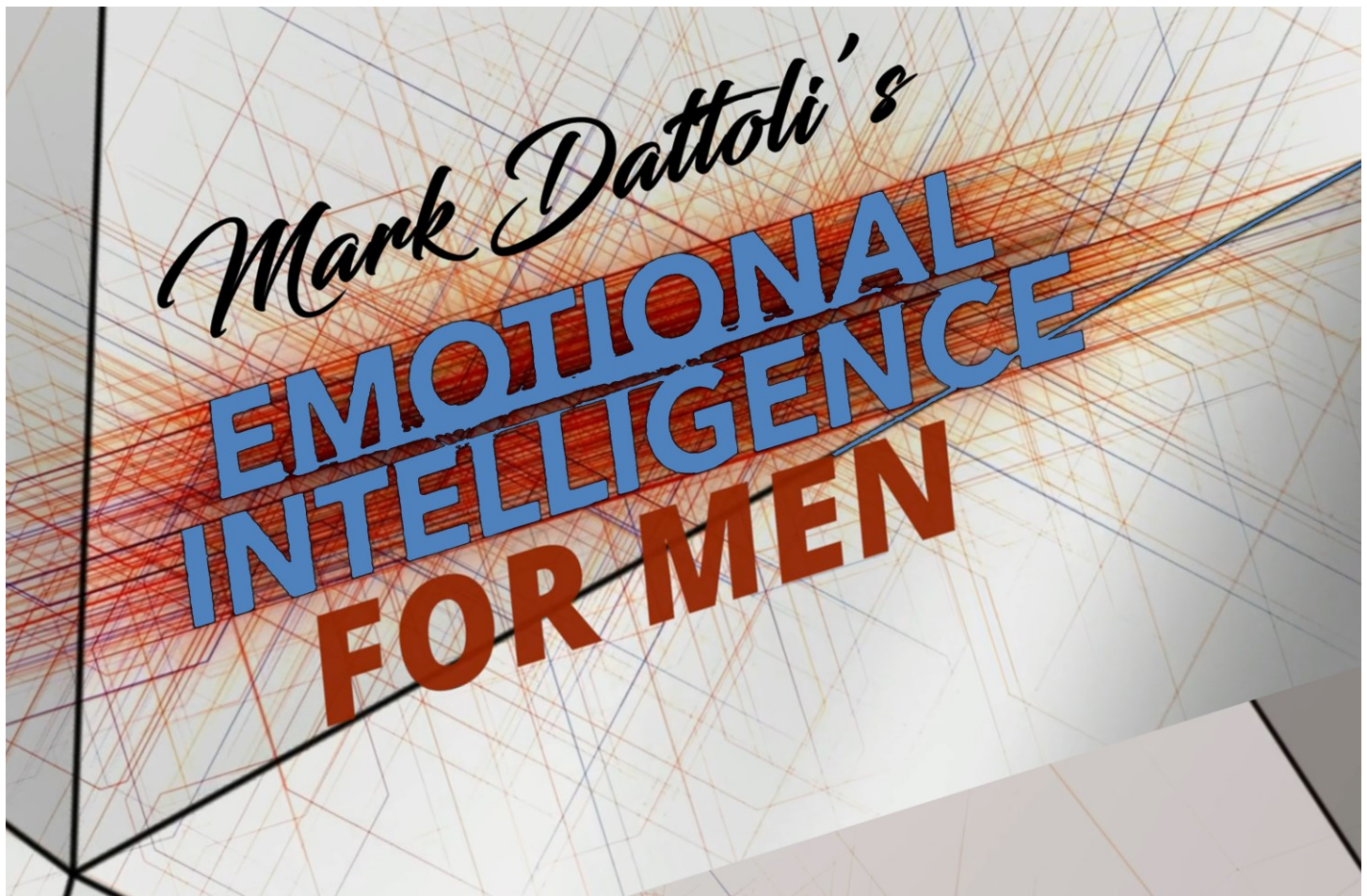




BAD NEWS, MEN



The American Psychological Association, in an article on the “measure of Emotional Intelligence (or EQ—Emotional Quotient)” stated that:

- “studies showed that scores...were **significantly higher for females than males**, consistent with prior findings in studies of emotional skills.”

(PsycInfo Database Record, © 2020 APA, [link](#))

What a surprise!



Much of this article is taken from books: *Core of a Man* (to be published soon), *Rare Leadership*, the *Bible*, websites: *EQ-i 2.0®*, *ESCI®*, and other sources. Find this article in PDF format at TinyURL.com/EQ-for-men.

AREAS of EQ

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Beware
all ye who
enter here.
Thar be dragons.

Even in this day where the concept of gender seems to be confusing to many, there seems to be a consensus on this: women tend to be more adept at relationships than men. Another way of saying this is that they tend to have a higher **Emotional Intelligence** (or EQ—Emotional Quotient) than we men do. (Some are now calling this RQ—Relationship Quotient).

But we can get better at this. There are practical ways that we can increase our EQ significantly, unlike our natural Intelligence Quotient (IQ) which is harder to improve. While IQ is innate; EQ is largely learned behavior. In this document, we will look at 32 areas of EQ, and provide numerous tips for enhancing our relationships. As we do this, you will likely discover many ideas that may be especially helpful to you. In this process of self-development you will need to be patient with yourself. I suggest that you work on one or two behavioral changes at a time, and as they become second nature to you, work on another small set of changes.

Even a man with an amazing EQ won't be perfect—this is a lifelong process. Unlike rolling a perfect 300 in bowling, the development of EQ is more like golf. For most of us, shooting par is amazing but even the best golfers won't shoot an 18.

This study was a result of my own needs. Few men need this data as much as I do. —MD



A. Self-Perception & Awareness

All your other emotional and social intelligence competencies are built upon your emotional self-awareness.



1. Self-Regard

- ▶ **Having a proper sense of one's value and dignity.**
 - ▷ It can be easy for us men to regard ourselves based on our business accomplishments, social standing, athletic or sexual prowess, skill in our hobbies, leadership ability, etc.
 - ▷ This opinion of our own value may be exaggerated or even delusional.
 - ▷ As suggested in the *Core of a Man* book, you may want to clarify your identity and calling. Doing this should help you develop an appropriate confidence and self-regard.
- ▶ **Recognizing one's own personal limits and appropriately resisting mistreatment by others.**
 - ▷ Some men feel intimidated or dominated by certain people, or may be easily offended. This may be a result of a fragile self-regard, or a lack of an appropriate self-confidence.
 - ▷ You may want to find a strong man that you respect to be a mentor for you. All men can use wise mentors. They can provide an objective perspective and help you clarify your identity and calling.

Toward the end of this document
I have included my own personal
identity statement.

2. Emotional Self-Awareness

- ▶ **Recognizing and understanding one's own emotions.**
 - ▷ All us men have emotions but sometimes we have a tendency to hide them, especially those that might imply weakness, for example crying, or showing our love to our children.
 - ▷ Sometimes when we are hurt or frustrated, we tend to withdraw from appropriate communication with those involved. While we know that issues don't get resolved while we go into *submarine mode*, sometimes we simply let them fester for too long.
 - ▷ When it's needed, we need to recognize our emotions, request a timeout to calm ourselves down, and courageously and courteously address difficult issues before they get out of hand.
 - ▷ Some emotions need time to resolve such as the grieving process after a significant loss. We need to be patient with the process, and take the time it needs. During these times, a close confidante can be helpful for encouragement and for challenging us when needed so we don't get comfortable in the victim role, and don't become a malingerer.
A confidante or mentor can help us return to joy.

Self-regard is
not arrogance.
Emotional self-awareness
is not self-preoccupation.
We ought to be humble yet
not oblivious to how
we come across to others.

- ▶ **Differentiating between subtleties in one's own emotions while understanding the cause of these emotions and the impact they have on the thoughts and actions of oneself and others.**
 - ▷ Sometimes we just feel bad or morose and don't know why. Or we may experience *free-floating anxiety* but are unable to pinpoint its cause. It may be one of the *big six* negative emotions: anger, fear, sadness, disgust, shame, or despair—knowing which can be helpful.
 - ▷ Sometimes we cause our own problems. We may not be keeping ourselves in good physical shape, or we be doing something to excess. We may be prioritizing our own interests before the needs of the important people in our lives.
 - ▷ Discussing this with someone you trust may help you determine more precisely what is causing your distress and what you might be able to do about it.

My own nature is to be *task oriented*, and I can easily prioritize my work at the expense of my relationships.

3. Self-Actualization

- ▶ **The willingness to persistently try to improve oneself and engage in the pursuit of personally relevant and meaningful objectives that lead to a rich and enjoyable life.**
 - ▷ The military advertises for recruits with phrases like '*be all you can be*,' '*an army of one*,' '*the few...the proud...the Marines*.' There is something within us all that motivates us toward achievement, to experience the thrill of victory, and to know we've overcome a challenge to reach a goal.
 - ▷ Without new challenges and accomplishments, we can stagnate. We men can sometimes get lazy and be satisfied with insignificant goals. We may feel good when we take five strokes off our golf game, set personal records in a videogame, or be able to discuss the weekend sports at work. While there is nothing wrong with these things, someday we'll regret it if we have never set and met goals that make us a better man, husband, father, or employee.
 - ▷ There is no shortage of resources for you to *up your game* in any area of your life. You simply need to make a plan and a commitment and begin. Many of us might benefit from an accountability partner, someone who makes us 'go on the record' for our goals. The saying of Benjamin Franklin is still true, "By failing to prepare, you are preparing to fail."
- ▶ **The lifelong process of growth in spirituality which provides one's primary motivation.**
 - ▷ We men sometimes believe that there is nothing we cannot handle. And the more successful we've become the more likely we may be to believe that. But life isn't always fair, and there is likely to come a day when you reach the limits of your ability to cope.
 - ▷ Many men find that the only way they can survive life's curve balls is through a relationship with God. In fact, many are able to face those struggles with an unbelievable peace and joy that often astound those around them. If you need assistance in this area, reach out to someone you know has this area resolved (or contact one of the authors on this website).

Those who improve with age embrace the power of personal growth and personal achievement and begin to replace youth with wisdom, innocence with understanding, and lack of purpose with self-actualization.

Bo Bennett

Being all you can be doesn't mean success in business at the expense of your health or family. It's doing your best in all areas of your life while maintaining a healthy balance.*

* Don't wear yourself out trying to get rich. Be wise enough to know when to quit. (The NLT Bible, Proverb 23:4)

B. Self-Expression

Being free to be who you are when you are at your best, and to communicate openly and non-defensively with other people.



4. Emotional Expression

► **Openly expressing one's feelings verbally and non-verbally in appropriate actions, words, and tone.**

- ▷ Once we are aware of and in control of our emotions, when the timing is appropriate, we need to express them to others. We do not need to be wimpy men who cannot verbalize what needs to be said, and when we do speak, we can express even the strongest emotions in a calm way. Even when we disagree with someone, we can do it without being disagreeable.
- ▷ Certain messages need to be repeated, such as the love we have for our wife, family, or friends.
- ▷ This is a skill that takes practice and intentionality. You may want to script out certain critical conversations and edit them carefully to ensure you are clear and use an appropriate tone. A scripted conversation that you write for your child should include your wife's thoughts.

My wife and I have scripted out many conversations we've had with our children. We still do it as empty nesters when dealing with sensitive matters. We're always glad we've done it.

5. Assertiveness

► **This involves communicating feelings, beliefs, and thoughts openly, and defending personal rights and values in a socially acceptable, non-offensive, and non-destructive manner.**

- ▷ Sometimes we men, when we need to defend ourselves or our decisions, can come across as unnecessarily authoritarian. Or we may choose to speak in a deep, commanding voice. If we are in charge, or a decision rests with us, even if we speak in a quiet voice, or a sympathetic tone, those affected will have to follow, and may likely appreciate that you have heard their concerns, and still care about them even though you have decided against their preference.
- ▷ Learning to become appropriately assertive takes casting off some beliefs that you have always assumed to be true. Near the end of this article is a summary of the book, *When I Say No, I Feel Guilty*.

Assertiveness Looks Like This

- Saying *no* to things you don't want to do
- Telling people how they make you feel
- Sharing your honest thoughts about your experiences
- Instead of talking to other people, talking directly to the person you have an issue with
- Making your expectations clear upfront and not assuming people will figure them out

Taken to the extreme, assertiveness can be off-putting aggressiveness. The Bible says we should speak the truth but do it in love. (Ephesians 4:15)

Assertiveness



Why is it that you never see a motorcycle in front of the psychiatrist's office?

6. Independence

► **Being self-directed and free from emotional dependency on others. Completing decision-making, planning, and daily tasks autonomously.**

- ▷ When a group of men were asked when they first felt like a man, some of the answers included: ‘when I left home,’ ‘when I got my first car or apartment,’ ‘when I joined the military,’ ‘when I had my first drink,’ ‘when I got married,’ and ‘when I became a father.’ Becoming independent and feeling fully responsible for your own success is an exciting time. Some men seem fall in love with the idea of being independent, and it *is* a key milestone in life. But mature men realize that not every situation in life is able to be managed solely by themselves. If a man is married, he should learn that partnering with his wife makes a stronger team.
- ▷ Ideally, we men can manage our own tasks most of the time, but recognize that there are times when a healthy *interdependence* on others is needed. For example, many of us stubbornly refuse to ask for directions when we’re lost, or we may tolerate an illness that would have been more easily treated by a doctor if dealt with earlier. Mature men don’t try to be *macho* and go it alone when they know they others could help.

► **In a marriage, forging mutual agreements, and building a healthy and unified family unit.**

- ▷ Many of us married men have difficulty treating our wife with the appropriate level of respect and trust that she deserves. We’re used to making our own decisions, we may have a larger salary than her, and we may believe that we are the leader of the family. A mature husband who loves and respects his wife will treat her the way he would like to be treated.
- ▷ Men who believe that the Bible understand that it teaches that the man is the head of the household and the spiritual leader of the family. It is true that this pattern does make decision making and accountability clearer, but at the same time, Scripture also instructs the husband to love his wife. So, we ought not to make unilateral decisions on significant matters without consulting with and giving commensurate consideration to our wife’s opinion, needs, and desires.
- ▷ In every marriage it’s natural to divide up the daily responsibilities based on talents and interests, and for many things that is fine. But some of us men prefer to relegate certain tasks to our wife that are better handled as a team—child rearing as the prime example. An amazing father will stay actively engaged with his children from their first days, and will clearly and frequently communicate to his children his love, acceptance, and understanding. He will continue to hone his skills as a parent and stay abreast of his children’s environment and culture.

**FEW ARE MADE FOR
INDEPENDENCE, IT IS
THE PRIVILEGE OF
THE STRONG**

FRIEDRICH NIETZSCHE

Being a father who was there for his children is one area where I have actually received compliments. Over the years, I have intentionally limited my time at work, and taken jobs near my home so that I could often be home for my children when they came home from school. Further, my wife and I were very glad that she could be a full-time mom when our children were young.

C. Self-Management

Keeping open minded and focused, helping you to channel your energies and contain your frustrations.



7. Emotional Self-Control / Equanimity

- ▶ Refraining from reactive and inappropriate actions, being able to settle down and think carefully before acting. Remaining calm and clear headed under stress.

- ▷ It can be easy for us men to be explosive in our words and actions, especially in *fight or flight* situations. Even in these situations, taking a moment to stop and think for a bit can often help us respond in a more appropriate and effective way.
- ▷ *Equanimity* is the ability to remain poised and level-headed even in the most stressful times. It is easier for people to trust us and follow our leadership if we remain in control of our emotions.
- ▷ It takes considerable training and practice for an EMT to take charge calmly and firmly at the scene of a catastrophe. This is the kind of behavior that mature men can emulate.
- ▷ We should strive to be the kind of man people like to be around. Hopefully, they can count on us to always remain calm, be optimistic, act rationally, and act out of loving concern for others rather than selfishly.

When I was younger, I tended to blame my Italian nature for my expressions of anger at others. Over the years I am learning to be more relaxed and thoughtful before taking actions.

8. Intentionality

- ▶ Understanding that progress and achievement come from deliberate actions rather than by chance. Deciding to take the right and courageous path rather than the easier or less risky ones by default.

- ▷ Most of us have probably dealt with grief and we know first-hand that time heals all wounds. Sometimes we over-generalize that and believe that time changes *things*, for example that someday we will outgrow our unhealthy habits. A mature man knows that only *change* changes things. We need to be intentional about becoming the men that we would like to be.
- ▷ Some of us can be pretty satisfied with who we are and be pretty defensive when criticized. But none of us are perfect, and to hate change is to hate improvement. It's also to frustrate the dickens out of those you love.
- ▷ In a business context, the axiom is: If you haven't improved your business in the last 6 months, congratulations—you are now 2 years behind your competitor!

"To live intentionally implies that it is not going to be always convenient, but it is what will take you to significance if you do not give up."

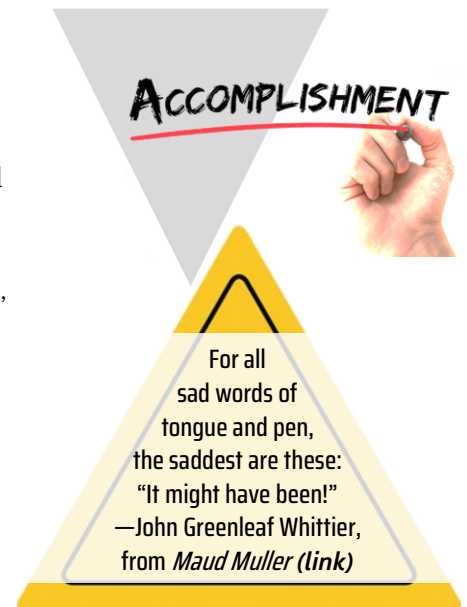
SUNDAY ADELAJA

At times I groan a lot. Afterwards I (usually) realize that I've grown a lot. And I find that next time I'm (usually) able to not groan so darn much.

To hate change is to hate improvement. And it's to frustrate the dickens out of those you love

9. Achievement Orientation

- ▶ Recognizing that we are measured by what we accomplish, not by our dreams, good intentions, or sincere efforts.
 - ▶ It can be easy to judge ourselves by our intentions or our efforts. We need to remember that those around us are more likely to judge us by the tangible results they see.
 - ▶ Someone once defined a *professional* as one who does what must be done, no matter how he feels about it. We need to put as much effort into being a *man* as we do into our careers.
 - ▶ “Do it badly; do it slowly; do it fearfully; do it any way you have to, but do it.” —quote by Steve Chandler, author of *Reinventing Yourself*.



10. Adaptability

- ▶ **Having a plan yet not falling in love with it; being able to roll with the changes as circumstances dictate.**
 - ▶ In every great endeavor you attempt, you need a plan. Yet it is often stated, “No battle plan survives contact with the enemy.” Plans and budgets are necessary starting points, but they are never perfect, and they require ongoing monitoring and revising.
 - ▶ Some of us men like things systematic and orderly—a place for everything and everything in its place. Some of us leaders prefer the status quo, and those who push for change irritate us. But in a changing world, we cannot remain static. Leaders especially, need to prepare for the future, despite its unknowns.
 - ▶ It has been said, “It is not the strongest or the most intelligent who will survive but those who can best manage change.” (Leon C. Megginson) The best leader of a team, organization, or family must be an agent of change, and learn the principles of effective change management.
 - ▶ Some fathers unconsciously place expectations on their children so that they will succeed like he did. A man like this may fail to realize how drastically the world has changed since he was their age. As fathers, we need to keep attuned to our children’s world: the culture, technology, media, economic realities, schooling, peer pressure, etc. Then our expectations must adapt to the new realities on the ground.
-



D. Stress Management

Seeing the big picture and refraining from letting issues get out of hand.

11. Optimism / Positive Outlook

► Maintaining a positive attitude and outlook on life.

- ▷ No one enjoys the company of the eternal pessimist. Some of us pride ourselves on being realists—men who can predict every risk or pothole. Yet, the more we do this, the more people are likely to dismiss our opinions merely because they always seem so dire.
- ▷ Often, we find ourselves upset or worried about a potential problem, and we later find that it never occurred—we worried for nothing and stressed out ourselves, and possibly others. One verse in the Bible states, “The lazy man says, ‘There is a lion in the road!’ A fierce lion is in the streets!” We need to be men who courageously face trouble and don’t back down without a fight, at least when a fight is warranted. The best leaders ‘eat problems for breakfast.’
- ▷ The more we can be optimistic, the more influence we will have on those we lead, whether in our workplace or in our home.

► Remaining hopeful and resilient despite occasional setbacks.

- ▷ Even with our best planning, there will be times when we run into unexpected setbacks. Dr. Prem Jagyasi says, “When you feel too positive to be doubtful, too optimistic to be fearful, and too determined to be defeated, you are undeniably on the way to success.”
- ▷ There will be challenging times and situations in which we may have few good choices. These can be used as reflection points that force us to examine our own faults; see the bigger picture; reassess our assumptions; find out who our real friends are; ask for help; or grow deeper in our faith.
- ▷ Especially when we are leading others and we experience a setback, this is when we need to be the ‘adult in the room,’ and remain calm, encouraging others with our positive attitude and fortitude.

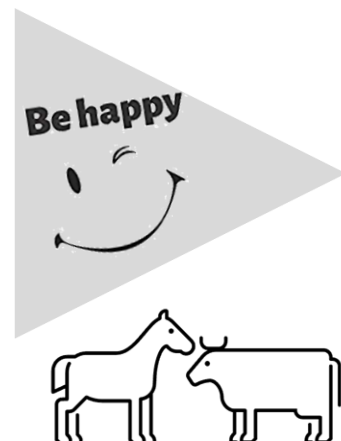
► Avoiding being a chronic nag, critic, complainer, or victim.

- ▷ Some people can be so annoying that you want to shake them and tell them to “Grow up!” You may not be able to change another person’s innermost character, but you can examine yourself and make sure that you have not become one of them.
- ▷ When the time is right, and you must criticize someone, keep in mind some basic principles: Be polite; Speak as you’d wish to be spoken to; Keep the relationship more important than the problem; Use the ‘envelope technique’ where positive affirmations are given both before and after the criticism.



I used to think of myself as neither an optimistic nor a pessimist, but rather a realist because I was good at foreseeing potential issues. I’ve since learned that people can easily view realists as pessimists. Once I stopped trying to point out every risk, I discovered that the world didn’t end, and people around me were happier.

See Principle #43 ([link](#))



Discontentment is the price we pay for being racehorses instead of cows.

12. Flexibility

- ▶ **Adapting emotions, thoughts, and behaviors to unfamiliar, unpredictable, and dynamic circumstances or ideas.**
 - ▷ Item #10 above is *Adaptability*—a willingness to confront or change your own ideas and preconceptions. *Flexibility* is more a willingness to ‘meet others halfway.’
 - ▷ Sometime we men can get bull headed and reject the opinions of others without giving them due consideration. This is likely to cause resentment and strain the relationship. When a discussion has reached the point of disagreement, we would be wise to be flexible, to adopt a humble attitude, and consider the other side of the argument. Even when we are in charge, and we decide to reject the other’s suggestion, they will be less defensive if they know that we at least took the time to understand their viewpoint.
 - ▷ Compromise is not always a bad thing, unless it is about something that is unethical. In brainstorming sessions, you will often see that a nonoptimal idea can trigger other ideas that are not so bad. A well-run brainstorming session can truly prove that ‘two heads are better than one.’

13. Stress Tolerance / Endure Hardship Well

- ▶ **Coping with stressful or demanding situations and being able to manage or influence situations in a positive manner.**

Don't sweat the small stuff
—It's all small stuff

- ▷ We all face stress in our lives, and sometimes it seems like multiple crises are happening all at once. Maintaining our equilibrium under stress, and making the best of it can be challenging but it is a good skill to develop.
- ▷ Some of us have a tendency to deal with stress in ineffective, unhelpful, or unhealthy ways. We may deny the reality of the situation, procrastinate in dealing with it, or chose to escape by turning to alcohol or drugs. When we choose these types of behaviors, sometimes the issue only becomes worse, or other people may be hurt by our actions.
- ▷ Stress can increase the level of cortisol in our bodies, which can be helpful in the short term, especially in preparing us for fight or flight. Some medical researchers believe that chronic stress can lead to cancer. Ideally, stress should be addressed and resolved quickly.

A few years ago, several situations that I was involved in were very stressful. This lasted for about 3 years, and while I thought I was handling the stress well from an emotional standpoint, I was not aware of the toll it was taking on my body. While the stress may not have directly caused it, I did develop a chronic physical malady that is still very painful and stubbornly resistant to medical treatment.

Just when you think
you're winning the
rat race,
along come
faster rats.

It has taken me some time to adjust to a moderately high level of chronic pain. I continue to work with various doctors and miscellaneous treatments, and I'm learning to deal with lowered productivity. But I have determined not to be a malingeringer, and while recognizing my limitations, I am pursuing my goals with as much energy as I can. In the past 3 months, I have written a 240-page book with a 16-video website and taught a class of 25 adults on it. So there's that.

► **Being able to accept help from others, when necessary, without being unpleasant about it.**

- ▷ Some stressors can be very troubling, such as chronic pain, debilitation, or a diagnosis of a terminal disease. In these kinds of situations, we may need to learn how to endure hardship well, stay true to our beliefs, be optimistic, and make the best of it. As we age, these types of stressors are likely to become more frequent and we do not want to become the neighborhood's Mr. Grumpy-Pants.
- ▷ Some of us men are natural helpers, and when a situation arises where *we* are the one who needs help, this can be traumatic. We may deny the reality of the situation or feel guilty accepting help. Ideally, we can learn to be gracious and to show appreciation of the help that others provide.



14. Return to Joy

► **Being able to quickly return to a positive state of mind after setbacks, disappointments, etc.**

- ▷ Emotionally healthy men normally live in a state of joy. They have put past regrets behind them, they live *in the moment* making the best of each day, and they are optimistic about the future. When a major setback or disappointment occurs, it has the potential to 'ruin your whole day,' if you let it. But men who know how to return to joy quickly don't let these things set them back for long.
- ▷ Sometimes the ability to *return to joy* is called *mood repair*, and that's a good description. If you have learned how to return to joy, you know that no one can make you feel bad or defeated or despondent—not without your permission. The circumstances don't matter because you don't live 'under the circumstances.' You keep the big picture in mind, and especially if you are a man of faith, you can learn to return to joy within mere minutes.
- ▷ Men who are leaders and know how to return to joy quickly can greatly enhance their team's morale. It's easier for team members to trust a leader who is not overwhelmed in any situation.

Recently in a sensitive conversation I said something that was true, but not expressed well. And in hindsight I recognize the timing was not ideal. This was an important relationship and when I realized the damage that I'd caused, I went into a funk. Sadly, it took me 2 days of sulking before I got over it. I clearly did not return to joy as quickly as I should have.



E. Social Awareness

Helps you tune in and stay alert to others' feelings and perspectives, and enables you to observe—accurately—influencers, decision makers, relationships, and informal networks.

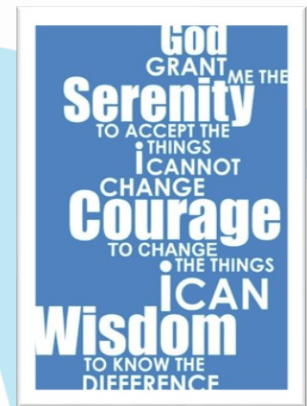


15. Organizational Awareness

- Appreciating the realities of the broader context and structures of which you a part, recognizing what is changeable and what isn't.

- ▷ Whether you are a part of a large organization, a small team, a community group, or a family, it is important to know the written and unwritten 'rules' by which people in the group operate, and what values and expectations they have for you. Often you may have to find a seasoned confidante who can tell you these things. This can help you avoid saying or doing things that jeopardize your relationship to and within the organization. Later in this document is an article about improving your political skills in a business context.
- ▷ In a work situation, whether you are an entry level employee, mid-level, or a C-level executive, your effectiveness on the job can only be maximized when you understand and remember the realities—written or not—of the organization.
- ▷ A leader who moves into a new position is wise not to make major changes too quickly. It takes considerable time to understand a new situation, why things are done the way they are, who the true stars are on your team, what the real root causes of issues are, who really has influence, what the unspoken politics and hidden agendas are, etc.

One man I mentored was expressing his trouble at getting along with a fellow employee. He could not understand why this lady was not fired, given her lack of skills and tact. She had been assigned to many positions and seemed to fail at all of them. My suggestion to him was to assume that she may be related to someone in the organization with clout and none of her managers had the moxie to fire her. If that *were* true, it would be an unchangeable reality, and it would be risky to ever say "get rid of her or me."



16. Situational Awareness

- Understanding the personalities around you and how they wish to be treated.

- ▷ The Golden Rule is "Do unto others what you would have them do unto you." You probably appreciate it when others care about you enough to find out about your likes, dislikes, etc. So take the time to really know the other people in your orbit and understand what makes them tick.
- ▷ While it might make some of us wince, in today's culture asking a person you meet what pronouns they prefer, would be an example of being situationally aware.
- ▷ The best leaders take time to know their people (or direct reports) and to learn each of their preferences in various situations. For example, a new employee may wish to have some guidance on how an assignment should be handled, whereas a senior person may prefer the freedom to freelance with an assignment.

► **Recognizing that there is always a range of options available to you and that determining the best course of action may take considerable thought.**

- ▷ Some of us men are quick witted or have the gift of gab. We react spontaneously in conversations and don't like to be bothered with thinking before speaking. If you're like me this trait can often get you in trouble.
- ▷ Some of us are very action oriented. We don't like wasting time and we make decisions quickly...for better or worse.
- ▷ If we are men who think or act quickly, it behooves us to take it easy, and put some brain power to work first. We'll find we make fewer mistakes that way, and won't need to apologize as often.
- ▷ In crucial situations, you may want to include other key people in your decision making. At home, your wife should usually be included in any major decision; at work it might be a boss or peer. These people might give feedback on a decision before it's made, or they might be invited to brainstorm with you to elicit other potential solutions.

A neighbor of mine once read a book I had written on parenting. Afterward he commented, "If I do everything in your book, I'd have to slow down whenever I speak to my son, and think before I talk." My response was, "I think you get it! If you want to follow the Golden Rule with your son, it *will* take time to think about how you would like to be treated if you were your son."

17. Social Responsibility

Willingly contributing to society, to one's social groups, and generally to the welfare of others. Acting responsibly, having social consciousness, and showing concern for the greater community.

- ▷ We are all part of a local community, a city, and a county in the USA, and we derive benefit from these groups that we are a part of. We may also belong to a church, a civic club, a homeowners' association, a school board, or a political party, etc. Many of these organization might be able to use your skills and talents in some way. We cannot all be *takers*; some of us must be *givers* in these contexts. If you are not involved in any way serving a community larger than your own family, have you at least considered who you might be able to help?

While golfing in Hawaii once I met a man who was retired and had a goal of golfing on every course in Hawaii. The next day we played together at the Makaha pro course. Wow! Nice, yes, but definitely pricey! I've suggested to a couple of retirees I know that they consider volunteering their skills for some charitable organization. I've done that and now serve as executive director at my church. I've been able to use many skills I've picked up in my career — even more fulfilling than golfing!

F. Relationship Management

Developing and maintaining mutually satisfying interpersonal relationships that are characterized by trust and compassion. Enables you to bring out the best in others. Helps you deliver much more than you could do on your own.



18. Others-Regard

- ▶ Genuinely showing love and respect to others, without malice or prejudice.

Appreciating that every individual is made in the 'image of God.'

Graciously tolerating and acting sympathetically with others' limitations and boundaries.

- ▷ Most people can easily notice our attitude toward them. We may think we've hidden it well, but often it is obvious to others. When we truly view others as valuable and individual persons, we will not act in demeaning or arrogant ways.

- ▷ Every person has their own unique personality, background, skills, passions, peccadillos, limitations, risk tolerance, personal space preferences, etc. A man with a high EQ will notice these, and interact with each person in ways that respect those differences.

I once had a boss who would give each of his staff members a bottle of wine for Christmas. He did this year after year, and was not sensitive that some of his staff members did not drink, and that some seemed to have problems with alcohol.

- ▷ The innate regard you have for others is typically influenced by a multiplicity of factors. Some of it may be from parental role modeling, either for good or bad; from repeated social missteps that you eventually learn from; and some may be a part of your spiritual values. I like the adage that advises, "Learn from the mistakes of others—you cannot possibly live long enough to make them all yourself."

I once had an outspoken, gregarious director who had opinions on everything. I observed that in meetings he let the other men talk freely, but when a woman was talking, he very frequently interrupted them. I mentioned this to him one day, and of course he seemed surprised. I assume he tried to watch himself after that, but sadly I didn't see much improvement.

19. Remaining Relational

- ▶ Keeping your relationships with others as more important than your differences of opinion. Focusing on future success instead of past failures, and on actions rather than feelings.

- ▷ Interpersonal conflicts are an unavoidable aspect of living around other people. When you are in conflict, it is helpful to remember that the relationship is more important than the issue at hand. Once the issue is resolved, you are likely to have future disagreements with the same people. If they know you as someone who argues fairly and respectfully, things will go better.



- ▶ Neither you nor anyone you interact with is always right. Even in areas where you are the expert, sometimes less skilled people may be able to help. For example, you may be ‘missing the forest for the trees’ or be ‘lost in the weeds,’ whereas the non-expert may be able to see the bigger picture more clearly.

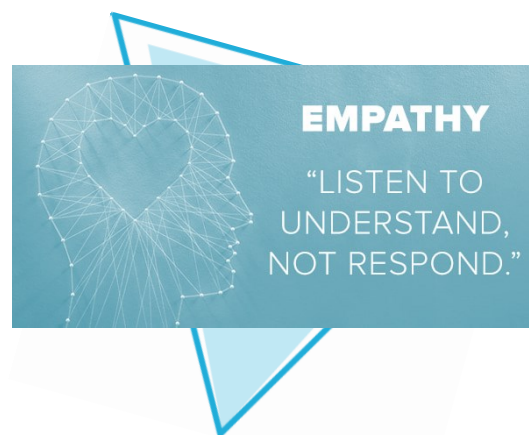
20. Empathy

- ▶ **Recognizing, understanding, and appreciating how other people feel. Being able to articulate your understanding of another’s perspective and behaving in a way that respects others’ feelings.**

Note: *Empathy* is defined as “The ability to identify with or understand another’s situation or feelings, or the intellectual identification of the thoughts, feelings, or state of another person.”

By way of contrast, *sympathy* is “the feelings of sorrow or pity for the misfortunes of others.”

- ▶ When you ask another person, “Help me understand,” and you verbally express another person’s viewpoint accurately back to them, you show that you are empathetic with them. This implies you care about them, that you respect them, and that you are not intent on railroading them. It forms a connection with them that will ease the subsequent conversation. This is especially important when it is likely that you may have serious differences of opinion.
- ▶ One idea that is often helpful when disagreements occur, is to identify what the disagreement is over. It is likely to be one of three things: **Facts**; **Goals**; or **Methods to achieve the goal**. If you differ over the *facts* of the situation, it may be time to do more research or ask a seasoned expert for assistance. If you differ on *goals* in a work situation, it’s vital to know this, as it may be time to escalate the issue to a more senior boss, and get clarity on what you should be trying to accomplish. If you differ on *methods* to achieve the same goal, it may be time to compromise, as long as the goal will be achieved ethically by whatever method.



21. Humility

- ▶ **Genuinely understanding that others may be more right or talented than you, and that you may be able to learn from them. Avoiding arrogance and talking down to others.**

- ▶ In Jim Collins’ book *Good to Great*, he refers to detailed studies on American businesses, and describes a surprising finding. It is that one key difference between good companies and great ones is that the key leader is a person of humility. A CEO may come across a building maintenance worker and in discussion he may learn something that could help the business operate better; something he may not have learned if he wasn’t humble enough to respect the opinion of everyone in the organization.
- ▶ No one likes to be talked down to. An arrogant person is not a pleasant one to be around. You or I may be an expert in the things we have done for years, but that doesn’t mean we know everything. For example, after I received my master’s degree in computing, I worked as a computer programmer for years. I did well and I felt knowledgeable and competent. But I started seeing recent college graduates being hired that had been trained on newer techniques—things that I didn’t know. It was frustrating to see my finely honed skills diminish in value. In some fields like computing and medicine, the reality is we have to stay current whether we like it or not. And as we said earlier, professionals do what must be done, whether they feel like it not.



22. Approachability

► Being a good listener: open-minded and non-defensive.

- ▷ The best interpersonal relationships are dependent on both parties being good listeners. There is a synergy between two or more people working together that is maximized when communication is done well. For many of us men, I suppose, we are better speakers than we are listeners. We like to be problem solvers and that requires us to share our expertise, not to merely listen. We need to keep reminding ourselves that good listening skills are critical to good relationships. And, if we need to learn how to do better, there are numerous, free videos available online that address this skill.
- ▷ One key to listening well is to be open-minded. This is best done by us if we have a good *others-regard*, and a humble attitude. When someone says something that doesn't seem right to us, our open-mindedness would be demonstrated when we respond with questions like, "Could you explain your idea in more detail?" or "How do you envision that would work out?"
- ▷ When a family member or close friend approaches you with a problem, keep in mind that sometimes the first problem they present may be a *presenting problem*. People often do this as a test to see how you handle it, whether you are truly caring and non-judgmental, or if you are condescending, critical, or arrogant. If you pass the test with the presenting problem, they may then ask you about a deeper problem that they have, but wouldn't want to divulge to someone who would not be helpful. Because someone may really have a deeper issue, once you address the presenting problem, you may want to ask if there is anything else on their mind that you might be able to help with.
- ▷ Occasionally a presenting problem may be asked in a sneaky way, with the intent to see if you will protect their confidentiality or if the issue will hit the rumor mill. It may be some time later that the real issue will be told to you. Confidentiality is important for you to keep no matter what.
- ▷ When someone says something that is shocking to you, you might want to display your best poker face so as not to come across as potentially not up to the task of helping.
- ▷ Being a good listener will often set you apart from the crowd. People may seek you out when they need help with a work-related problem, or even a personal problem, when they have nowhere else to turn.



I once had a friend ask me for some marital counseling. Early on he said that before they were married, he admitted to his fiancée that he had had 13 previous sexual partners.

His wife told him she had had 15.

I was shocked but apparently hid it well enough.

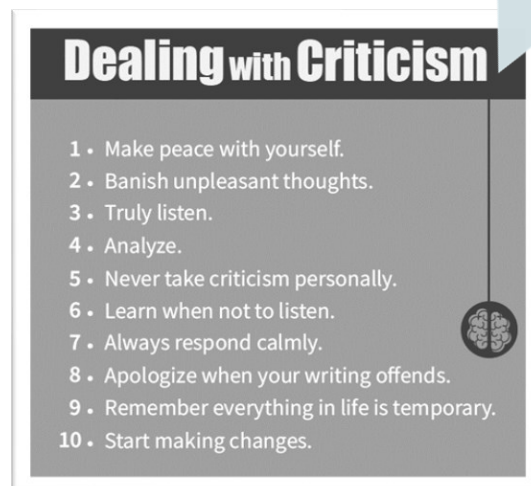
But just to be clear I asked, "Did you say 15?"

He answered, "No, 50, Five-Oh."

That took even more concentration to not look shocked!

► **Being open to criticism from others and looking for elements of truth in it even when it is not expressed courteously.**

- ▷ Any conversation you are in will progress more smoothly if you don't take comments personally, and are non-defensive. If someone criticizes you or your work, rather than taking offense, you should humbly try to understand the reason for the comment...they may have a valid point, and it might be something you can actually learn from and grow. If you can not only be non-defensive, but express appreciation for the input, you will demonstrate what high EQ looks like.
- ▷ If you can hear legitimate criticism, and actually take action to improve yourself, others who see this will likely gain a measure of respect for you, and may even try to emulate that kind of maturity.



23. Conflict Management

► **Handling disagreements without being disagreeable. Defusing anger and defensiveness in other people. Being able to see the other person's point of view.**

- ▷ Conflict is inevitable. And handling it well will make interactions easier for everyone involved.
- ▷ To be good at this complex skill draws on most of the areas we've already discussed:

#2. Emotional Self-Awareness;
#4. Emotional Expression;
#5. Assertiveness;
#7. Emotional Self-Control / Equanimity;
#11. Optimism / Positive Outlook;
#12. Flexibility;
#13. Stress Tolerance / Endure Hardship Well;
#15. Organizational Awareness;
#16. Situational Awareness;
#18. Others-Regard;
#19. Remaining Relational;
#20. Empathy; and
#21. Humility.

- ▷ It also draws on skills we haven't covered yet:
#25. Influence;
#26. Inspirational Leadership;
#27. Teamwork;
#29. Problem Solving;
#30. Reality Testing / Objectivity;
#31. Impulse Control; and
#32. Courage.

- ▷ No wonder conflict management is so difficult and fraught with peril!
- ▷ It is often helpful to remember what we said under the Empathy area: Disagreements are often about one of three things: Facts; Goals; and Methods to achieve the goal.
- ▷ In a work setting, when even good conflict management cannot achieve a satisfactory resolution, you may have to escalate the issue, or involve other parties such as the human resources department.



24. Coach and Mentor

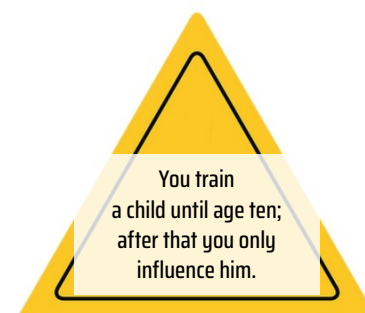
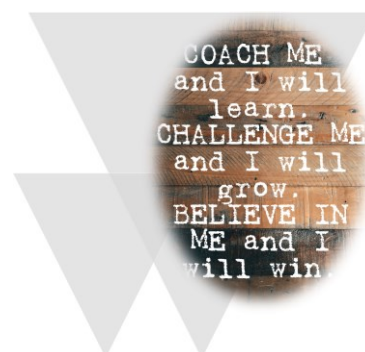
- ▶ Providing advice and assistance in an enthusiastic and supporting manner. Being able to demonstrate and explain things patiently and clearly.

- ▷ Some of us men may fondly remember a sports coach that had a positive influence on us. When we coach others and help them reach their potential it can be a rewarding experience for us. This is true even in non-athletic endeavors, and can be especially fulfilling when we help others identify and make progress toward their life goals.
- ▷ Like the Conflict Management area, to be a good coach or mentor requires a sizable number of the other areas of EQ.

Note. Toward the end of this document are two articles that detail what good coaches and good mentors do.

- ▷ In the typical workplace setting, there is a clear distinction between coaching and mentoring. A table comparing the two roles, from Kent State University ([link](#)), is here:

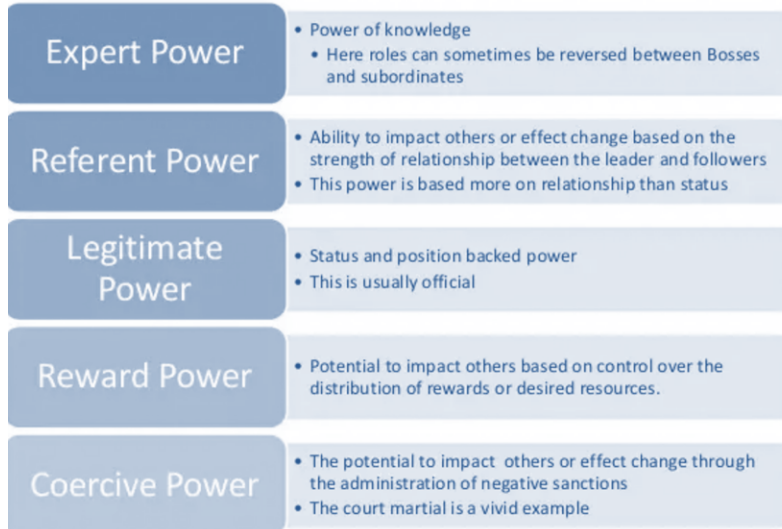
Topic	Coaching	Mentoring
Timeframe	Relationship is more likely to be <i>short-term</i> (up to 6 months or 1 year) with a specific outcome in mind. However, some coaching relationships can last longer, depending on goals achieved.	Relationship tends to be more <i>long-term</i> , lasting a year or two, and even longer.
Focus	Coaching is more <i>performance driven</i> , designed to improve the professional's on-the-job performance.	Mentoring is more <i>development driven</i> , looking not just at the professional's current job function but beyond, taking a more holistic approach to career development.
Structure	Traditionally more <i>structured</i> , with regularly scheduled meetings, like weekly, bi-weekly, or monthly.	Generally meetings tend to be more <i>informal</i> , on an as need basis required by the mentee.
Expertise	Coaches are hired for their <i>expertise</i> in a given area, one in which the coachee desires improvement. Examples: Presentation skills, leadership, interpersonal communication, sales.	Within organization mentoring programs, mentors have more <i>seniority and expertise</i> in a specific area than mentees. The mentee learns from and is inspired by the mentor's experience.
Agenda	The coaching agenda is <i>co-created by the coach and the coachee</i> in order to meet the specific needs of the coachee.	The mentoring agenda is <i>set by the mentee</i> . The mentor supports that agenda.
Questioning	<i>Asking thought-provoking questions is a top tool of the coach</i> , which helps the coachee make important decisions, recognize behavioral changes, and take action.	In the mentoring relationship, <i>the mentee is more likely to ask more questions</i> , tapping into the mentor's expertise.
Outcome	Outcome from a coaching agreement is <i>specific and measurable</i> , showing signs of improvement or positive change in the desired performance area.	Outcome from a mentoring relationship can shift and change over time. There is less interest in specific, measurable results or changed behavior and <i>more interest in the overall development of the mentee</i> .



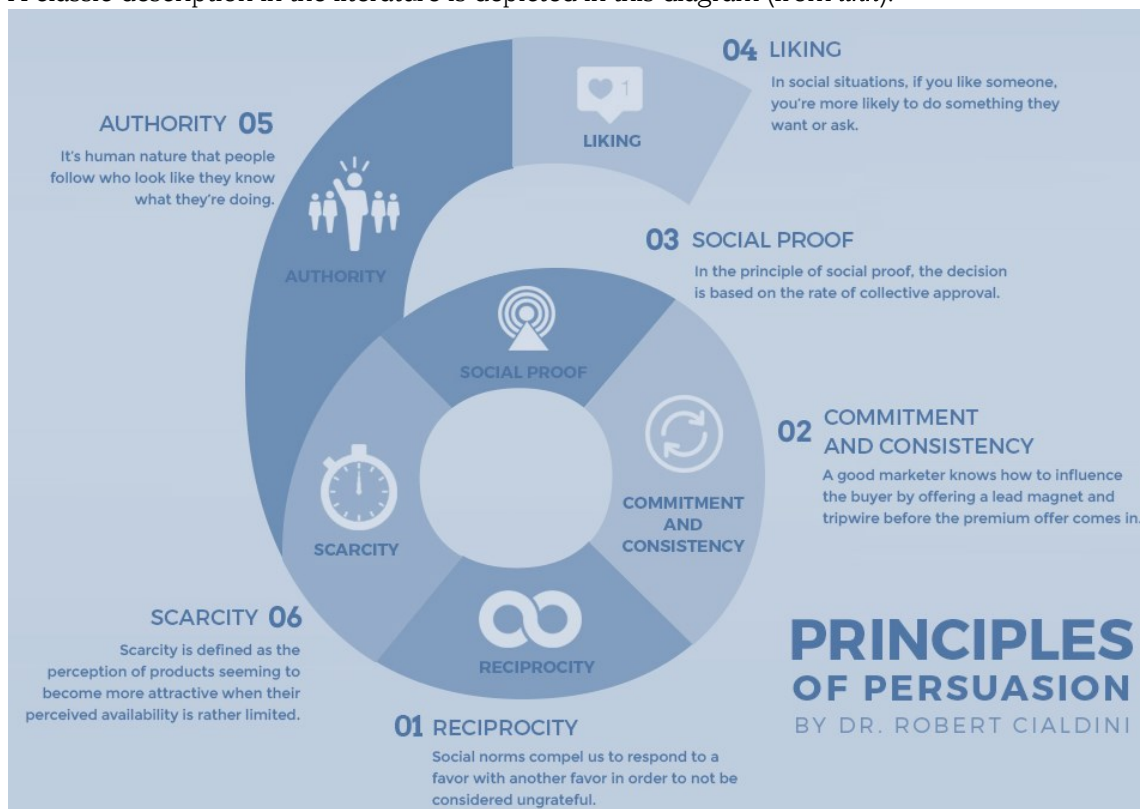
25. Influence

► **Encouraging others toward positive actions and results. Being a role good model.**

- ▷ Influence can be defined as, “The capacity to have an effect on the character, development, or behavior of someone or something.”
- ▷ There is much written about influence, or ‘*power*’ as it is sometimes called. For example, here is one chart (from [link](#)) that describes 5 types of influential power:



- ▷ A classic description in the literature is depicted in this diagram (from [link](#)):



- ▷ To me, the most obvious impacts on your ability to influence others are the clarity and appeal of your vision; your trustworthiness and honesty; your integrity and role modeling; your willingness to train and help others; and your genuine concern for others.

26. Inspirational Leadership

► **Creating and casting a vision for others that motivates them to higher levels of performance, quality, and pride.**

- ▷ Most men are leaders whether they realize it or not. They may not be a leader in the workplace, but they may be one at home, in a community group, or even simply among a group of friends.
- ▷ Within the workplace, I distinguish between *leadership* and *management* in this way:
 - Managers sustain and nurture existing operations. These things are critical to our success—but for our near-term success only.
 - Leaders blaze a trail and prepare us for future success and sustainability. They take us to new places, new performance levels, and new pride. They inspire us to commit to noble causes larger than ourselves.
- ▷ One online article on leadership ([link](#)) defines eight capabilities that leaders need to be successful:
 - Adaptability
 - Commitment to a Vision
 - Competent and Confident Communication
 - Emotional Intelligence
 - Empathy
 - Flexibility
 - Humility
 - Transparency and Authenticity

Notice how many of these we've included in our *emotional intelligence* list. There is a significant overlap between EQ and leadership—that's why the article near the end of this document is titled '*EQ Is Massively More Important Than IQ For Leaders.*' From a lengthy PDF on EQ ([link](#)), it states, "Leadership is largely an emotional intelligence. Some estimates put it as high as 90%. Leadership encompasses influence, achievement, drive, self-confidence, team skills, and political awareness. Failed leaders were too critical, moody, angry, defensive, and lacked empathy."

- ▷ There is an article later in this document that lists the '*Top 10 Qualities of a Great Leader.*' The last quality listed is 'Ability to Inspire' which is central to all leadership.
- ▷ Also toward the end of this document is a list of the '*100 Best Quotes on Leadership.*'



27. Teamwork

► **Being responsible and dependable as a team member who pulls his own load. Being willing to help others when they struggle.**

- ▷ You have probably been on teams that have been enjoyable and productive, and teams that have not been. Some of the differences may relate to the team leader, and others to the team members. The best leaders will have demonstrated the points made in the previous area, #26. But what qualities of team members contribute to a good team? There is an article toward the end of this document that describes the '*Ten Qualities of an Effective Team Member.*'
- ▷ You likely have a sense for all of these, but summarizing the article, these qualities are reliability; constructive communications; active listening; active participation; open sharing; cooperation; pitching in; flexibility; commitment; problem solving; and respect.
- ▷ A man of high EQ probably does these things without even thinking about it; doing these things is *second nature* to him. They are merely ways of living out the Golden Rule.

A historical oddity:
No husband was
ever shot while washing
the dishes.

—Michael Jordan—

**TALENT WINS GAMES, BUT TEAMWORK
AND INTELLIGENCE WIN CHAMPIONSHIPS.**

28. Gentle Protector

► Taking responsibility to aid people who are hurting, at risk, or broken. Showing genuine love and practical support.

- ▷ It's natural—and part of the game—in competitive sports to look for our opponents' weaknesses. But unfortunately, we men often do that outside of sports as well, when it's not always appropriate or helpful. If we are arguing with someone and notice a flaw in his thinking, we can be quick to point it out. Winning arguments can feel like sport to us, and we can take it on aggressively. But sometimes it seems that by winning an argument, we've won the battle but lost the war. This can be especially true with our wives.
- ▷ In my friend John Bell's book, *Core of a Man: The Blueprint to be an Amazing Man*, there is a whole chapter entitled *A Gentle Protector—How a Man Leads Others*. He quotes author Jim Wilder: "There are three types of men in the world: **predators**, **possums**, and **gentle protectors**. Predators pounce on weakness; possums hide their weakness; and gentle protectors are tender toward weakness. To become a gentle protector takes a measure of maturity and a lot of practice."
- ▷ When we are able to act like our best selves, we'll recognize that when we spot a weakness in another person, especially with our wives or children, we will want to be gentle protectors. We may have to resist our natural inclination to take advantage of the weakness in order to show supportive encouragement.
- ▷ When a gentle protector moves outside of his own family, he can create an atmosphere of hospitality, where others in need can find a place of acceptance, peace, and comfort. He will be glad to use his abilities and resources to help others in their place of weakness. He will intentionally keep his eyes out for widows and orphans, and others in need. He will give life and hope to those who desperately need it.
- ▷ Immature men are unable to be there for others in trouble. They may have to recover from the traumas in their own life, which we've all had. They have to grow through the 5 stages of psychological/personality development that John Bell's book describes:
 - Infant – I learn to receive
 - Child – I learn who I am and who my people are
 - Young adult – I learn fairness, and how to take care of someone else simultaneously
 - Parent – I learn how to take care of others sacrificially (children)
 - Elder – I learn how to take care of the community, especially the weak
- ▷ For reference, there is a really nice, fairly detailed article about EQ, much of it useful for parents, available online [*here*](#). A small extract of that article is included at the end of this document.



Aww...

**"Sometimes
it's not
the strength
but gentleness
that cracks
the hardest
shells."**

Richard Paul Evans

G. Decision Making

Making wise and timely choices, even in the absence of complete data. Recognizing when a decision should be made based on logic and when it should be based on intuition.



29. Problem Solving

- Finding solutions to problems in situations where emotions are involved. The ability to understand how emotions impact decision making.

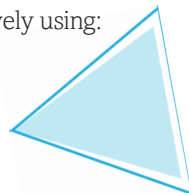
- ▷ Bill Perry, the CEO of *Quality Assurance Incorporated* once told me, “I used to think that 90% of decisions made in American business were made by emotions. I now believe that figure is way too low.” There is another saying that I like by John Churton Collins, “Half our mistakes in life arise from feeling where we ought to think, and thinking where we ought to feel.”
- ▷ Many of us men view ourselves as problem solvers. Sometimes when our wives express problems, we jump in and offer solutions, when what they might really be looking for is a sympathetic ear—or maybe a consoling hug (I speak from experience on this one, I can tell you).
- ▷ Most of us, even men with advanced graduate degrees, have probably never taken training on how to determine when to decide matters on logic and when to base them on emotion.
- ▷ Psychological studies show that about half of us—whether men or women—have an innate tendency to be *thinking types* and half *feeling types*.
- ▷ From an article by Wendy Scott, *Do You Make Decisions by Thinking or Feeling?* ([link](#)) gives this comparison between the types:

Thinking types

Thinkers use facts, concepts, and ideas to make decisions. They shut down any connection to feelings or values.

Thinkers make decisions objectively using:

- Logic
- Truth
- Justice
- Evidence
- Consistency
- Accepted standards
- Facts

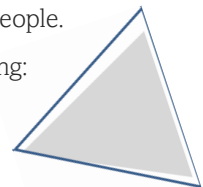


Feeling types

Feelers are concerned with emotions and how a decision fits in with values and affects people.

Feelers make decisions subjectively using:

- Values
- Love
- Mercy
- Harmony
- Praise
- Personal situations
- How things affect individuals



Example: A group of people were separated into two groups based on their decision-making type.

Task: The office will be relocated to another building. Plan the move.

The Thinking-type Group

Discussed: What's the budget? How much money can we save? How many desks? When is the best time for a move for the business?

Work teams would be plonked down according to numbers and pods of desks available. If there was a team of four, they got put in a pod of four. Things were decided by logic and fit.

There was no requirement to communicate anything to the staff until necessary. The stance was that people don't need to know anything until they have to do something.

The Feeling-type Group

Discussed: What will be the effect of the office move on the staff? How could we make it easier for them? What dates would be least disruptive, taking into account school holidays? How do we communicate a lot of data upfront, so people didn't get stressed? Where would people sit? Would the single admin person be lonely? Would finance be disturbed by the noisy ops people if we put them side-by-side? Who had access to windows? Was anyone crammed in by the toilet? Would people near the kitchen be disturbed by the noise of chatter and the smell of food?

- ▷ Scott summarized her article with these points:
 - There are two different extremes in how we make decisions.
 - Neither type is better than the other. They both have value.
 - None of us are pure thinkers or feelers. We are on a continuum.
 - The thinking/feeling continuum is to help us understand ourselves and others rather than to label us.
 - Think about where you are. Where are your colleagues and family? Knowing how people approach decision-making can help you get along with them better.
 - You can change how you make decisions if you have the knowledge and desire to do.
 - We may need to change and practice a different way of making decisions.

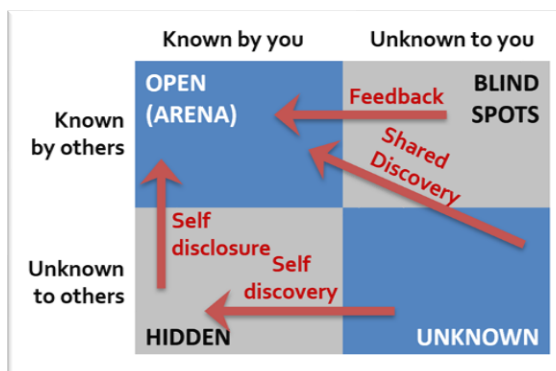
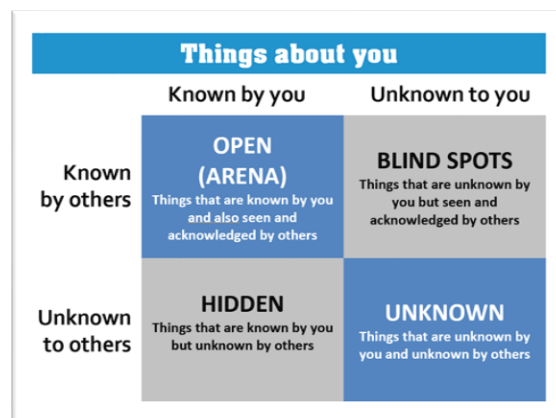
30. Reality Testing / Objectivity

- ▶ **Reality testing is the capacity to remain objective by seeing things as they really are. Recognizing when emotions or personal bias can cause one to be less than objective.**

- ▷ All of us have a worldview, i.e. a way of looking at the world around us and making sense of it, so that everything fits. But all of our worldviews have flaws and gaps because none of us is perfect or fully mature. The more our worldview matches external reality, the saner we are, and the more we are able to operate effectively in the world. When we encounter something that doesn't match our worldview view, we experience what is called *cognitive dissonance*. In response to this, we can deny the new reality, or we can adjust our worldview to accommodate it.
- ▷ One way many of us men form our worldview is through our faith. Some of us consider our source of truth to be the Bible, which we believe to be the Word of God, and when we do that, we find a confidence in our worldview. When we've encountered things that seem to contradict the pages of Scripture, then it forces us to examine the issue carefully. In those cases, if we dig deeply enough, we consistently find that the Bible stands firm, and has done so for thousands of years.
- ▷ Of course, all of us have our biases, some that we are aware of, and some we are not—these are *blind spots* to us. One tool that has been used to help people recognize their biases is called the *Johari Window*, which in its simplest form looks like this →

Note that there are four quadrants:

- ▶ Things that both you and others know.
 - ▶ Things that you know but others do not.
 - ▶ Things that you don't know but others know.
 - ▶ Things that neither you nor others know.
- Being aware of this, you can become more self-aware, and more known to others as shown by the arrows in this diagram →
- ▶ When people give you *feedback* on something, this is no longer a blind spot to you, which is usually a good thing.
 - ▶ When you *self-disclose* something about yourself that others didn't previously know, you are being more open. This may help people relate to you better.
 - ▶ When you and another person work together on something you've never done, this becomes a *shared discovery*, e.g. when a couple has their first child, together they will discover a lot!
 - ▶ When you discover something new about yourself, that is *self-discovery*, e.g. learning you're good at a new hobby.



31. Impulse Control

▶ The ability to resist or delay an impulse, drive, or temptation to act; Avoiding rash behaviors and decision making.

- ▷ If you are like me, you like action, and dislike delays. Perhaps getting a red light, or someone slighting you in some way, can set you off. Sometimes we can act instinctively out of anger. We can act impulsively and make decisions without a lot of thought, such as having a dessert or making a purchase. But if we pay more attention to our reflexive actions, we can work on becoming less spontaneous when it's appropriate to do so.
- ▷ Some things in life call for *delayed gratification*. Often when there's a desire to buy something beyond our means, we may have to muster the discipline to save for it over time. If you have credit card bills that you cannot pay off each month, that may be an indicator of an impulsivity that could lead to problems.
- ▷ If you're married, major decisions and purchases ideally should be discussed before decisions are made. Even if you are not married, this is an area where you might benefit from having an accountability partner to help you be more restrained.
- ▷ Some of us may have issues with alcohol or drugs. These kinds of issues may be more objectively identified by those around us than by ourselves. There are many resources such as AA or NA that may help, and you should seriously consider getting help if someone close to you suggests that you might have a problem. If you suspect you have a problem, but someone is enabling your behavior, you may have to 'play the man,' be courageous, and seek out help on your own—the sooner the better.

32. Courage

▶ The ability to take brave actions in a timely manner, despite the presence of risk. The ability to own the results of your decisions, to learn from them, and to stand strong in the face of failure, adversity, or criticism.

- ▷ *Congratulations*, you've reached the last of the areas of EQ!
- ▷ Here are ten things in life that require courage (from Tim Kight, [link](#)):
 1. Saying no to a strong, disruptive emotion.
 2. Doing the difficult and right rather than the easy and attractive wrong.
 3. Change.
 4. Saying you're sorry.
 5. Admitting you were wrong.
 6. Forgiving someone who has hurt you.
The more deeply they have hurt you, the more courage it takes to forgive.
 7. Overcoming adversity.
 8. Having a difficult conversation.
 9. Accountability. Holding someone accountable and being held accountable.
 10. Maintaining a lifelong pursuit of excellence.

- ▷ From Ruth Soukup, of *DoltScared.com*, *Principles Chart*, and *Ted Talk*

The 7 Fear Archetypes (ways we act out of fear)

1. Procrastinator
2. People Pleaser
3. Rule Follower
4. Outcast
5. Self-Doubter
6. Excuse Maker
7. Pessimist

The 7 Principles of Courage

1. Dare to think big
2. Rules are for suckers
3. Always own it
4. There are no mistakes, only lessons
5. Embrace honest feedback
6. Balance is overrated
7. Just keep going

Courage is not simply one of the virtues, but the form of every virtue at its testing point.
—Winston Churchill

Everything you've ever wanted is on the other side of fear.
—George Addair

My Single-Page Autobiography—Mark Dattoli

- **Born in 1950:**
 - Until I met my wife-to-be at age 42, life was difficult; I battled anger & depression but learned a lot
- **1950's & 1960's: • 20 years in a dirt-poor, dysfunctional home, of which I have no fond memories. Still:**
 - I learned the value of a dollar and hard work
 - I learned to hope that a normal, healthy family was theoretically possible
 - I learned it doesn't take money or goodness to have peace with God, just a humble faith in Jesus
- **60's: • A dysfunctional culture in turmoil with political assassinations; teenage rebellion; "sex, drugs, and rock and roll;" and the Viet Nam war**
 - I learned the value of determination and self-discipline
 - I learned the value of an education
- **70's: • My college years, early work life, first home, and a dysfunctional church**
 - I learned that I could excel at school and on the job
 - I learned that human institutions, even the church, can be highly dysfunctional
 - I began to learn how to honor my commitments despite encountering frustrating people and situations
 - I learned how to invest finances and to take care of my own home
 - I learned that schoolyard basketball and football were more fun and interesting than being a spectator
- **80's: • Puzzling work environments and volunteer church youth leader**
 - I began to learn—often the hard way—how to adjust my blue-collar attitudes in a white-collar setting
 - I began to learn how to disagree without being disagreeable, and to express anger in a soft voice
 - I learned the importance of a mentor in the lives of young people
 - As a foster parent, I learned the value of training and peer support for parents
 - I learned first-hand the emotional release of forgiving my parents
 - I began to learn how to deal with periodic bouts of depression
 - My job assignments took me to Australia, New Zealand, England, and Wales
 - Able to vacation in the Bahamas, Jamaica, and Hawaii
- **90's: • Fostering of troubled boys; Married to Cathy in 1994 with daughters in 1997 and 2000**
 - I learned about being a husband and parent; I taught classes on parenting
 - I learned the value of forgiving myself and others, and leaving my failures and regrets behind
- **2000's: • Raising my family; furthering my career**
 - In 2000, I had a new child, became a professional consultant, bought a new home and car
 - I learned how to pass on to my daughters what a healthy family looks like
 - I learned of the beauty of the US national parks through numerous visits
 - I developed and taught courses on leadership, technology, worldview, and theology
- **2010's: • Kids in school, college, and married**
 - Served my local church as a vision-caster, elder, teacher, team leader, computer consultant; retiring from my IT career to serve as executive director of the church
 - (In 2017 after retiring) Developed excruciating nerve pain in my face which remains a continuing struggle
 - I learned about reliance on God as my 11-year-old daughter went through major surgery
 - I learned to adjust my parenting style to meet the differing needs of my daughters
 - In 2017 and 2020, both daughters were married within 2 months of their 20th birthdays
 - I learned the joy of grandparenting, and to appreciate more the ability to travel cross country
 - I helped lead teams to hire pastors, rewrite vision and constitution, perform/analyze surveys
 - I learned to accept the politics inherent in churches, and manage my expectations of results
 - I learned how to be accepting of difficult people; I taught on emotional intelligence
 - I learned some moderately effective coping strategies to help me deal with physical pain
- **2020: • A year of dysfunctional politics; rioting and cultural unrest; Covid worries and facemasks**
 - Personally, a year of worsening chronic facial pain, resistant to dozens of treatment options
 - I'm learning how to "push through" pain at times, and how to accept my lowered productivity
 - I learned technical tools (PowerBI, WIX, video production) to help lead the church in new directions
 - I'm learning to trust God more, and have an increased anticipation for Christ's return

My Identity Statement–Mark Dattoli

I am a beloved child of God in whom he is well-pleased. I am a fortunate son with a fantastic future, having the folly of my past forgiven and forgotten. I have forsaken my fears, failures, and fantasies and now focus on being all I can be as I am led to new discoveries by God's directing and enabling Spirit.



I am a futurist, passionate about making things better. At my desk, I use my particular set of technical skills including studious research, insightful innovation, creative solutions, practical productivity, computer literacy, artistic graphics, clarity of thought, and high-quality products. In concert with others, I endeavor to be a motivating leader who helps blaze a trail and prepare others for future success and sustainability; who helps others envision new places, achieve new performance levels, and feel new pride; and who inspires others to commit to noble causes larger than they have ever dreamed.

I am a dedicated family man who is committed to being its spiritual leader. I am grateful to God and humbled by the undeserved blessings of a wonderful wife and children who I love immensely. I am also grateful for my church family, a place where I am loved, accepted, challenged, and celebrated. And I am learning to build iron-

sharpening-iron friendships which brings me joy and helps us to mutually identify our blind spots, and smooth off our rough edges.

I am relishing and developing in the roles of new grandfather and elder. I'm learning to mentor more by modeling than by teaching. I am a truth-teller growing in tactfulness, a prophetic voice growing in patience, and a change agent growing in courage.

I am maturing in my ability to do everything in love, humility, and joy.

I am committed to following God's leading in everything I say and do, partnering with him in his mission. I see myself as his child with all his provision available to me, his friend who shares his plans with me, his disciple ever learning of him, and his servant who desires to obey his commands promptly and enthusiastically.

Ten Qualities of an Effective Team Player

Marty Brounstein, From the book *Managing Teams for Dummies*

If you were choosing team members for a business team in your organization, who would the best team players be? Assuming that people have the right technical skills for the work to be done, what other factors would you use to select your team members? Teams need strong team players to perform well. But what defines such people?

1. Demonstrates reliability

You can count on a reliable team member who gets work done and does his fair share to work hard and meet commitments. He or she follows through on assignments. Consistency is key. You can count on him or her to deliver good performance all the time, not just some of the time.

2. Communicates constructively

Teams need people who speak up and express their thoughts and ideas clearly, directly, honestly, and with respect for others and for the work of the team. That's what it means to communicate constructively. Such a team member does not shy away from making a point but makes it in the best way possible—in a positive, confident, and respectful manner.

3. Listens actively

Good listeners are essential for teams to function effectively. Teams need team players who can absorb, understand, and consider ideas and points of view from other people without debating and arguing every point. Such a team member also can receive criticism without reacting defensively. Most important, for effective communication and problem solving, team members need the discipline to listen first and speak second so that meaningful dialogue results.

4. Functions as an active participant

Good team players are active participants. They come prepared for team meetings and listen and speak up in discussions. They're fully engaged in the work of the team and do not sit passively on the sidelines.

Team members who function as active participants take the initiative to help make things happen, and they volunteer for assignments. Their whole approach is can-do: "What contribution can I make to help the team achieve success?"

5. Shares openly and willingly

Good team players share. They're willing to share information, knowledge, and experience. They take the initiative to keep other team members informed.

Much of the communication within teams takes place informally. Beyond discussion at organized meetings, team members need to feel comfortable talking with one another and passing along important news and information day-to-day. Good team players are active in this informal sharing. They keep other team members in the loop with information and expertise that helps get the job done and prevents surprises.

6. Cooperates and pitches in to help

Cooperation is the act of working with others and acting together to accomplish a job. Effective team players work this way by second nature. Good team players, despite differences they may have with other team members concerning style and perspective, figure out ways to work together to solve problems and get work done. They respond to requests for assistance and take the initiative to offer help.

7. Exhibits flexibility

Teams often deal with changing conditions—and often create changes themselves. Good team players roll with the punches; they adapt to ever-changing situations. They don't complain or get stressed out because something new is being tried or some new direction is being set. In addition, a flexible team member can consider different points of views and compromise when needed. He or she doesn't hold rigidly to a point of view and argue it to death, especially when the team needs to move forward to make a decision or get something done. Strong team players are firm in their thoughts yet open to what others have to offer—flexibility at its best.

8. Shows commitment to the team

Strong team players care about their work, the team, and the team's work. They show up every day with this care and commitment up front. They want to give a good effort, and they want other team members to do the same.

9. Works as a problem-solver

Teams, of course, deal with problems. Sometimes, it appears, that's the whole reason why a team is created—to address problems. Good team players are willing to deal with all kinds of problems in a solutions-oriented manner. They're problem-solvers, not problem-dwellers, problem-blamers, or problem-avoiders. They don't simply rehash a problem the way problem-dwellers do. They don't look for others to fault, as the blamers do. And they don't put off dealing with issues, the way avoiders do.

Team players get problems out in the open for discussion and then collaborate with others to find solutions and form action plans.

10. Treats others in a respectful and supportive manner

Team players treat fellow team members with courtesy and consideration—not just some of the time but consistently. In addition, they show understanding and the appropriate support of other team members to help get the job done. They don't place conditions on when they'll provide assistance, when they'll choose to listen, and when they'll share information. Good team players also have a sense of humor and know how to have fun (and all teams can use a bit of both), but they don't have fun at someone else's expense. Quite simply, effective team players deal with other people in a professional manner.

Team players who show commitment don't come in any particular style or personality. They don't need to be rah-rah, cheerleader types. In fact, they may even be soft-spoken, but they aren't passive. They care about what the team is doing, and they contribute to its success—without needing a push. Team players with commitment look beyond their own piece of the work and care about the team's overall work. In the end, their commitment is about winning—not in the sports sense of beating your opponent but about seeing the team succeed and knowing they have contributed to this success. Winning as a team is one of the great motivators of employee performance. Good team players have and show this motivation.

15 Qualities of a Good Coach in the Workplace

csp.com/15-qualities-of-a-good-coach-in-the-workplace/

Think back to the people in your life who have recognized your potential and used their talents to help you discover and shape your own. When a coach like this is present in the workplace, his or her influence can have a profound impact on the professional development of the entire team as well as the individuals within it. Most people would rather work under a manager who behaves as a coach than one who dictates and directs from above.

Coaching your employees is an important step in developing an internal culture that supports the customer experience. Sometimes coaching can happen “on the fly” when learning opportunities present themselves, but formal coaching sessions provide a great benefit to employees, who get the chance to ask questions, practice skills, and set goals against which they can measure their progress over time.

CSP believes strongly in the power of a good coach, so we’re here to offer you a little coaching ourselves on how to effectively guide the development of your team.

The Measurements of a Good Coach

“A Coach is Someone Who Can Give Correction Without Resentment.” —Coach John Wooden

There is no exact blueprint for a good coach, as each coach will have their own strengths and weaknesses. However, there are some distinct qualities that good coaches have in common.

As you read this list, ask yourself how you measure up against each of these qualities and identify which areas could use more of your attention. If you have been receiving coaching yourself and feel like it could be more effective, this list might give you a window to a constructive conversation with your mentor to improve the relationship.

1. A good coach is self-aware.

To understand oneself, one’s coaching style, and how it is perceived and received by employees, is a critical first step to becoming a valuable and effective coach. Self-awareness is a journey unto itself, so we’ll be writing more about that in the coming weeks.

2. A good coach brings specific and well-defined issues to the attention of others.

Being unspecific about problem areas, or failing to bring them up with the appropriate parties, suggests a reluctance to affect positive change and a lack of leadership.

3. A good coach prepares for each session with information, examples, ideas, etc., and is ready for discussion.

Coaching sessions should be scheduled in advance, and the coach should have a solid agenda for each session that lays out the mission for the day. Without structure, the coaching session can devolve into a casual conversation with no real substance or direction.

4. A good coach treats individuals as partners in the organization, encouraging their input and trusting them to carry out assignments.

Some coaches are fans of “tough love,” while others are more lenient, but what all good coaches have in common is respect for their mentees. Contempt and resentment have no place in an effective coaching relationship, and only breed further conflict.

5. A good coach knows the strengths and weaknesses of his or her employees.

Much like the coach of a sports team, he or she knows how to tap into the individual strengths of employees to get the most out of them and to get the greatest amount of productivity from the team, collectively and individually.

6. A good coach makes expectations clear at the beginning of the coaching session.

Both the coach and the employee must have a sense that this meeting has a distinct purpose, and must agree on what that purpose is, for the session to proceed smoothly.

7. A good coach allows enough time to adequately discuss issues and concerns.

Blocking out enough time for a solid session, rather than squeezing it in and rushing through, shows respect for the employee's time and allows them to participate more thoughtfully.

8. A good coach seeks out ideas and makes those ideas part of the solution.

Take it as a red flag if a coach is not willing to hear ideas, suggestions, or thoughts from other members of the team. A coach is there to serve the employees, not for the employees to serve his or her ego.

9. A good coach listens to others and tries to understand their points of view.

Rather than assigning blame or delivering unhelpful criticism, he or she allows the employee to explain things from the other side, which can often uncover the root of a misunderstanding or miscommunication.

10. A good coach expresses encouragement and optimism when both easy and difficult issues are discussed.

Sometimes an issue can be the elephant in the room that nobody wants to talk about. It's the coach's job to make this issue less intimidating by modeling a constructive attitude that brings the team together to address it.

11. A good coach directly asks for a commitment to solutions that have been agreed upon.

Coaches can't be wishy-washy about their expectations. If the employee isn't held accountable for improving, it becomes a waste of everyone's time to continue coaching.

12. A good coach provides the resources, authority, training and support necessary for others to carry out solutions.

Coaching doesn't end when the session ends. It is up to the coach to follow through with any additional guidance the employee might need to move forward.

13. A good coach offers support and assistance to those he or she is coaching to help them implement change and achieve desired goals.

Professional development is a team effort. It's usually not wise to simply cut the employee free after a session and expect him or her to achieve everything on their own.

14. A good coach follows up on coaching sessions in a timely manner.

It's all too easy for coaching to fall down the priority ladder among all the other demands of a manager's day-to-day job duties. At the end of each coaching session, it's a good idea to go ahead and schedule the next one, and to hold to that commitment when the time comes around.

15. When solutions do not turn out as expected, a good coach proactively helps to define alternative actions.

If at first the employee does not succeed, it could be that there was a misunderstanding, or it could be that the original solution was a mismatch for that particular employee. A good coach is open to having a backup plan (or two).

The theme running beneath many of these qualities is this: ► When coaching is done in the spirit of mutual respect, the rewards and benefits for your employees and your customers are endless. What is important is to establish a positive coaching relationship between the coach and the employees that incorporates all parties' strengths.

Top 10 Qualities of a Good Mentor

FranchiseGrowthPartners.com/top-10-qualities-of-a-good-mentor/

A good mentoring relationship provides new employees as well as interns with someone that will share their professional knowledge and expertise in the field. A good mentor is available to answer any questions relevant to the job. Good mentor-mentee relationships are a two-way street; consequently, if you want a good relationship with your mentor, become a good mentee. This requires a genuine interest in your mentor and a willingness to do what it takes to become successful as an intern or new employee in the field. Following suggestions and recommendations as well as reading all pertinent literature available in the field is a good way to show your mentor that you are committed to being successful and that you take your career and responsibilities seriously.



A good mentor possesses the following qualities:

1. Willingness to share skills, knowledge, and expertise.

A good mentor is willing to teach what he/she knows and accept the mentee where they currently are in their professional development. Good mentors can remember what it was like just starting out in the field. The mentor does not take the mentoring relationship lightly and understands that good mentoring requires time and commitment and is willing to continually share information and their ongoing support with the mentee.

2. Demonstrates a positive attitude and acts as a positive role model.

A good mentor exhibits the personal attributes it takes to be successful in the field. By showing the mentee what it takes to be productive and successful, they are demonstrating the specific behaviors and actions required to succeed in the field.

3. Takes a personal interest in the mentoring relationship.

Good mentors do not take their responsibility as a mentor lightly. They feel invested in the success of the mentee. Usually this requires someone who is knowledgeable, compassionate, and possesses the attributes of a good teacher or trainer. Excellent communication skills are also required. A good mentor is committed to helping their mentees find success and gratification in their chosen profession. Overall good mentoring requires empowering the mentee to develop their own strengths, beliefs, and personal attributes.

4. Exhibits enthusiasm in the field.

A mentor who does not exhibit enthusiasm about his/her job will ultimately not make a good mentor. Enthusiasm is catching and new employees want to feel as if their job has meaning and the potential to create a good life.

5. Values ongoing learning and growth in the field.

Mentors are in a position to illustrate how the field is growing and changing and that even after many years there are still new things to learn. Anyone that feels stagnant in their current position will not make a good mentor. When starting out in a new career, people want to feel that the time and energy they spend learning will be rewarded and will ultimately provide them with career satisfaction. Good mentors are committed and are open to experimenting and learning practices that are new to the field. They continually read professional journals and may even write articles on subjects where they have developed some expertise. They are excited to share their knowledge with new people entering the field and take their role seriously in teaching their knowledge to others. They may choose to teach or attend classes to further develop their knowledge and skills. They enjoy taking workshops and attending professional conferences provided through their membership in professional associations.

6. Provides guidance and constructive feedback.

One of the key responsibilities of a good mentor is to provide guidance and constructive feedback to their mentee. This is where the mentee will most likely grow the most by identifying their current strengths and weaknesses and learning how to use these to make themselves successful in the field. A good mentor possesses excellent communication skills and is able to adjust their communication to the personality style of the mentee. A good mentor will also provide the mentee with challenges that will foster professional development and a feeling of accomplishment in learning the field.

7. Respected by colleagues and employees in all levels of the organization.

Ideally mentees look up to their mentors and can see themselves filling the mentor's role in the future. Mentees want to follow someone who is well respected by colleagues and co-workers and whose contribution in the field is appreciated.

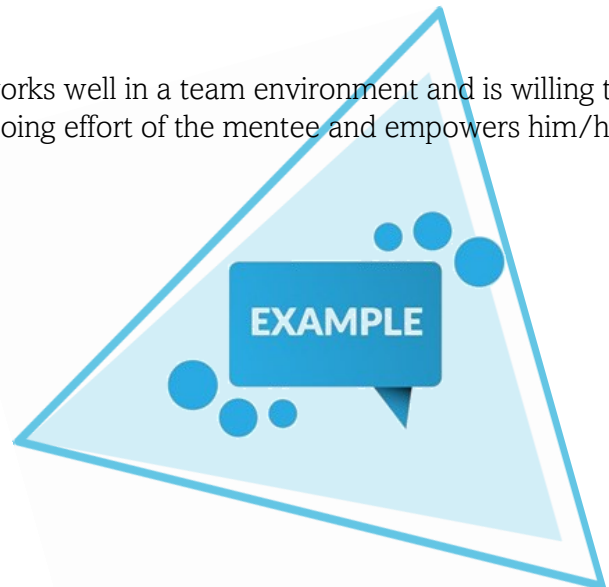
8. Sets and meets ongoing personal and professional goals.

A good mentor continually sets a good example by showing how his/her personal habits are reflected by personal and professional goals and overall personal success.

9. Values the opinions and initiatives of others.

A mentor who values others is also someone who works well in a team environment and is willing to share his/her success. A good mentor appreciates the ongoing effort of the mentee and empowers him/her through positive feedback and reinforcement.

10. Motivates others by setting a good example.



Top 10 Qualities That Make A Great Leader

Tanya Prive, Forbes article 12/19/2012 (not available online)

Having a great idea and assembling a team to bring that concept to life is the first step in creating a successful business venture. While finding a new and unique idea is rare enough; the ability to successfully execute this idea is what separates the dreamers from the entrepreneurs.

However you see yourself, whatever your age may be, as soon as you make that exciting first hire, you have taken the first steps in becoming a powerful leader. Here are some key qualities that every good leader should possess, and learn to emphasize.

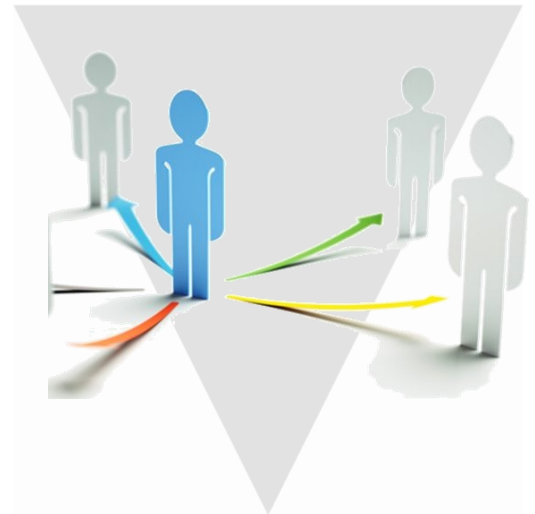
1. Honesty

Whatever ethical plane you hold yourself to, when you are responsible for a team of people, it's important to raise the bar even higher. Your business and its employees are a reflection of yourself, and if you make honest and ethical behavior a key value, your team will follow suit.

2. Ability to Delegate

Finessing your brand vision is essential to creating an organized and efficient business, but if you don't learn to trust your team with that vision, you might never progress to the next stage. It's important to remember that trusting your team with your idea is a sign of strength, not weakness. Delegating tasks to the appropriate departments is one of the most important skills you can develop as your business grows. The emails and tasks will begin to pile up, and the more you stretch yourself thin, the lower the quality of your work will become, and the less you will produce.

The key to delegation is identifying the strengths of your team, and capitalizing on them. Find out what each team member enjoys doing most. Chances are if they find that task more enjoyable, they will likely put more thought and effort behind it. This will not only prove to your team that you trust and believe in them, but will also free up your time to focus on the higher-level tasks, that should not be delegated. It's a fine balance, but one that will have a huge impact on the productivity of your business.



3. Communication

Knowing what you want accomplished may seem clear in your head, but if you try to explain it to someone else and are met with a blank expression, you know there is a problem. If this has been your experience, then you may want to focus on honing your communication skills. Being able to clearly and succinctly describe what you want done is extremely important. If you can't relate your vision to your team, you won't all be working towards the same goal.

Training new members and creating a productive work environment all depend on healthy lines of communication. Whether that stems from an open-door policy to your office, or making it a point to talk to your staff on a daily basis, making yourself available to discuss interoffice issues is vital. Your team will learn to trust and depend on you, and will be less hesitant to work harder.

4. Sense of Humor

If your website crashes, you lose that major client, or your funding dries up, guiding your team through the process without panicking is as challenging as it is important. Morale is linked to productivity, and it's your job as the team leader to instill a positive energy. That's where your sense of humor will finally pay off. Encourage your team to laugh at the mistakes instead of crying. If you are constantly learning to find the humor in the struggles, your work environment will become a happy and healthy space, where your employees look forward to working in, rather than dreading it. Make it a point to crack jokes with your team and encourage personal discussions of weekend plans and trips. It's these short breaks from the task at hand that help keep productivity levels high and morale even higher.

At our company, RockThePost, we place a huge emphasis on humor and a light atmosphere. Our office is dog friendly, and we really believe it is the small, lighthearted moments in the day that help keep our work creative and fresh. One tradition that we like to do and brings the team closer is we plan a fun prank on all new employees, on their first day. It breaks the ice and immediately creates that sense of familiarity.

5. Confidence

There may be days where the future of your brand is worrisome, and things aren't going according to plan. This is true with any business, large or small, and the most important thing is not to panic. Part of your job as a leader is to put out fires and maintain the team morale. Keep up your confidence level, and assure everyone that setbacks are natural, and the important thing is to focus on the larger goal. As the leader, by staying calm and confident, you will help keep the team feeling the same. Remember, your team will take cues from you, so if you exude a level of calm damage control, your team will pick up on that feeling. The key objective is to keep everyone working and moving ahead.



6. Commitment

If you expect your team to work hard and produce quality content, you're going to need to lead by example. There is no greater motivation than seeing the boss down in the trenches working alongside everyone else, showing that hard work is being done on every level. By proving your commitment to the brand and your role, you will not only earn the respect of your team, but will also instill that same hardworking energy among your staff. It's important to show your commitment not only to the work at hand, but also to your promises. If you pledged to host a holiday party, or uphold summer Fridays, keep your word. You want to create a reputation for not just working hard, but also be known as a fair leader. Once you have gained the respect of your team, they are more likely to deliver the peak amount of quality work possible.

7. Positive Attitude

You want to keep your team motivated towards the continued success of the company, and keep the energy levels up. Whether that means providing snacks, coffee, relationship advice, or even just an occasional beer in the office, remember that everyone on your team is a person. Keep the office mood a fine balance between productivity and playfulness.

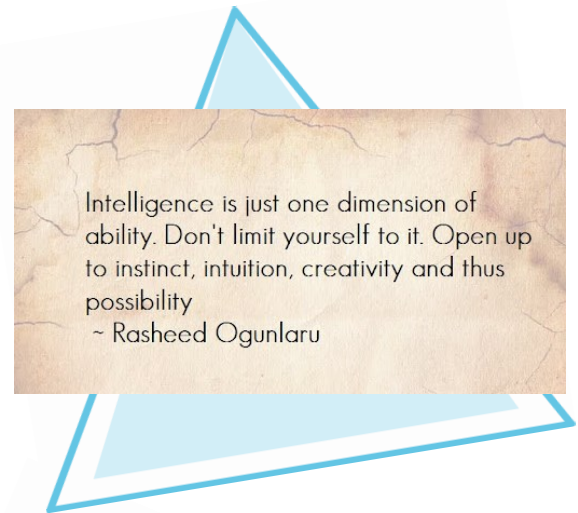
If your team is feeling happy and upbeat, chances are they won't mind staying that extra hour to finish a report, or devoting their best work to the brand.

8. Creativity

Some decisions will not always be so clear-cut. You may be forced at times to deviate from your set course and make an on-the-fly decision. This is where your creativity will prove to be vital. It is during these critical situations that your team will look to you for guidance, and you may be forced to make a quick decision. As a leader, it's important to learn to think outside the box and to choose which of two bad choices is the best option. Don't immediately choose the first or easiest possibility; sometimes it's best to give these issues some thought, and even turn to your team for guidance. By utilizing all possible options before making a rash decision, you can typically reach the end conclusion you were aiming for.

9. Intuition

When leading a team through uncharted waters, there is no roadmap on what to do. Everything is uncertain, and the higher the risk, the higher the pressure. That is where your natural intuition has to kick in. Guiding your team through the process of your day-to-day tasks can be honed down to a science. But when something unexpected occurs, or you are thrown into a new scenario, your team will look to you for guidance. Drawing on past experience is a good reflex, as is reaching out to your mentors for support. Eventually though, the tough decisions will be up to you to decide, and you will need to depend on your gut instinct for answers. Learning to trust yourself is as important as your team learning to trust you.



10. Ability to Inspire

Creating a business often involves a bit of forecasting. Especially in the beginning stages of a startup, inspiring your team to see the vision of the successes to come is vital. Make your team feel invested in the accomplishments of the company. Whether everyone owns a piece of equity, or you operate on a bonus system, generating enthusiasm for the hard work you are all putting in is so important. When you are all mired deep in work, morale is low, and energy levels are fading, recognize that everyone needs a break now and then. Acknowledge the work that everyone has dedicated and commend the team on each of their efforts. It is your job to keep spirits up, and that begins with an appreciation for the hard work.



EQ Is Massively More Important Than IQ for Leaders. Here's Why

By Steve Goldstein, President, Engaged Leadership Advisors
Inc.com/steve-goldstein/eq-is-massively-more-important-than-iq-for-leaders-heres-why.html

When making their mark on the business world, many leaders reveal their secret: a high IQ burnished with a great education. What these folks may not appreciate or fully understand is that most successful professionals thrive in their respective fields due to their EQ—not IQ.

EQ (or emotional intelligence) is the heightened awareness of others' emotions, including your own. This vital trait goes beyond leaders trying to gauge an employee's mood—it allows leaders to carefully examine business situations and approach them appropriately. Assessing the emotional element of a situation, whether positive or negative, will help you keep employees engaged and enable you to better understand their mindset and behavior.

It is also a powerful tool that pushes leaders to get things done. Over the years, I have seen the positive effects of EQ when working alongside leaders in companies large and small. Their ability to read employees' emotional state, reactions, and stress levels helps these people manage their teams with a strategy and approach that is both thoughtful and compassionate, but also direct and with trackable outcomes.

From my experience, I want to share a few valuable traits that leaders with high EQs have, in addition to some actionable tactics to help you lead with more emotional intelligence.

1. Reading employees' emotional strengths and weaknesses.

The value of having a high IQ has greatly diminished as a result of unlimited real time information available on the internet. However, you cannot find your employees' emotional strengths and weaknesses via a quick Google search. Emotional insights are not something that the internet readily provides.

The next time you and your team have an informal or strategic meeting, carefully analyze who interacts with others and who stays quiet. Who takes initiative and who must be directed? Yes, some people are naturally shyer than others, but often those employees who are disconnected have a dissatisfaction with their job and could be on their way out. Some proactively consider the needs of their clients or go above and beyond what is minimally required. Others do the bare minimum, demonstrating zero drive. Having the skill to be able to identify this activity only strengthens a leader's perspective, not to mention helping them to individually coach employees needing help, or ultimately weeding out those silently dissenting employees.



Sometimes as a leader I feel as if I'm on a motorcycle, going full throttle, and those behind me are valiantly trying to keep up on single-speed bicycles. It's then I need to stop and ask: What's wrong with this picture? and: Whose fault is it?

2. Knowing your own emotional strengths and weaknesses.

When advising Peter, the CEO of a large international company in Phoenix, I observed him interacting with his employees in a group meeting. While he thought the meeting was casual and comfortable, it was anything but. His approach was so aggressive, critical, and intimidating that his employees hardly spoke, and when they did, they only talked about what they thought “the boss wanted to hear.” After quite a bit of this, I couldn’t take it anymore and introduced myself, told them I was working with Peter, and we were here in this meeting to learn more about their views and opinions about how things were going in the company. I asked them to go around the room, say their name, what job they had, and to offer two examples of what was working and two examples of things not working. Within a few minutes, we had an extremely interesting, thoughtful, and engaging conversation—and Pete and I learned a lot. On the way back to his office, Pete asked me “how did you do this” to which I answered, “you were there in the room with me.” Clearly, Pete was not comfortable in this type of situation where he did not need to be the CEO, but rather as someone who could provoke a conversation, listen and engage.



On a regular basis, it is critical for leaders to carefully analyze their behavior and understand how they are viewed by employees. From this analysis, look closely at what you do well and where you need to improve. This objective assessment of your own EQ will enable you as a leader to tap into known strengths and unearth hidden weaknesses for further development.

3. Socialization.

The ability to interact with others is essential to the long-term success of your company. No wonder why there are so few introverts who run Fortune 500 companies—leaders need to be able to effectively communicate, collaborate, and step out of their emotional comfort zone.

I recently discovered a perfect example of EQ in an unlikely spot. We have a new mail delivery person in my apartment building in NYC who decided to send an introductory letter to all the tenants in the building. Notice how he focuses on relationships and communication with those on his new route.

To All Tenants of xxxx:

My name is Anthony, and I will be your new letter carrier. Some of you have seen me on the route before. With time, I will get to know each and every one of you. If you have any questions or concerns, please feel free to leave a note in your mailbox and I will try as best as best as I can to address them.

Thank you

Your letter carrier, Anthony

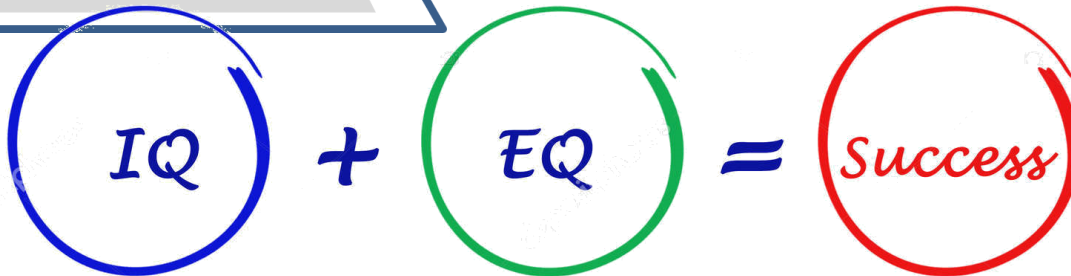
No letter carrier does this and I am still in awe of him for taking the initiative. As you can see from Anthony's letter, he is appealing to the emotional aspects of the constituents of his new route. Why? He is clearly taking his job seriously and wants his customers to feel comfortable and supported. If the leaders of the US Postal Service took a lesson from Anthony, they would be in much better shape. If Anthony the letter carrier can exhibit EQ, so can you. As a leader, you need to step out of your office and have real, human, conversations with your team. By understanding their morale and engagement in their work, you are able to not only motivate them but improve overall performance.

Takeaway

In order to be a leader, you must utilize both your intelligence (IQ) and your emotional intelligence (EQ). With your emotional intelligence—really focus on being ultra-perceptive of situations, employees' attitudes, and their own approach to interaction.

By keeping these three concepts in mind every day in the trenches, your reward is an unobstructed perspective of your company that can lead to productivity, strength, and longevity.

There is no separation of mind and emotions; emotions, thinking, and learning are all linked. —Eric Jensen



*High Concentration
Intense Focus
Better Comprehension
Analytical Skills
Excellent Memory*

*Self Awareness
Self Regulation
Empathy
Social Skills*

We cannot tell what may happen to us in the strange medley of life. But we can decide what happens in us—how we can take it, what we do with it—and that is what really counts in the end.”
—Joseph Fort Newton

I'd spend more time with you if you were less like you.
(—Dov Davidoff)



100 Best Quotes on Leadership

Kevin Kruse, Forbes article 10/16/2012 (not available online)

1. A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves. —Lao Tzu
2. Where there is no vision, the people perish. —Proverbs 29:18
3. I must follow the people. Am I not their leader? —Benjamin Disraeli
4. You manage things; you lead people. —Rear Admiral Grace Murray Hopper
5. The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant. —Max DePree
6. Leadership is the capacity to translate vision into reality. —Warren Bennis
7. Lead me, follow me, or get out of my way.—General George Patton
8. Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others. —Jack Welch
9. A leader is a dealer in hope. —Napoleon Bonaparte
10. You don't need a title to be a leader. —Multiple Attributions
11. A leader is one who knows the way, goes the way, and shows the way. —John Maxwell
12. My own definition of leadership is this: The capacity and the will to rally men and women to a common purpose and the character which inspires confidence. —General Montgomery
13. Leadership is lifting a person's vision to high sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations. —Peter Drucker
14. Never doubt that a small group of thoughtful, concerned citizens can change world. Indeed it is the only thing that ever has. —Margaret Mead
15. The nation will find it very hard to look up to the leaders who are keeping their ears to the ground. —Sir Winston Churchill
16. The most dangerous leadership myth is that leaders are born—that there is a genetic factor to leadership. That's nonsense; in fact, the opposite is true. Leaders are made rather than born. —Warren Bennis
17. To command is to serve, nothing more and nothing less. —Andre Malraux
18. He who has never learned to obey cannot be a good commander. —Aristotle
19. Become the kind of leader that people would follow voluntarily; even if you had no title or position. —Brian Tracy
20. I start with the premise that the function of leadership is to produce more leaders, not more followers. —Ralph Nader
21. Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes. —Peter Drucker
22. Anyone can hold the helm when the sea is calm. —Publilius Syrus
23. A great person attracts great people and knows how to hold them together. —Johann Wolfgang Von Goethe
24. The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it. —Theodore Roosevelt
25. Leadership is influence. —John C. Maxwell

26. You don't lead by pointing and telling people some place to go. You lead by going to that place and making a case. —Ken Kesey
27. When I give a minister an order, I leave it to him to find the means to carry it out. —Napoleon Bonaparte
28. Men make history and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better. —Harry S. Truman
29. People buy into the leader before they buy into the vision. —John Maxwell
30. So much of what we call management consists in making it difficult for people to work. —Peter Drucker
31. The art of leadership is saying no, not saying yes. It is very easy to say yes. —Tony Blair
32. The very essence of leadership is that you have to have a vision. It's got to be a vision you articulate clearly and forcefully on every occasion. You can't blow an uncertain trumpet.
—Reverend Theodore Hesburgh
33. The key to successful leadership today is influence, not authority. —Kenneth Blanchard
34. A good general not only sees the way to victory; he also knows when victory is impossible. —Polybius
35. A great leader's courage to fulfill his vision comes from passion, not position. —John Maxwell
36. A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be. —Rosalynn Carter
37. The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not a bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly. —Jim Rohn
38. Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish. —Sam Walton
39. A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent. —Douglas MacArthur
40. A ruler should be slow to punish and swift to reward. —Ovid
41. No man will make a great leader who wants to do it all himself, or to get all the credit for doing it.
—Andrew Carnegie
42. Leadership is the art of getting someone else to do something you want done because he wants to do it.
—General Dwight Eisenhower
43. The leader has to be practical and a realist, yet must talk the language of the visionary and the idealist.
—Eric Hoffer
44. Leaders think and talk about the solutions. Followers think and talk about the problems. —Brian Tracy
45. A man who wants to lead the orchestra must turn his back on the crowd. —Max Lucado
46. Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.
—General George Patton
47. As we look ahead into the next century, leaders will be those who empower others. —Bill Gates
48. All of the great leaders have had one characteristic in common: it was the willingness to confront unequivocally the major anxiety of their people in their time. This, and not much else, is the essence of leadership. —John Kenneth Galbraith
49. Do what you feel in your heart to be right—for you'll be criticized anyway. —Eleanor Roosevelt

50. Don't necessarily avoid sharp edges. Occasionally they are necessary to leadership. —Donald Rumsfeld
51. Education is the mother of leadership. —Wendell Willkie
52. Effective leadership is putting first things first. Effective management is discipline, carrying it out. —Stephen Covey
53. Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand. —General Colin Powell
54. Great leaders are not defined by the absence of weakness, but rather by the presence of clear strengths.—John Zenger
55. He who has great power should use it lightly. —Seneca
56. He who has learned how to obey will know how to command. —Solon
57. I am reminded how hollow the label of leadership sometimes is and how heroic followership can be. —Warren Bennis
58. I cannot give you the formula for success, but I can give you the formula for failure, which is: Try to please everybody. —Herbert Swope
59. If one is lucky, a solitary fantasy can totally transform one million realities. —Maya Angelou
60. If you would not be forgotten, as soon as you are dead and rotten, either write things worth reading, or do things worth the writing. —Benjamin Franklin
61. If your actions inspire others to dream more, learn more, do more, and become more, you are a leader. —John Quincy Adams
62. In matters of style, swim with the current; in matters of principle, stand like a rock. —Thomas Jefferson
63. It is absurd that a man should rule others, who cannot rule himself. —Latin Proverb
64. It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership.—Nelson Mandela
65. Lead and inspire people. Don't try to manage and manipulate people. Inventories can be managed but people must be lead. —Ross Perot
66. Leaders aren't born, they are made. And they are made just like anything else, through hard work. And that's the price we'll have to pay to achieve that goal, or any goal. —Vince Lombardi
67. Leaders must be close enough to relate to others, but far enough ahead to motivate them. —John C. Maxwell
68. Leadership and learning are indispensable to each other. —John F. Kennedy
69. Leadership cannot just go along to get along. Leadership must meet the moral challenge of the day. —Jesse Jackson
70. Leadership does not always wear the harness of compromise. —Woodrow Wilson
71. Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy. —Norman Schwarzkopf
72. Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership. —Colin Powell
73. Leadership is the key to 99 percent of all successful efforts. —Erskine Bowles
74. Leadership is unlocking people's potential to become better. —Bill Bradley

75. Management is about arranging and telling. Leadership is about nurturing and enhancing. —Tom Peters
76. Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall. —Stephen Covey
77. Never give an order that can't be obeyed. —General Douglas MacArthur
78. No man is good enough to govern another man without that other's consent. —Abraham Lincoln
79. What you do has far greater impact than what you say. —Stephen Covey
80. Not the cry, but the flight of a wild duck, leads the flock to fly and follow. —Chinese Proverb
81. One of the tests of leadership is the ability to recognize a problem before it becomes an emergency. —Arnold Glasow
82. The final test of a leader is that he leaves behind him, in other men, the conviction and the will to carry on. —Walter Lippman
83. The greatest leaders mobilize others by coalescing people around a shared vision. —Ken Blanchard
84. The growth and development of people is the highest calling of leadership. —Harvey Firestone
85. To do great things is difficult; but to command great things is more difficult. —Friedrich Nietzsche
86. To have long term success as a coach or in any position of leadership, you have to be obsessed in some way. —Pat Riley
87. True leadership lies in guiding others to success. In ensuring that everyone is performing at their best, doing the work they are pledged to do and doing it well. —Bill Owens
88. We live in a society obsessed with public opinion. But leadership has never been about popularity. —Marco Rubio
89. Whatever you are, be a good one. —Abraham Lincoln
90. You gain strength, courage, and confidence by every experience in which you really stop to look fear in the face. You must do the thing you think you cannot do. —Eleanor Roosevelt
91. A competent leader can get efficient service from poor troops, while on the contrary an incapable leader can demoralize the best of troops. —John J. Pershing
92. A good leader is a person who takes a little more than his share of the blame and a little less than his share of the credit. —John Maxwell
93. There are three essentials to leadership: humility, clarity, and courage. —Fuchan Yuan
94. I am endlessly fascinated that playing football is considered a training ground for leadership, but raising children isn't. —Dee Dee Myers
95. A cowardly leader is the most dangerous of men. —Stephen King
96. My responsibility is getting all my players playing for the name on the front of the jersey, not the one on the back. —Unknown
97. A good plan violently executed now is better than a perfect plan executed next week. —George Patton
98. The supreme quality of leadership is integrity. —Dwight Eisenhower
99. You don't lead by hitting people over the head—that's assault, not leadership. —Dwight Eisenhower
100. Earn your leadership every day. —Michael Jordan

Bonus Quote: Followers won't follow if leaders don't lead—how can they? —Mark Dattoli

A Quote I Disagree With

Brian Tracy is a well-known Canadian-American motivational public speaker and self-development author. He is the author of over eighty books. He contributed 2 of the 100 quotes in the Forbes article above (19 and 44). But he has also written this:

You have within you, right now, everything you need to deal with whatever the world can throw at you.

While this may be a well-meaning aphorism, I consider it to be decidedly untrue. It is hyperbole taken to an extreme, and it may be dangerous to those who believe it. The world can throw a lot at us.

Just recently, less than 100 miles from my home our nation saw 6 people mowed down and over 40 injured in Waukesha, Wisconsin. In my own circle, in the past 3 weeks, we experienced an accident where a one-year-old toddler died, and another accident that claimed the life of a husband and teenage son. These are some horrible things to experience, and I maintain that not everyone has it in them to deal with them. As I explain why, please stay with me—this is the most technical section in this article. I hope I can make myself clear.



What We Are Made Of

I believe that humans are 3-part beings, and each of these parts make us aware of its own dimension of reality. Specifically,

1. Our **bodies** make us aware of the **physical world** that we inhabit.
2. Our innermost **souls** make us **aware of people** around us, and we relate to them interpersonally. I also call our soul our **personality**.
3. Our innermost **spirits** make us aware of an unseen spiritual dimension in which we dwell. I'll call this **God-consciousness**.

To explain this further, consider this:

1. A **rock** has neither body, soul, nor spirit. It cannot be aware of its surroundings in any way.
2. A **plant** has a body but neither soul nor spirit. It has no brain, no mind. A sunflower, for example, can relate to the world by turning to face the sun, but it does not relate to other sunflowers in the way we as people with souls do. For example, people reproduce in a way that involves both our bodies and souls—in a way that plants do not.
3. An **animal**, say a dog, has both a body and a soul. Its soul is somehow related to the dog having a mind, which gives rise to its personality. Some dogs have a loving personality, others aggressive, etc. A dog is clearly aware of other dogs around it, as we humans are of other people around us.
4. Clearly, in the whole world, only **humans** do certain things such as to record and study our history; seek after meaning, purpose, truth, and significance; work to leave a legacy to future generations; think about the afterlife; build churches; believe in an unseen God; and devote their lives to serving their God. Neither rocks, plants, nor animals do any of these things. This is because of the spirit within us. Only humans can look at other humans and recognize the value and dignity they have. Usually we treat other people with a respect that is not found among animals. That's why we sometimes call it a dog-eat-dog world. Animals do not look at other animals and see the 'image of God' in them that humans do in our best moments.

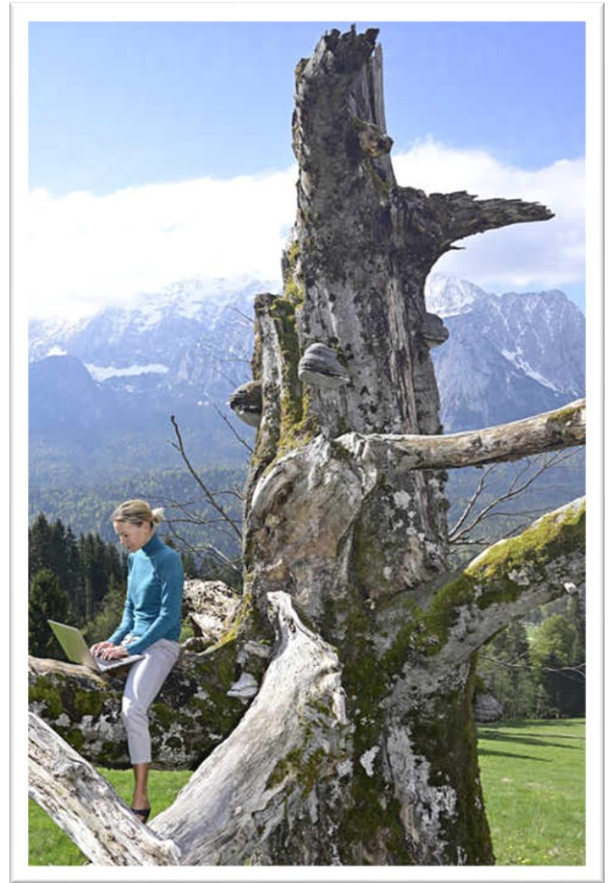
How our body, soul, and spirit should relate to each other ideally is that the soul should control the body (so that we eat ourselves to death, for example), and our spirits should control our soul (so that we do not come to the end of our busy life having never learning life's true purpose).

Another way to consider this difference is that when animals or people die, we say that they are brain-dead or that their soul leaves them. This is not true about a dead plant. We might enjoy sitting on a massive tree that has died decades ago, but we would not do that to a dead animal or human.

My Point

In my own search for meaning and truth, I have come to believe a set of things that I have built my life on. These include:

1. In their natural state people are born with something defective. We don't have to teach our children how to lie and do bad things...on the contrary, it's a long-term process for us parents to instill humane and decent values. At the most basic level, we hope they can learn the Golden Rule.
2. Many children grow up to be adults who are not good, who never find peace or purpose in life, or who do not treat others well. There are those whose souls or personalities rub everyone the wrong way. They have a very low EQ.
3. This whole document addresses how we can better live with others in effective ways. It's about our souls or personalities, how we interact with other people. It is not about our spirits, and how we find meaning, or how we come to know and have peace about God and our afterlife.
4. But I do not want you to get the impression that I think you have everything you need inside of yourself to handle whatever life throws at you. Even if you had the highest EQ, or were perfect in your every interaction with others, you still would not have all you need.
5. This is because your soul is supposed to be controlled by your spirit. And only a spirit that is rightly oriented to God has the power to effectively control your soul.
6. It is my sincere belief that ultimate truth about God comes from what many others believe is the Word of God, the Bible. In it you will learn how to have a right spirit within you. You will discover that the person of Jesus Christ is indeed the son of God who came to Earth to restore us to a right relationship with God. He offers forgiveness, healing, and hope that you will find nowhere else.
7. I believe only true Christians have the power to truly handle whatever life throws at them. Only they will have the highest EQ, and have the power to draw on to overcome their natural weaknesses and live with others successfully.
8. I have studied (and taught) the major religions of the world. Only the Christianity as taught by the Bible is an ancient religion that has never been disproven; has a living founder, who had numerous prophecies fulfilled by his life; who lived a sinless life; who performed miracles; who was raised to life after being dead; and who was seen alive by many witnesses who gave their lives for this truth and recorded it in many written accounts.
9. If Brain Tracy's statement were spoken to a true Christian, then I would agree with it. People on God's side **are** invincible. In fact, the Bible says, "If God is for us, who can ever be against us?" (Romans 8:31)
10. If you would like to explore this further, please do not hesitate to contact me at markdattoli@outlook.com.



Political Skills

This Appendix is from three sources, two of which are no longer available online. They cover political skills, mostly as applicable in work settings.

- By Staff of the Center for Creative Leadership, “Aspects of Political Skill” **CCL.org** (November 2020)
- By P. Braddy, “Using Political Skill to Maximize and Leverage Work Relationships” (CCL, 2013)
- By J. Nemiro, “Positive Political Skills” (CSUPomona.edu, 2010)

Aspects of Political Skill

1. Political Savvy & Leadership Effectiveness

Do you think of yourself as “politically savvy” at work?

Research has found that politically savvy people have better career prospects, are seen as more promotable, and are less likely to have derailed careers. People who bumble through the political realities — or avoid or ignore them — are missing opportunities, connections, and resources.

Organizational politics is a sometimes controversial and hotly debated topic. Many managers in large organizations lament the fact that they must even acknowledge its existence, much less engage in political behavior in order to get ahead. They question the ethics of behaving in ways that may feel inauthentic, manipulative, and ultimately self-serving. Some will ultimately embrace politics as a necessary evil, while others will refuse to play the game entirely, despite the likely negative impact on their careers.

While the term political skill, or political savvy, generally elicits more negative than positive perceptions, it isn’t inherently a bad thing.

The first step in overcoming any lack of political skill is to **accept office politics as a natural, neutral part of work life**. Politics is neither good nor bad. In fact, political skill is a necessity, and when used appropriately, leaders can use their political savvy to create positive outcomes for themselves and others.

We define political savvy as the ability to maximize and leverage relationships in order to achieve organizational, team, and individual goals.

Leaders with political savvy can use their political skills to successfully meet their organization’s leadership challenges and to improve the performance and productivity of their teams. Possessing political skill will enhance a leader’s effectiveness at work, improve their team’s performance, and improve their own chances of career advancement.

2. Six Characteristics Associated With Political Skills

How can you tell if a leader has political skills? The answer: if they appear not to have any such skills at all.

Behaviors that are genuine, authentic, straightforward, and effective are associated with political savvy. Leaders who are not politically skilled can come off as manipulative or self-serving.

Politically skilled leaders are masters of 6 characteristics:

- Social astuteness
- Interpersonal influence
- Networking ability
- Thinking before speaking
- Managing up
- Apparent sincerity

Leaders who have the behavioral flexibility to employ all 6 political skill practices will be more adept at maximizing and leveraging their relationships with others at work. If used properly, political savvy can help you maintain a positive image in your organization and can help drive your individual, team, and organization's performance.

3. How to Be More Politically Savvy

Just like needing traditional managerial skills in areas such as budgeting, planning, coordinating, and the like, leaders do best when they also have political savvy. They especially need to be adept at making good impressions and influencing using the skill of persuasion.

You can develop these behaviors and improve your political savvy by focusing on the following 6 skills:

1. **Hone your powers of perception.** Socially astute managers are good at reading people's non-verbal behaviors and can intuitively sense the motivations of others. By being more perceptive of yourself and others in social situations, you can improve your self-awareness and better interpret others' behaviors.
2. **Practice influence.** Those who are effective at exerting interpersonal influence on others build strong interpersonal relationships through establishing good rapport, communicating well, and getting others to like them. By becoming more comfortable with your interpersonal leadership power, you can improve your judgment and know when to assert yourself – resulting in more cooperative relationships. Skilled influencers are not always overtly political; they just play the political game fairly and effortlessly.
3. **Learn to network effectively.** Leaders who possess a strong networking ability build friendships and beneficial working relationships by garnering support, negotiating, and managing conflict. Skilled networkers know when and how to leverage others to obtain the needed resources to accomplish both personal and organizational tasks. They're also seen as willing to reciprocate and have a network perspective.
4. **Think before you speak.** Leaders with political savvy have impulse control. They tend to choose their organizational battles wisely and size up situations before deciding how to present ideas to others. Managers who actually consider whether or not to voice a thought or a feeling, and who are thoughtful about the timing and presentation of what they have to say, are less likely to derail their careers.
5. **Manage up – to a point.** Leaders need to be able to skillfully communicate with their bosses, higher-ups, and so on. But political savvy also involves maintaining good relationships with people at all levels in the organization. Our research shows that people who are especially skilled at “managing up” tend to put so much energy into their bosses' needs that they neglect to lead their own teams – so balance here is key.
6. **Be sincere.** Politically skilled individuals display high levels of integrity, authenticity, sincerity, and genuineness. They are – or appear to be – honest, open, and forthright, inspiring trust and confidence. So to sharpen your political savvy, be genuine with everyone in your organization. If you try too hard, your co-workers will see right through it. Be an authentic leader.

This article is also from the CCL group, so there is some overlap, but it is more detailed.

1. Social Awareness

Don't overanalyze people's actions, motives, and intentions to the point that people feel they are being judged or labeled by you. Don't play the role of "pop" psychologist.

- Focus on understanding what motivates the people with whom you work. Identify the incentives and agendas that are driving their behaviors.
- When attempting to influence or persuade others, show them how your proposed idea actually helps them achieve their goals or agendas.
- Pay attention to the language others use as well as their body language. Observe physical behaviors such as eye contact and gestures as clues to a person's feelings and motives.
- Tailor your interactions with others based on your analysis of their motives. Flex and adjust your style to meet the needs of others.
- If you're planning to have one-on-one meetings with others, develop some talking points to help you engage others and make them feel comfortable.
- Spend more time thinking about and planning how to make a positive impression on others, but remember to still be genuine.

2. Interpersonal Influence

If you primarily use interpersonal influence with your boss or senior managers, and not with your peers, direct reports, and others, you could be perceived as ingratiating others for your own personal gain. Don't be seen as "sucking up" to the boss.

- Ask more questions and be prepared to actively listen to others. Be sure that others know they are being heard.
- Have one-on-one conversations with others that de-emphasize any power dynamics. Try to have conversations in a neutral location rather than in someone's office. This may help put others at ease and increase their receptivity to your ideas.
- Don't underestimate the power of being affable and friendly with others. Try to learn more about others by talking to them about their personal and professional interests. Also, be prepared to reveal more about yourself. This will enhance your likeability and help you establish rapport and connections with others, which ultimately will increase your ability to influence others.
- Sell others on your ideas rather than forcing your ideas on them. Help them understand how they will personally benefit from taking your suggestions.
- Communicate clearly and concisely with others. When having formal meetings, jot down the specific points you want to make. When relevant, close meetings by drafting specific action items. This will help ensure that there is shared understanding and agreement, and thus builds in accountability for all involved parties.

**Don't adapt to the
energy in the room.
Influence the
energy in the room.**

3. Networking

If you find that you are making connections with others only when you need something, people may feel that you are not interested in them personally but only in what you can get out of them. Don't be a surface networker (i.e., having lots of connections but with little depth).

- Become aware of your existing network and whom you tend to go to for advice, information, and resources. Determine whether your network is too restrictive.
- Expand your network by building new relationships with others who may be outside of your group, team, or function.
- Focus on building a diverse network, not just a large network. A diverse network provides access to different and unique viewpoints, resources, and opportunities.
- Avoid building connections only when you need something. Rather, build relationships with others for the right reasons (e.g., you have genuine interest in them).
- Maintaining good relationships takes time and effort. You need to spend time with others, even when you don't need something from them.
- Spend time with others when you can connect with them on a personal level (e.g., during lunch or after hours).
- Make sure you are connected to both higher-level and lower-level people in your organization.
- Leverage your networks and connections to get things done and to secure valuable resources for your group. One way to get others to help you is by first helping them. This draws on the principle of reciprocity.



4. Sincerity

Sometimes people act as if displaying sincerity means being overly enthusiastic, positive, and flattering. This may give others the impression that they are not seeing the real you, even if you are genuinely very positive at work. Don't shy away from showing vulnerability and also from giving tough feedback.

- Become aware of whether others perceive you to be authentic and genuine.
- Make sure to follow through on your commitments in order to build trusting relationships.
- Be purposeful and clear in how you compliment or reward others. In other words, be genuine.
- Be transparent in communicating with others to avoid the appearance of withholding information.
- Treat all of your subordinates equally and fairly. Avoid creating the perception of showing favoritism.
- Don't rush trust; it takes a long time to build and only a short time to lose.
- Don't be afraid to show your vulnerability to others.
- Allow others to see you express a range of natural emotions. It is okay to let others see you when you're upset, frustrated, or disappointed.

“Be sincere, Be brief, Be seated.”

— Franklin Delano Roosevelt

Positive Political Skills

Positive political skills are legitimate, everyday political skills used to build good relations with relevant others to help you:

- accomplish your work
- achieve high performance
- gain support for your actions
- gain more influence over others, and
- attain career success.

These skills are made up of three steps:

- Impression management, managing the impression you display for others.
- Using positive political strategies to improve interpersonal relationships.
- Avoiding hazardous political mistakes.



Making a Positive Impression

- Have a positive attitude.
- Dress professionally.
- Show team spirit.
- Give credit to team members.
- Learn names of co-workers.
- Take initiative.
- Demonstrate responsibility.
- Be organized.
- Be prompt and on time.
- Avoid becoming involved in office gossip.
- Conduct minimal amount of personal business at work.
- Demonstrate good manners.

How to Manage Impressions

- Build trust and confidence.
- Be visible and create a strong presence.
- Admit mistakes.
- Minimize being a yes-person.
- Review e-mails before you send them.
- Don't convey anger through e-mail.
- Not responding may be seen as rude.
- Use web pages and e-mail messages to:
 - share accomplishments
 - keep in touch
 - send praise and thanks.

Using Positive Political Strategies

- Be assertive.
- Use reason.
- Network with influential people.
- Volunteer for assignments.
- Acquire information power, and use it.
- Acquire expert power, and use it.
- Stay cool under pressure.
- Express constructive disagreement.
- Sell benefits of an idea.
- Exchange favors.
- Increase visibility of efforts.
- Ensure your credibility. Be competent, worthy, and ethical.
- Make others feel important. Ask for advice.
- Watch what and how you say things.

Avoid Common Political Mistakes

- Criticize leader in a public forum.
- Bypass leader.
- Be openly disloyal to leader, team, or organization.
- Be a pest.
- Be perceived as a poor team player.
- Burn bridges or creating ill-will among former employers.

Dealing with Resistance

- Accept resistance as something else that needs to be managed, not ignored.
- Understand the source.
- Listen carefully to concerns.
- Refrain from seeing resisters as adversaries.
- Use the appropriate tactic in response.

Emotional Intelligence: A Summary (for Parents)

Miscellaneous extracts from the 21-page PDF by Dr. Grayson, available [here](#).

From John Gottman's book, *Raising an Emotionally Intelligent Child*

- From the mid 1970's to the late 1980's, children (as rated by parents and teachers) have become more nervous and irritable; more sulky and moody; more depressed and lonely; more impulsive and disobedient; and so on for more than 40 indicators. Impulsive girls are more likely to become pregnant by the end of their teen years and impulsive boys are at a higher risk for delinquency, violence, and using drugs and alcohol.
- Why? Parents have less free time with their children, less relatives in children's lives, and both parents often work. There is more TV watching and videogame playing. One learns EQ from a social life, which has been decreasing.
- High-EQ kids are able to regulate their emotional states—better at soothing themselves, calm their hearts faster, have fewer infectious diseases, better at focusing attention, better at understanding people, higher academic achievement, and had better friendships with other children.

An EQ Coaching Parent

- In some ways, they aren't that different from laissez-faire parents. Both groups appear to accept their children's feelings unconditionally. Neither group tried to ignore or deny their kids' feelings. Nor do they belittle or ridicule their children for emotional expression.
- Doesn't object to their children's displays of anger, sadness, or fear, nor do they ignore them. Accepts negative emotions as a fact of life and they use emotional moments as opportunities for teaching their kids important life lessons and building closer relationships. Give credence to their emotional experience and help them learn to soothe themselves. Negative feelings are an opportunity to empathize, to build intimacy, and to teach/guide children about ways to handle their feelings. They should not be feared or avoided.
- Act as their children's guides through the world of emotion. Parents are very empathetic. They recognize that all emotions, even those we generally consider negative like sadness, anger, and fear, can serve useful purposes. Anger can motivate and sadness can inspire one to find out what's missing.
- Teaching a child values within the context of helping to solve a difficult problem is much more effective than simply laying out abstract concepts that are unrelated to your child's everyday life.
- Parents act as models as they understand emotion and trust themselves to display negative and positive emotions constructively. Emotional awareness means that you recognize when you are feeling an emotion, you can identify your feelings, and you are sensitive to the presence of emotions in other people.

Listening

- Empathy is the ability to feel what another person is feeling. We can imagine ourselves in their position and feel their pain or joy. We can feel their frustration, their rage, their bliss, When we seek to understand our children's experience, they feel supported.
- Often, children may not be able to articulate or even know the feeling they are having. If they do, they may not know the reasons for it. We can often decode messages children unconsciously hide in their interactions, their play, and their everyday behavior. It may help to step back and look at the big picture of what's going on in their lives.
- Addressing feelings that are low in intensity before they escalate also gives families a chance to practice listening and problem-solving skills while the stakes are small.
- Empathetic listeners use their eyes to watch for physical evidence of their children's emotions. They use their imaginations to see the situation from the child's perspective. They use their words to reflect back, in a soothing, non-critical way, what they are hearing and help their children label their emotions. But most importantly, they use their hearts to feel what their children are feelings.



- It is useful to know a lot about the people, places, and events in your child's life—know them intimately. This way, you will be better equipped to explore the possible source of your child's feelings and help your child label them. These mental “maps” of your child's life and environment need regular updating.
- When talking about feelings, it's best not to apply logic or argue the fact. Rather, listening, labeling, and soothing come before problem-solving. To propose solutions before you empathize with children is like trying to build the frame of a house before you lay a firm foundation. Consider the following: Your wife arrives home from the office, distraught over a disagreement she's had with a co-worker. You analyze the problem and, within minutes, outline a plan for resolving it. But instead of feeling grateful for the advice, you feel worse. That's because you have given her no indication that you understand how sad, angry, and frustrated she feels. You have only demonstrated how simply the problem can be solved. To her, this may imply that she's not too bright, or she would have come up with such a solution herself. Imagine how much better she would feel if, instead of instant advice, you offer her a back rub. And, as you massage her back, you simply listen while she describes the problem—and her feelings about the problem—in detail. With that done, she starts formulating her own solutions. Then, she might ask your opinion. In the end, you have the chance to offer your advice, and your wife has a solution she can hear. Instead of feeling put down, she feels empowered and supported by you as her partner.
- Sharing observations works better than probing questions like “Why do you feel sad?” The child may not know yet or there may be a lot of things and the child may try and answer the question to give you an answer. The child may worry if it was the right answer or if the answer is good enough to justify the feeling.
- Mixed feelings—your kid going to camp can be excited, proud, afraid, and homesick all at the same time. Encourage *your child* to express the full range of emotions and label them, assuring him or her that feeling two ways at once is okay and normal. Don't *you* label emotions for your child.
- There are still arguments, harsh words, bruised feelings, sadness, and stress and they are a part of life and family life every now and then. There is still a need for discipline. There is still a need to voice and express disappointment. However, when children are given rules, they understand and a sense of control over their own lives, they are less likely to misbehave in the first place. When children learn to regulate their own emotions, parental limit-setting and discipline are less frequently needed.
- When you are emotionally connected to your child, limit setting comes out of your genuine reactions to your child's misbehavior. Your child responds to your anger, disappointment, and worries, so you don't have to resort to negative consequences like time-outs to amplify your feelings. The respect and affection you and your child have for each other become your primary vehicle for limit setting.
- Talk in terms of behavior instead of stable, trait terms. Accept all feelings, but not all behavior. Feelings are not the problem, the misbehavior acted upon it is. Parents often absentmindedly describe their children with labels that stick like glue to the child's self-concept—John is hyperactive, Katie is the quiet one, Andrew is oversensitive, Janet is too aggressive, or Sarah is scatterbrained. You are so careless and messy. You are such a slow reader. Labels are sticky and become self-fulfilling prophecies (positive and negative).
- Gender . . . men and boys are just as capable as girls, but society doesn't always allow for equal expression. People can be emotionally aware without being highly expressive. Just because men are sometimes not as overt in their expressions of affection, anger, or sadness does not mean that they do not experience such feelings internally. Nor does it mean they are incapable of recognizing and responding to such emotions in others.



The Emotion Coach

- values the child's negative emotions as an opportunity for intimacy
- can tolerate spending time with a sad, angry, or fearful child; does not become impatient with the emotion
- is aware of and values his or her own emotions
- sees the world of negative emotions as an important arena for parenting
- is sensitive to the child's emotional states, even when they are subtle
- is not confused or anxious about the child's emotional expression; knows what needs to be done
- respects the child's emotions
- does not poke fun at or make light of the child's negative feelings
- does not say how the child should feel
- does not feel he or she must fix every problem for the child
- uses emotional moments as a time to:
 - listen to the child
 - empathize with soothing words and affection
 - help the child label the emotion he or she is feeling
 - offer guidance on regulating emotions
 - set limits and teach acceptable expression of emotions
 - teach problem-solving skills



Effects of this style on children: They learn to trust their feelings, regulate their own emotions, and solve problems. They have high self-esteem, learn well, and get along well with others.

Emotion Coaching Process

1. Become aware of the child's emotion 2. Recognize the emotion as an opportunity for intimacy and teaching 3. Listen empathetically, validating the child's feelings 4. Help the child find words to label the emotion s/he is having 5. Set limits while exploring strategies to solve the problem at hand. It's a 6-step process: a) Find out the goal(s) of the behavior b) Help child verbalize/discuss actions taken toward goal(s) c) Assess effectiveness (from all angles) of behaviors d) Examine full range of possible behavioral/attitude options e) Choose the most effective option f) Check back to see how the plan worked	3. Talk & feel understood 4. Label 5. Ways to soothe or problem solve a) What did you want? b) What did you do to get it? c) How did that work? d) What were/are all the options? e) What is the best choice? f) Let's see how that goes.
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- The process is more question-driven than the giving of advice or answers. Children need practice weighing their options and finding solutions; they need practice understanding how they feel and how to deal with those feelings. In addition to a sense of responsibility, giving children choices helps them to build self-esteem. A child whose parents constantly limit their choices gets the message, "You're not only small; your desires don't matter very much." If this works, the child may grow to be obedient and cooperative, but will have very little sense of him or herself.
- The process requires some degree of patience and creativity, so counselors need to be in a reasonably undistracted (if not calm) frame of mind. Bad times are when you're pressed for time (set a time, institute a stopgap measure) or when you have an audience (isolate yourselves and if another person is involved, give both people equal (but separate) time).
- Expressing your own feelings is appropriate, but it should be done in a non-derogatory manner—communication and understanding should be the goal. It's also appropriate to talk about community or personal values.
- For step e, ask if the solution is fair, will it work, and how will the child and other people likely feel.
- Although agreement is a good goal, it isn't always achievable and mutual understanding may be the next best thing—agreeing to disagree.
- Be mindful of children who are exposed to the process a lot; they may attempt to manipulate you with their feelings like anger or sadness or fear. Genuine emotions are fine, but they should never get you off the hook.

Note: Find a lot of good material online. Search for 'emotional coaching for parents' on Google or YouTube, e.g. **here**, **here**, **here**, or **here**. Plus, a nice graphic of feelings is **here** (and reproduced on page 59).

Encouraging Emotional Self-awareness

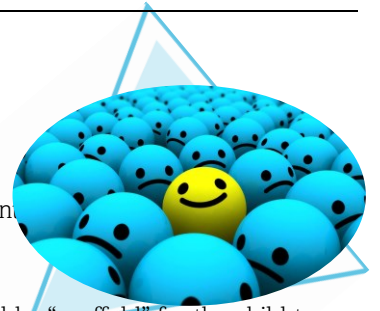
- **Meditation**
- **Journal writing, either free form, or in answer to questions like:**

Do you remember the last time you cried or lost your temper? What was the catalyst?
How did you feel about having the emotion? Did you feel relieved afterward or ashamed?
Were others aware that you were having these feelings? Did you talk to anyone about the incident?
- **Prayer**
- **Talks with an emotion coach**

Such coaches should give just enough information for the mentee to get started. They should build a “scaffold” for the child to climb and not provide the finished structure and simply give a tour. The tour might be nice and somewhat helpful, but it’s nothing like building the place (emotional competence) yourself.
- **Stories in the form of books, movies, plays, and tv**

These are good tools as they can help children build a vocabulary for talking about feelings, and illustrate the different ways people handle their anger, fear, and sadness. Books and short stories work better because the reader and listener can stop at any point and discuss what’s happening in the story.
- **Emotion Log**

Both what you are feeling and your reactions to how other people are feeling and their reactions to their own feelings.



General EQ Building Principles

Knowing does not equal doing

Understanding what EQ is does not automatically translate into EQ gains. Quite frequently, knowledge does not translate to behavior—e.g. drugs, eating well, safe sex, exercise, etc. Knowledge is a necessary but insufficient element.

Behavior change

- Life *is* the classroom.
 - ▶ Practice, practice, practice.
 - ▶ Takes months, not days, and that’s with concerted effort.
- Do-it-yourself EQ surgery is not the most effective or painless.
 - ▶ Have a mentor scaffold with you.
 - ▶ Modeling from a mentor helps.
 - ▶ Feedback lies at the heart of change
- General EQ building activities:
 - ▶ Meditation
 - ▶ Journal writing
 - ▶ Prayer
 - ▶ Emotion log

Emotional intelligence does not mean merely “being nice.” At strategic moments it may demand not “being nice,” but rather, for example, bluntly confronting someone with an uncomfortable but consequential truth they’ve been avoiding. —Daniel Goleman

Motivation as necessary for change & the means to get there

- 4 levels of readiness people go through during a successful behavior change:
 - ▶ **Oblivious**—it isn’t that they can’t see the solution—they can’t even see the problem. Deny there is any problem at all.
 - ▶ **Contemplation**—okay, there is a need for improvement, but substitute thinking about it for acting.
 - ▶ **Preparation**—focus on the solution, develop a plan—usually in response to some crisis event. Most people get stuck here with half-hearted attempts at action.
 - ▶ **Action**—start changing how they act.
- To encourage motivation, one needs to relate change to person’s values, hopes, goals, and dreams.
- Change comes from learning that fits a person life, resources, interests, and goals.

The 4 Horsemen Of The Apocalypse (4 things that lead to divorce)

Criticism

- Instead of complaining, suggest something is actually wrong with your partner. *It's silly to leave your shoes on inside because the floor gets dirty. You wear too much makeup. Hurry up (I think you're being inconsiderate). How come you don't kiss me as much anymore (I need more intimacy)? You're always busy lately (aren't I important to you?)! You used to be so much nicer and more playful, what happened?*
- There is some trait or character flaw they have. Issues may exist, but when you make people wrong, you've lost their attention and usually their cooperation.

Defensiveness

- Ward off attacks—"It's not me, it's you!" How can I help you realize you're wrong?
- Meet complaint with a counter-complaint.
- Whine—I was really listening! I'm the innocent victim! I'm doing good stuff here! You don't appreciate me!
- I haven't had this problem before. It must be you! These things keep the person from accepting any responsibility.

Contempt

- Morally superior. I'm on a higher plane. I'm a better human being.
- Insults. Correcting someone's behavior or grammar.
- Facial expressions: one corner of mouth turned up (get a dimple) and sometimes an eye roll. This can take ¼ of a second.
- This is the single best predictor of relationship failure and divorce.
- This is sulfuric acid for love.

Stonewalling

- Arms folded. Looking down with perhaps brief monitoring glances. Or, walking away and not addressing the issue upon return. *Just tap me on the shoulder when you're done. Yes dear. Okay, okay, just get off it!*
- Heart sometimes exceeds 100 beats per minute.
- Trying to be neutral and disengage drives people crazy.

The Sound Marital House (for couples)

The Sound Marital House	
Honoring the Dreams	
Problem Sets / Accept Influence	
Positive Perspective	
Turning Toward vs. Turning Away	
Fondness / Admiration	
Love Maps	

Every child's birthright
is a happy home.

—Margaret Elizabeth Sangster

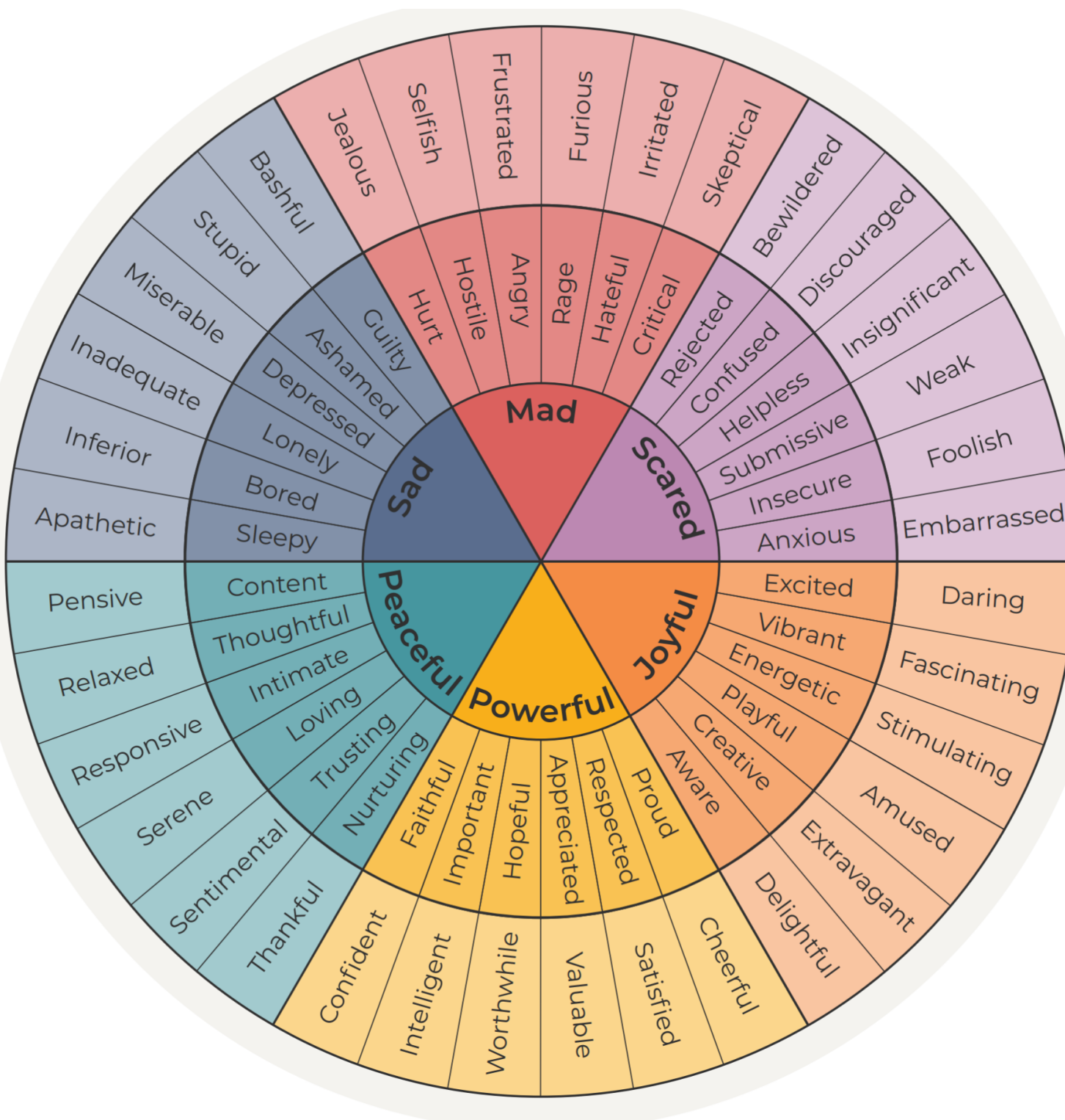
Love Maps - the ground floor

- Knowing one another and feeling known.
- Know what their concerns are, who the cast of characters in their life are, what their aspirations are.
- Know their eye color, favorite foods and places, what they did last weekend, what their day at work was like, etc.
- These maps need to be updated! As a rule of thumb, it's a good idea to sit down and check in with your mate and ask how things are going and how they feel about life and you and everything. This is done naturally and often.

Fondness and admiration system

- Remember how they met and all the details.
- Can say What they love about their partner and have that comfortable spark.
- This is the antidote for contempt. You can't have contempt and have fondness and admiration.
- Need to praise one another every now and then, and for no reason.

[end of extract]



The Gottman Institute
Developed by Dr. Gloria Willcox

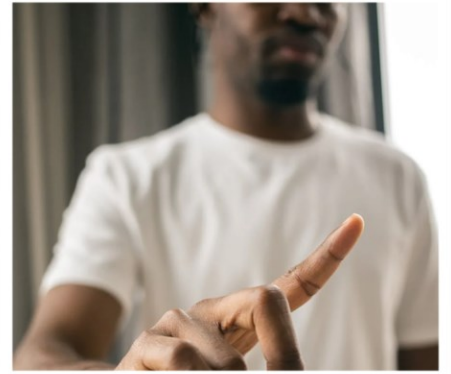
Available online at **link**.

When I Say No, I Feel Guilty

Book by Manuel J. Smith, Ph.D., Summarized by Mark Dattoli

In learning to become assertive, you have to realize that *no one can manipulate your emotions or behavior if you do not allow it to happen...* To make yourself as effective as possible in stopping manipulation you also need to question the childish attitudes and ideas that many of us have been reared with... These childish expectations and their consequent behavior deny us much of our dignity and self-respect as human beings.

I like to think that being assertive means being confident of yourself and your abilities. "No matter what happens to me, I can cope with it."



It's easier
to say 'no' to
something when you've
already said 'yes'
to something more important

Assertive Right #1

You have the right to be the ultimate judge of yourself.

- Childish belief: You should not make independent judgments about yourself and your actions. You must be judged by external rules, procedures, and authority wiser and greater than you are.

Manipulation occurs when extraneous rules are imposed upon you that you have not previously agreed to... [This] is the prime assertive right which allows no one to manipulate you... The particular judgment each of us makes about ourselves may not be systematic, consistent, permanent, or even sensible to everyone else... It is your life, and what happens in it is up to you, no one else.

Assertive Right #2

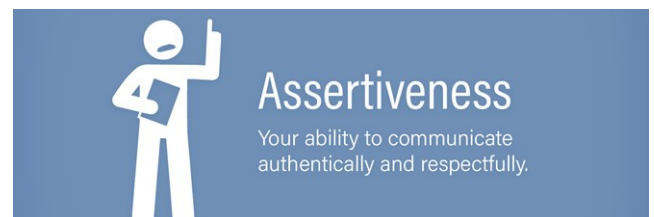
You have the right to offer no reasons or excuses to justify your behavior.

- Childish belief: You should explain yourself to other people since you are responsible to them for your actions.

Assertive Right #3

You have the right to judge whether you are responsible for finding solutions to other people's problems.

- Childish belief: You have an obligation to things and institutions greater than yourself... You should sacrifice your own values to keep these systems from falling apart. If these systems do not always work effectively, you should bend or change, not the system.



Assertive Right #4

You have the right to change your mind.

- Childish belief: You should not change your mind after you have committed yourself. If you change your mind, something is wrong. You should justify your new choice or admit that you were in error.

Assertive Right #5

You have the right to make mistakes—and be responsible for them.

- Childish belief: You must not make errors. Errors are wrong and cause problems to other people. If you make errors, you should feel guilty. You are likely to make more errors...Other people should control your behavior and decisions; in this way you can make up for the wrong you have done.

Assertive Right #6

You have the right to say: "I don't know."

- Childish belief: If someone else behaves toward you as if you "should" know specific results of what would happen when you do what you want, he is assuming you have the childish belief: "You should have answers to any question about the possible consequences of your actions, because if you don't have answers, you are unaware of the problems you will cause others and therefore you are irresponsible and must be controlled."

Assertive Right #7

You have the right to be independent of the goodwill of others before coping with them.

- Childish belief: You must have the goodwill of people you relate to, or they can prevent you from doing anything. You need the cooperation of other people to survive. It is very important that people like you.

No matter what you or I do, someone is not going to like it...People get so frightened if someone threatens no to like them or doesn't like them. They get paralyzed and don't function to their own benefit...Sometimes one wants to tell people: *You'll never be loved if you can't risk being disliked!*



Assertive Right #8

You have the right to be illogical in making decisions.

- Childish belief: You must follow logic because it makes better judgments than any of us can make.

Logic is not much help in dealing with our own and other people's wants, motivations, and feelings.

Assertive Right #9

You have the right to say: "I don't understand."

- Childish belief: You must anticipate and be sensitive to the needs of other people if we are all to live together without discord.

Few of us can read minds...yet many people try to manipulate us...by hinting, implying, suggesting, or subtly acting as if they expected us to do something for them.

Assertive Right #10

You have the right to say: "I don't care."

- Childish belief: If someone points out how you can improve yourself, you are obligated to follow his direction. If you do not, you are corrupt, lazy, degenerate, and worthless, and therefore unworthy of respect from anyone, including yourself.

One common thread is the assumption that if you are a human being, even if you are not perfect, you "should" strive for perfection, and if, heaven forbid, you cannot improve yourself, you "should" at least want to improve your human, ungodlike ways of doing things...This belief is the ultimate "sucker's play."

You have the assertive right, however, to say that you don't care to be perfect according to anyone's definition including your own, since one man's perfection is likely to be another's perversion.

The manipulation produced by believing that you "should" want to improve yourself is, in many situations, the kind of manipulation that can be the subtlest and the hardest to cope with.



Recommended Resources

Dr. Randall Grayson's free 20-page PDF, mostly about *EQ for parents*, is online [here](#).

The Sound Marital House

Honoring the Dreams
Problem Sets / Accept Influence
Positive Perspective
Turning Toward vs. Turning Away
Fondness / Admiration
Love Maps

Ruth Soukup's copyrighted *Seven Principles of Courage* chart is online [here](#).



ANGER MANAGEMENT

When angry with someone, it helps to sit down and think about the problem.

I recommend a free newsletter by Eric Barker called *Barking Up the Wrong Tree*. Eric covers a different topic every two weeks, usually related to emotional intelligence. Subscribe [here](#).

PRINCIPLE #1

GOALS ARE BIG

Goals to actually get big things done. We set goals that feel safe and achievable, we're not pushing past our comfort zone. It doesn't require us to work harder than we already are. And so we don't. But when we set—and commit—to a goal, we force ourselves out of that comfort zone into the unknown and there's something that will make us work harder or keep us going longer.

PRINCIPLE #2

RULES ARE FOR SUCKERS

It's so important that you never just follow blindly because someone decided something was a rule. Know that it is okay to sometimes follow your own path. Just because someone says something is true, or because it shows up on the Internet, or because "everyone" is repeating it as fact, doesn't actually make it true. This is a reminder to develop a healthy skepticism and a willingness to question authority and the status quo.

PRINCIPLE #3

ALWAYS OWN IT

It's much easier to point the finger at external circumstances than to acknowledge our own shortcomings. And it is easier to give up when things get hard, especially when we are handed a legitimate excuse not to keep going. That's exactly why taking responsibility for how you respond to everything that happens to you is such an act of courage. When you always own it, you will be in complete control of all the choices you make.

PRINCIPLE #4

THERE ARE NO MISTAKES

When you make the conscious choice to stop worrying about all the possibilities, you possibly screw up and instead focus on what you can learn from the experience. You give yourself the power to succeed regardless of what the outcome will be. It takes away all the pressure to get it right the first time, and instead lets you fully enjoy the journey.

PRINCIPLE #5

EMBRACE HONEST FEEDBACK

It's not always easy to accept hard truths and constructive criticism we don't really want to hear. That is why true accountability is SO courageous. It means admitting you might not have all the answers and requires being open to and accepting honest feedback, and being willing to follow up on it.

PRINCIPLE #6

BALANCE IS OVERRATED

We aren't called to balance, we're called to PURPOSE. Every time we select one thing, it means we are not choosing something else. So own it. If you believe that you have been called to a certain path, don't waste time on regretting the things you can't do. Understand that when you make a choice to pursue a dream, you are also making the decision to leave something else behind.

PRINCIPLE #7

JUST KEEP GOING

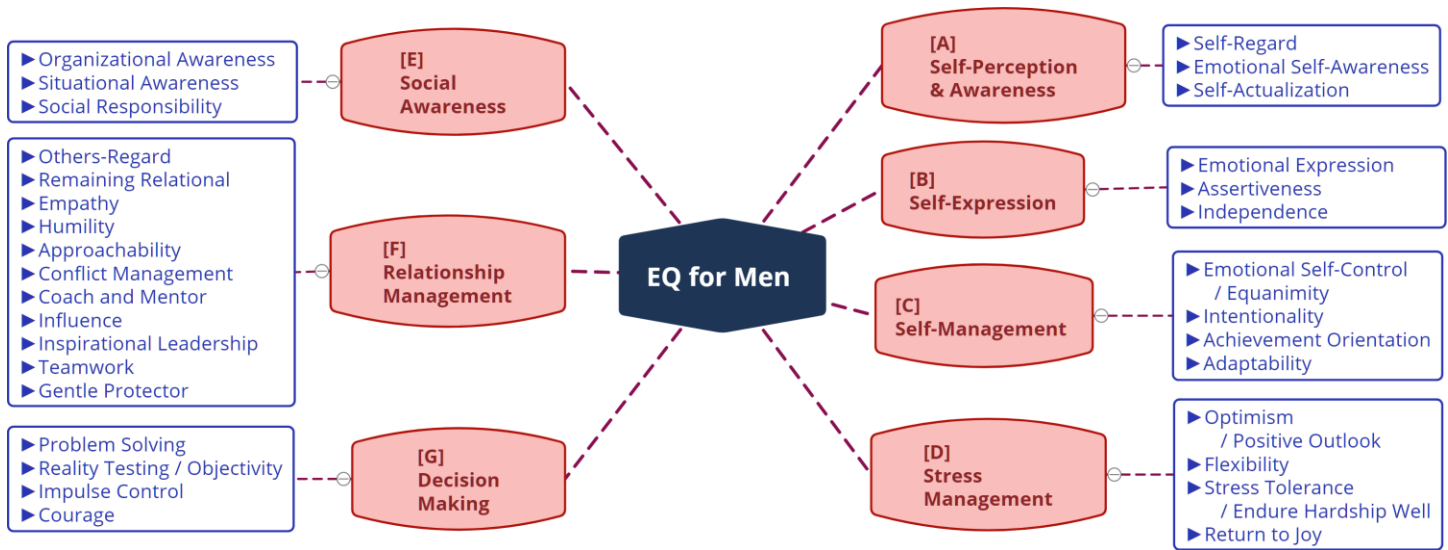
You don't need to know every step of the way before you begin; you just take the next one, and then the next one after that. Remember, action is the antidote to fear, which means that as long as you keep moving in the right direction, you keep taking action toward the goal you want to reach, you will reach it.

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EQ for MEN — SUMMARY



This is a summary of the areas of *EQ for Men*. It may be useful for printing.



Self-Perception & Awareness

All your other emotional and social intelligence competencies are built upon your emotional self-awareness.

Self-Regard

- ▶ Having a proper sense of one's value and dignity.
- ▶ Recognizing one's own personal limits and appropriately resisting mistreatment by others.

Emotional Self-Awareness

- ▶ Recognizing and understanding one's own emotions.
- ▶ Differentiating between subtleties in one's own emotions while understanding the cause of these emotions and the impact they have on the thoughts and actions of oneself and others.

Self-Actualization

- ▶ The willingness to persistently try to improve oneself and engage in the pursuit of personally relevant and meaningful objectives that lead to a rich and enjoyable life.
- ▶ The lifelong process of growth in spirituality which provides one's primary motivation.

Self-Expression

Being free to be who you are when you are at your best, and to communicate openly and non-defensively with other people.

Emotional Expression

- ▶ Openly expressing one's feelings verbally and non-verbally in appropriate actions, words, and tone.

Assertiveness

- ▶ Communicating feelings, beliefs, and thoughts openly, and defending personal rights and values in a socially acceptable, non-offensive, and non-destructive manner.

Independence

- ▶ Being self-directed and free from emotional dependency on others. Completing decision-making, planning, and daily tasks autonomously.
- ▶ In a marriage, forging mutual agreements, and building a healthy and unified family unit.

Self-Management

Keeping open minded and focused, helping you to channel your energies and contain your frustrations.

Emotional Self-Control / Equanimity

- ▶ Refraining from reactive and inappropriate actions, being able to settle down and think carefully before acting. Remaining calm and clear headed under stress.

Intentionality

- ▶ Understanding that progress and achievement come from deliberate actions rather than by chance. Deciding to take the right and courageous path rather than the easier or less risky ones by default.

Achievement Orientation

- ▶ Recognizing that we are measured by what we accomplish, not by our dreams, good intentions, or sincere efforts.

Adaptability

- ▶ Having a plan yet not falling in love with it; being able to roll with the changes as circumstances dictate.

Stress Management

Seeing the big picture and refraining from letting issues get out of hand.

Optimism / Positive Outlook

- ▶ Maintaining a positive attitude and outlook on life.
- ▶ Remaining hopeful and resilient despite occasional setbacks.
- ▶ Avoiding being a chronic nag, critic, complainer, or victim.

Flexibility

- ▶ Adapting emotions, thoughts, and behaviors to unfamiliar, unpredictable, and dynamic circumstances or ideas.

Stress Tolerance / Endure Hardship Well

- ▶ Coping with stressful or demanding situations and being able to manage or influence situations in a positive manner.
- ▶ Being able to accept help from others, when necessary, without being unpleasant about it.

Return to Joy

- ▶ Being able to quickly return to a positive state of mind after setbacks, disappointments, etc.

Social Awareness

Tuning into and staying alert to others' feelings and perspectives, enabling you to accurately observe influencers, decision makers, relationships, and informal networks.

Organizational Awareness

- ▶ Appreciating the realities of the broader context and structures of which you a part; recognizing what is changeable and what isn't.

Situational Awareness

- ▶ Understanding the personalities around you and how they wish to be treated.
- ▶ Recognizing that there is always a range of options available to you and that determining the best course of action may take considerable thought.

Social Responsibility

- ▶ Willingly contributing to society, to one's social groups, and generally to the welfare of others.
- ▶ Acting responsibly, having social consciousness, and showing concern for the greater community.

Relationship Management

Developing and maintaining mutually satisfying interpersonal relationships that are characterized by trust and compassion. Enables you to bring out the best in others. Helps you deliver much more than you could do on your own.

Others-Regard

- ▶ Genuinely showing love and respect to others, without malice or prejudice.
- ▶ Appreciating that every individual is made in the 'image of God.'
- ▶ Graciously tolerating and acting sympathetically with others' limitations and boundaries.

Remaining Relational

- ▶ Keeping your relationships with others as more important than your differences of opinion. Focusing on future success instead of past failures, and on actions rather than feelings.

Empathy

- ▶ Recognizing, understanding, and appreciating how other people feel. Being able to articulate your understanding of another's perspective and behaving in a way that respects others' feelings.

Decision Making

Making wise and timely choices, even in the absence of complete data. Recognizing when a decision should be made based on logic and when it should be based on intuition.

Problem Solving

- ▶ Finding solutions to problems in situations where emotions are involved.
- ▶ The ability to understand how emotions impact decision making.

Reality Testing / Objectivity

- ▶ Reality testing is the capacity to remain objective by seeing things as they really are.
- ▶ Recognizing when emotions or personal bias can cause one to be less than objective.

Impulse Control

- ▶ The ability to resist or delay an impulse, drive, or temptation to act.
- ▶ Avoiding rash behaviors and decision making.

Courage

- ▶ The ability to take brave actions in a timely manner, despite the presence of risk.
- ▶ The ability to own the results of your decisions, to learn from them, and to stand strong in the face of failure, adversity, or criticism.

Humility

- ▶ Genuinely understanding that others may be more right or talented than you, and that you may be able to learn from them. Avoiding arrogance and talking down to others.

Approachability

- ▶ Being a good listener: open-minded and non-defensive.
- ▶ Being open to criticism from others and looking for elements of truth in it even when it is not expressed courteously.

Conflict Management

- ▶ Handling disagreements without being disagreeable.
- ▶ Defusing anger and defensiveness in other people.
- ▶ Being able to see the other person's point of view.

Coach and Mentor

- ▶ Providing advice and assistance in an enthusiastic and supporting manner.
- ▶ Being able to demonstrate and explain things patiently and clearly.

Influence

- ▶ Encouraging others toward positive actions and results.
- ▶ Being a role good model.

Inspirational Leadership

- ▶ Creating and casting a vision for others that motivates them to higher levels of performance, quality, and pride.

Teamwork

- ▶ Being responsible and dependable as a team member who pulls his own load.
- ▶ Being willing to help others when they struggle.

Gentle Protector

- ▶ Taking responsibility to aid people who are hurting, at risk, or broken.
- ▶ Showing genuine love and practical support.

Love the Lord your God with all your heart and with all your soul and with all your mind and with all your strength.

Love your neighbor as yourself.

There is no commandment greater than these.

Mark 12:30-31

The Bible	Psalm 112	v1-2 (NLT)
Praise the Lord!	How joyful are those who fear the Lord and delight in obeying his commands.	Their children will be successful everywhere; an entire generation of godly people will be blessed.



As mentioned above I like the bi-weekly email I subscribe to (free) from Eric Barker. From 1/24/22 is this one:

Barking Up The Wrong Tree

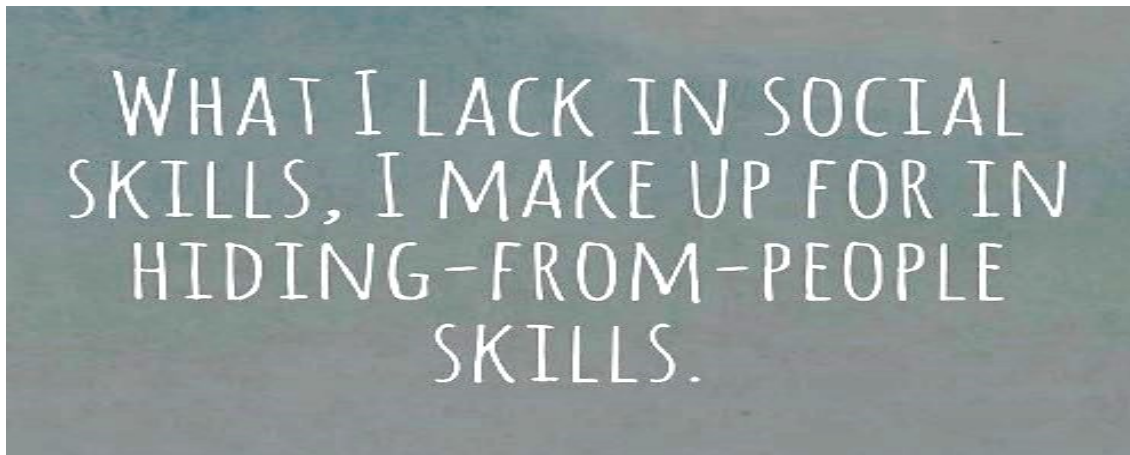
The Surprising Science Behind Why Everything You Know About Success Is (Mostly) Wrong



Before we commence with today's email, I wanted to thank everyone for helping my first book become a *Wall Street Journal* bestseller. To check it out, click [here](#).

This Is How To Have Emotionally Intelligent Relationships: 4 Secrets From Research

from: bakadesuyo.com/2022/01/emotionally-intelligent-relationships/



We all have social situations where we consistently stumble. At certain times, or in certain contexts, often while under stress — we blow it. And we just don't know why. We lash out, cling, blame, or withdraw and it hurts our relationships.

We try to be better... but then it happens again. And again. If it happens too often people can “nope” out of the relationship. We get scared that we’re broken. That our future is going to hold a lot of time alone at home with the lights off.

It can be hard to see what you’re doing wrong. We might notice a pattern, but only roughly. During conflict or criticism, or when feeling lonely, our instincts can seem all wrong. But the inability to see the problem clearly means we keep stumbling around like Mr. Magoo.

You hear a lot of talk about habits these days but nobody talks about our emotional or relationship habits – and those are a lot harder to fix.

Well, psychology has a word for those: *schemas*. And they’re not just habits, they go a lot deeper. They’re near-unconscious core beliefs about yourself and others that influence how you interact with people. If you listen carefully you can hear them whispering in your head when things go south socially:

Other people’s needs are more important than mine.

If you don’t fight back people will take advantage of you.

They don’t really care.

It’s like bad computer code running in your brain. Cognitive malware. Over the years we come to just accept those beliefs as obviously true. We don’t question or even notice them anymore. But having a social life that feels like a deeply miscast Shakespearean tragedy is no fun.

We need to fix this. Most talk about “emotional intelligence” is abstract, vague and ethereal. Word salad is back on the menu! EI sounds great — but how do you actually do it? The only effective thing performed by most books on the subject is a wallet biopsy.

We need something concrete and actionable. I’d love to think of myself as James Bond but I’m a lot more like Q. And I have just the gadget we need for this mission, 007.

We’re gonna get insight from Schema Therapy and ACT, by way of the excellent [Interpersonal Problems Workbook](#). This is black belt level stuff. The methods psychologists turn to when CBT and other front-line modalities don’t do the trick. As you may have heard, science is a really big fan of proof. Well, this stuff works.

From The Interpersonal Problems Workbook:

A randomized controlled trial of a ten-week ACT protocol showed significant decreases (Cohen’s $D = 1.23$) in problematic interpersonal behaviors on the Inventory of Interpersonal Problems (IIP-64).

Ready to give your brain a much-needed software update? (Some of our heads are still running Windows 95.)

Let’s get to it...

Uncover Your Schemas

You acquired your unique witches’ brew of schemas growing up. They helped you deal with problems then, but now some of those early coping mechanisms have become socially carcinogenic mental biohazards.

Maybe your family yelled, you always gave in and apologized, and now your software says, “*Prime Directive: Avoid conflict at all costs.*” Or maybe you were bullied and had to fight back to survive. And to this day whenever somebody is remotely critical you carpet bomb everyone in a two-mile radius.

Schemas are not the connective tissue of your personality; they’re a lot more like scar tissue. But they *worked* — at least in that context, at least in the short term — and so they’ve stuck around long beyond their usefulness. Old beliefs trapped in amber. But now they’re hurting your relationships. A child acting out to get the attention of neglectful parents makes sense. A 37-year-old adult doing it at the office, uh, not so much.

And it gets worse: schema-based behaviors are self-perpetuating. The more often you use them, the more people respond to you in ways that confirm your schemas. Act hostile and the world becomes hostile to you. Riding this merry-go-round is not fun.

From The Interpersonal Problems Workbook:

Your schemas guide not only your behavior, but also how you interpret other people's behavior. You see others in the light of your schemas, noticing their negative words and actions that reinforce your schemas and filtering out anything that contradicts your core beliefs. Your schemas are deeply ingrained, and they persist because they help you understand the world and organize your life.

The biggest problem is we rarely see them clearly. (Other people can. Hooo-boy, can they ever.) But to you they are obvious truths taken for granted like gravity. When you spend the first 18 years of your life getting ahead by shouting, other options might not occur to you for the next 18. Or 80. And it's really hard to fix something you can't see. (That didn't need a spoiler alert, right?)

So how do we get a better look at those totally non-redemptive aspects of your personality? If you want to be a happy person, it's nice to play a "highlight reel" of good moments in your head. But right now, we need to do the opposite. Review your, uh, "lowlight reel."

Think about the times things have gone wrong for you socially. Pick one that seems emblematic and watch it in your head.

From The Interpersonal Problems Workbook:

Think back to a recent, typical social situation in which you experienced negative emotions... Run it like a movie from start to finish, saying what you said, hearing what you heard, doing what you did. Watch and hear the other person acting out his or her part. What are you afraid will happen in this scene? How does the other person see you in this scene? What does this scene make you feel about yourself? Let yourself feel the same feelings that you had at the time: shyness, embarrassment, nervousness, fear, irritation, anger, shame, guilt.

Maybe you felt criticized, teased, pressured. Or it seemed you were ignored or unappreciated. And with numbing predictability, that big bad schema was invoked. The one that's caused difficulties again and again. Did you attack? Give in? Withdraw? Rebel or manipulate?

What's your go to problematic response? The one that has caused rifts or ended friendships?

(To learn more about how you can lead a successful life, check out my bestselling book [here](#).)

Okay, you have an idea what the issue here is. You probably know what the trigger is and your not-so-effective response. But knowing isn't enough to correct this. To housebreak the puppy, you need to catch it in the act of peeing on the carpet.

Time for a recon mission...

Watch, Don't Act

Put yourself in a situation where the schema rears its ugly head. Maybe it's when you're having a discussion with your partner or dealing with "that" person at work.

Now all you have to do is *nothing*. But that's not going to be easy. The goal here is "Watch, don't act." Just observe your thoughts and feelings. (This is probably the first time anything related to social skills has ever told you to pay far less attention to the other person and more attention to yourself.)

And then they do the thing that triggers you. The schema voice will start its whispering. But you need to focus on the *facts*. Notice what is actually happening vs what the schema is telling you. Did the other person "attack" you or just make a joke? Do they "hate" you or did they merely disagree?

This isn't easy. The schema will push you to run the old software program. To give in, lash out, or whatever. You want to see the process unfold in your head but not fall into the trap.

Maybe your eyes are narrowing. Maybe your fists are clenched. But don't respond. Observe the process in your head. (Facebook Relationship Status with your brain: "It's Complicated.") The feelings might shift, trying to bait you to act out. But just observe.

If you've been successful at doing nothing, you're at a very special moment now: The Moment of Choice. You just woke up, Rip Van Winkle. You now know you don't *have* to respond as you did in the past. You don't have to follow the old pattern. You can choose to respond with nothing...

Or you could even choose to respond with something *different*.

(To learn how to make emotionally intelligent friendships, click [here](#).)

Okay, we've seen how the slow-motion car crash occurs. But you can't just sit there like a wax-dummy version of yourself whenever you feel triggered. So what do we replace the schema with?

And how do we make sure we don't go from the interpersonal frying pan into the interpersonal fire?

Clarify Your Values

The goal is to replace your schema-based behaviors with values-based behaviors.

The important thing to note here is that values are not goals. Goals can be completed. Values – like “be a good person” – are never complete. They are ongoing. But this makes them adaptive. Life rarely follows our scripts and focusing on values gives you a North Star to follow no matter what happens.

So when it comes to relationships, what are your values? Take some time to sit down and really think about this.

From The Interpersonal Problems Workbook:

What is most important to you in your relationship with your parents, your partner, your kids, your friends, your boss? Your schemas may tell you that the most important thing is being right or avoiding criticism, but deeper down, your better self has other, more positive and powerful values, such as honesty, love, or respect.

Write down your values for each major relationship in your life: work, family, friends, partner, kids. And then write down your intentions. What are you going to do to get closer to your values when your schemas scream at you?

- *I want to be a good friend. I value maintaining connection. So when I feel abandoned, instead of withdrawing I will reach out.*
- *I want to be a good romantic partner. I value being supportive. So instead of fighting back when I get worked up, I will acknowledge how I might be wrong.*

Now you've got some new software. And you didn't even know you could code...

(To learn how to raise emotionally intelligent kids, click [here](#).)

Alrighty, now you know your schema and its wiles. You also know your values and intentions. How do we upload the new software? Time to take this into real life.

Put on your spikes. It's game day...

Defuse And Act On Your Values

I'm not gonna lie — this is going to be uncomfortable. I mean, *reading* this hopefully won't be uncomfortable but doing it, well, if growth was fun, we'd have already done it.

You're in that situation again. They do *that thing*. You feel the stress. And the schema gears start rolling. But you have felt the Moment of Choice before. You know you don't have to follow your schema. But this time you also don't have the comparatively easy option of doing nothing either.

The negative thoughts pop up as you resist the schema. Bone-deep mayhem in your brain. Thoughts and feelings flailing like four cats in a knapsack. And the chorus of schema beliefs start their whispering:

I'll be rejected.

I don't have to put up with this.

See? Nobody cares.

An escalating tsunami of emotion. Every negative feeling says *I am the most important thing ever and this discomfort will not end until you follow the schema.*

It's lying. You know this. If feelings lasted forever, you'd still be upset about Jimmy kicking you back in the second grade. That said, the thoughts keep coming. You can't stop them, but don't have to follow them. You can't control your feelings, only your response.

Struggle in the quicksand and you only sink deeper. Instead, what we're going to do is defuse them. "Cognitive Defusion" isn't sleight of hand, it's sleight of mind. It's a trick to remind you that *you are not your thoughts*.

When you believe your schema's negative thoughts and feelings are you, you think you have to follow them. You don't. You have experienced that Moment of Choice. You can resist the schema siren song. Those thoughts and feelings are the schema, not "you." And what they say is not accurate.

So how do we defuse? Reword each of the thoughts by adding, "I'm having the thought that..."

"I'll be rejected" becomes "I'm having the thought that I'll be rejected."

"I don't have to put up with this" becomes "I'm having the thought that I don't have to put up with this."

Defusion will give you the emotional distance you need. The thoughts and feelings will dissipate. (This is the criminally underappreciated upside of your brain's short attention span.) But in the moment, it will feel like they never will.

Here's a perspective that will help. It's going to sound corny, so I apologize in advance:

You are not the weather. You are the sky.

Those negative thoughts are the weather. And the weather changes, inexorably. You cannot control the weather and you do not need to. Observe and acknowledge it and let it pass. (Okay, maybe bring an umbrella.)

Defuse the thoughts, let the weather change, and only the sky will remain. That's you. And once the negativity passes? There's the Moment of Choice again. Now turn to your values. Your intentions. Follow the new script.

This is success. And as you practice, this will get easier. It will become your new default. You're becoming a better you.

Do take a moment to bask in your shimmering foxiness.

(To learn the 4 rituals that will make you happy all the time, click [here](#).)

Okay, time to round it all up. And then we'll learn what it takes to stick with this challenging process of change over the long haul...

Sum Up

This is how to have emotionally intelligent relationships:

- **Uncover Your Schemas:** Relive a representative difficult moment in your mind. Notice what triggered you. Notice your feelings. And your-less-than-constructive response.
- **Watch, Don't Act:** Put yourself back in that situation for real. Just observe your feelings and the pull toward that negative behavior. Don't give in. Just notice what goes on in your head and get a good look at the schema in action.
- **Clarify Your Values:** What kind of person do you want to be in your relationships? You get to choose. Yes, you do. So choose.
- **Defuse And Act On Your Values:** When the situation happens again, remember that the thoughts and feelings the schema throws at you are not you. And they're not accurate. *They are not you. They are not true. I do not like green eggs and ham.* Defuse them with "I'm having the thought that..." Then act on your values.

With time your schemas will no longer define you. You don't have to run the old software. People will trigger you and you'll be able to step back from the emotions. Your feelings won't govern your behavior. You will. You'll instinctively act based on your values and your relationships will blossom.

But it's gonna be a lot of work in the meantime. At first, it's gonna feel like building a skyscraper from the top floor down. Terraforming your brain isn't easy. Your bad schemas have had decades of practice. The grooves are worn deep. Reading this once is not going to upload the new software *Matrix-I-Know-Kung Fu-Style* immediately. So what can help?

Some [self-compassion](#). Accept that you're not perfect and this will take time. Realizing you're not perfect and you deserve some compassion may lead to a deep realization that others aren't perfect and they deserve some compassion too. This is something that may help your relationships more than anything.

Knowing the mistakes you usually make is powerful. But it's how you use that information that matters. You can use it to beat yourself up. (Not recommended.) Or you can use it to be better. (Recommended.) And you can use it to realize that we all have flaws and all deserve some compassion. (Highly recommended.)

Don't let your past continue to hurt your future. Don't let temporary feelings cause a rupture that cannot be repaired. The most tragic moments in life are when someone you have great memories with becomes a memory themselves.

So when your old ways and their negative feelings rise up remember that corny phrase:

You are not the weather. You are the sky.

And if you want a daily insight, quote or laugh, you should follow me on Instagram [here](#).

Email Extras

Findings from around the internet...

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Eric

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EQ. for Men

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