and honest in your response</li> <li>• Assert your opinions respectfully</li> <li>• Treat the other person as he or she would want to be treated</li> <li>• Active listening is a model for respect and understanding; you are gaining information and perspective</li> </ul>
Reflect Back	<ul style="list-style-type: none"> <li>• Note your posture; make sure it is open and inviting</li> <li>• Face the speaker; make eye contact if appropriate</li> <li>• Smile and use other facial expressions; nod occasionally</li> <li>• Encourage the speaker to continue with small verbal comments</li> <li>• Paraphrase to ensure understanding</li> </ul>
Clarify	<ul style="list-style-type: none"> <li>• Attempt to understand how others are connecting ideas</li> <li>• Help others to form meaning</li> <li>• Confirm understanding by asking questions</li> </ul>
Summarize & Share	<ul style="list-style-type: none"> <li>• Identify the broad issues</li> <li>• Repeat the key themes</li> <li>• Restate what you heard</li> <li>• Share your perspective and point of view respectfully</li> <li>• Point to resources for further learning</li> </ul>

## Activity: Active Listening

Listen to the facilitator's instructions for how to do this activity with a partner. Providing full attention to the speaker and actively listening are two of the most underused, undervalued skills that we have for relationship building.

Use the space below to write down any insights or observations about this activity and your own listening skills.

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### Additional Resources for Leading and Learning

	<b>Articles and Online Resources</b> <ul style="list-style-type: none"><li>• <a href="#">VIDEO: How to Control Your Emotions in a Difficult Conversation</a></li><li>• <a href="#">VIDEO: The Gift and Power of Emotional Courage</a></li></ul>
	<b>Assessments</b> <ul style="list-style-type: none"><li>• Active Listening Assessment to further explore your strengths and areas for improvement as an active listener.</li><li>• EQ Emotional Intelligence Self-Assessment</li></ul>
	<b>Lessons and Activities</b> <ul style="list-style-type: none"><li>• Leading with Emotional Intelligence Activity Resource</li></ul>