

Pragmatic Team Dynamics:

Recognizing and
Understanding the
Forces at Work

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Pragmatic Team Dynamics: Recognizing and Understanding the Forces at Work
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Chapter 1: What is the 10-80-10 Rule?

A principle is the ultimate cause of something. It is a basic generalization accepted as a fundamental truth, a motivating force. Principles form the basis for reasoning and conduct.

The Pareto Principle

There is a popular principle in business referred to as the Pareto Principle. Its consistent application has improved productivity in businesses for years. Also known as the “80/20 Rule,” this principle has proven effective over time in areas beyond the business arena. Simply stated, the 80/20 Rule means that in nearly all cases a few (20%) are vital to achieving a group’s desired outcome, while others (80%) make more of a trivial contribution to the outcome. For example, 80% of the decisions in a meeting come from 20% of the time spent in the meeting. And we know that 80% of a manager’s headaches come from the same 20% of the people being managed. It’s been shown that 80% of customer complaints are caused by 20% of a company’s product or services. Application of this principle to whatever data is being analyzed can generate valuable information that helps managers make better decisions. In management terms, it is very valuable in that it allows the manager to focus on the vital few (20%) rather than the trivial many (80%). Effort then can be focused where it will have the most impact.

The 10/80/10 Rule

After years of coaching many teams, I am convinced that there exists a similar, but slightly altered version, of the 80/20 Rule – the 10/80/10 Rule. This principle applies to sports teams, business teams, educational groups, and others. Every group has a designated leader who bears the responsibility for team success. This coach, organization president, or business team leader has a big job. As the leader, you carry

many expectations, the largest one being that you will shape your team into a productive, winning, successful group. What's been overlooked, however, is that inside your group exists other unspoken leaders who may be competing with you or standing in the way of achieving your desired outcome.

Inside leaders – who are they? I call them the “10% positive leaders” and the “10% negative leaders.” They comprise the top and bottom 10% of your team. The influence exerted by these leaders, as well as yourself, has tremendous effect on the other 80% of the group following their lead. Unless you are aware of them and working with these leaders, your team will never become all it was intended to be. Just as the Pareto Principle helps business leaders focus on the vital few in their group, the 10-80-10 Rule can help identify and manage the positive and negative leaders in a group. Much like the Pareto Principle helps a manager focus attention where it will have the most group impact, so will applying the 10-80-10 Rule to your group.

How do you identify the 10% positive leaders and 10% negative leaders? By paying attention to their leadership qualities and whether they are leading the remaining 80% closer to or farther away from the group's desired outcome. Once you know who is playing each role, you can guide them toward personal and professional success as well as the group's goal. Let's take a closer look at what these 10-80-10 group members are like.

10 % Positive Leaders

These leaders comprise the top 10% of the group. They effectively lead and influence members toward the group's common goal. Positive leaders have the team's best interest at heart and lead accordingly. They possess the personal and professional qualities needed to successfully lead a group. Befriending these leaders and helping them continue to develop and grow will help strengthen the group and move it toward that winning game, developing a new product or whatever the desired outcome may be. Much of the manager's focus should be spent on the personal development, training, and retention of these positive leaders.

The 80% Followers

The next 80 % of the people in your group have willingly decided to follow the leader. These followers have two choices: 1) effectively help the positive leaders through support and hard work; or 2) take a more ineffective, passive role in the group, leaning on the leaders for support and direction. Effective followers possess certain qualities that equip them to take an active role in the group, while the ineffective followers possess a different set of qualities.

Followers will follow both positive and negative leaders in your group. The positive and negative leaders are counting on their ability to persuade and are always working to pull the followers toward their agenda. That agenda is either working toward or away from the group's goals. Tuning into who the followers are and helping them develop strategies to protect themselves from the influence of the negative leaders is invaluable in keeping the team from sliding downhill. Also, looking for followers who possess the potential to lead and become leaders is the key to building team strength.

The Negative 10% Leaders

The remaining 10 % of your group members have often been referred to as the “trouble makers” or the “difficult” people. I suggest these group members be renamed to “**Negative Leaders.**” Leader, you say? Yes, a **Leader.** These members are influential, they get attention, they produce outcomes, they are in charge of money-making decisions, and are motivated by pay-offs. Sounds like a leader, doesn't it?

Why pay attention to these negative leaders? Manager need to because they cost the manager and the team in terms of time, money, and energy. They are also usurping the manager's power. A tremendous amount of energy will be spent dealing with negative leaders that could be much better spent on working with or rewarding the positive leaders and followers.

Group leaders sometimes have a tendency to overlook or ignore dealing with

negative leaders. Perhaps they are not aware of them or they don't realize the dangerous impact the negative leaders imperceptibly cause or they simply don't know what to do with them so they leave them alone. Heed this wake-up call to recognize the power the negative leaders in a group can and will exert. Don't forget: these negative leaders are vying for the 80% followers as well as for the influence that positive leaders can have. It cannot be overstated or overstressed how much damage negative leaders can overtly or covertly do to a team.

Determining Who's Who

I truly believe a coach/teacher/CEO job includes working with people to make them better people as well as imparting their knowledge and love of the game, product being produced, or whatever your desired outcome is. You owe it to your team members to produce double dividends in their personal and professional lives.

I also believe that applying the 10-80-10 Rule makes this a possibility. Being able to determine who's who in your group not only grows group synergism, it also strengthens the group's identity and purpose. The biggest benefit to determining who in the group is most closely aligned with the 10-80-10 groupings can begin by determining where a person/player currently is: the top positive 10%, the 80% followers, or the 10% negative leaders.

First, make a plan to reproduce yourself from one or more of the positive leaders. Every leader should always be in the process of training someone to take his/her place. Second, try to separate the middle 80% from the bottom 10% so they can't be led astray. Third, try to lead the middle 80% in a positive direction. Finally, try to influence the negative leaders and see if there is a way to help some of them join the middle 80% or, ideally, become a part of the top 10% positive leaders. I believe a truly exceptional, outstanding coach/boss is able to convert their original 10-80-10 group ratio to one of 15-85-0 if they work long and hard enough with their team. I would also consider it a tremendous success just to move one or two people in the group to a new group. Let's begin your 10-80-10 journey by learning about what makes a positive leader.

Chapter 2: 10% Positive Leadership

The Chicago Bulls were in the finals against the Utah Jazz. They were down by a point with only seconds to go. Michael Jordan had the ball and everyone knew that he was going to take the final shot. Most of the defenders were around him. Instead of forcing the shot, he passed the ball to Steve Kerr, who made a three-point basket to win the game. Now that's leadership.

Bookshelves are filled with books offering answers to “what is leadership?” Leadership is a much-discussed phenomenon, but perhaps still one of the least understood. Therefore it's not surprising that the word leadership carries different definitions depending on whom you ask to define it. People have been trying to define it since the beginning of time.

Searching for a Definition

Definitions do exist and certain images and ideas seem to surface when trying to describe leaders. Keep in mind that most existing definitions and ideas on leadership have been developed and validated with white American males leading white American male followers. Certain ideas have seemed to stand the test of time and culture. Famous people have offered their definitions of what leadership is all about.

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 K. Galbraith.

Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand. Leadership is the art of accomplishing more than the science of management says is

possible – Colin Powell

Leadership is the potent combination of strategy and character. But if you must be without one, be without strategy – General H. Norman Schwarzkopf Jr.

Leadership is about having followers, those who willingly work their hearts out to get great work done. – Unknown

There seems to be some general agreement that leadership is more of an art than a science: art referring to the leader's people skills and science being the knowledge they possess to get the job done. Simply put, good leaders artfully get the team to do what they want done while using their know-how about getting the job done.

Leadership often arises in response to a need. This makes it more difficult to define, as the situations that give rise to it vary from circumstance to circumstance, group to group, and from one time in history to another. This implies that leadership can even be situational and relational.

Hollywood, books, TV shows, and movies certainly have made their contributions to providing us with images and ideas associated with leaders. These leaders, often portrayed more like heroes, romanticize, glorify, and even deify certain men and women who have saved the day. Faced with these preconceived (perhaps even fabricated) portraits of leaders only create more confusion as we go in search of a definition.

In addition to looking for ways to define what leadership is, sometimes it's helpful to look at what it is not. Certain myths about leadership have existed for centuries. Let's look at some common myths surrounding leadership.

Common Leadership Myths

A myth is a traditional story accepted as history. It serves to explain the world view of a particular people. It is a strong belief regarding some fact or phenomenon of experience. Ancients knew the power of myths and so do we today.

Myth: Leaders are born. They are not made.

Many people still think leaders are born and not made. Most people, however, have the potential of becoming a good leader. Many of our greatest leaders learned from watching others. Certain learned characteristics can make almost anyone a successful leader. Leadership is not an ability given only to a rare few – it is a set of learned skills and behaviors.

Myth: A woman does not make as good of a leader as a man.

It's no secret that men and women are different and do things in different ways. It's no secret that men and women are socialized differently throughout their life. Leadership is about leading people and women are generally more socialized to pay attention to people's needs and to know how to nurture people in the process while their needs are being met. While men and women may lead in different ways, a good leader is a good leader regardless of gender. There are female Fortune 500 leaders, NWBA captains, popular political figures, and many other leadership roles being successfully held by women.

Myth: Every leader must have charisma.

Charisma is that special, graceful, magical appeal that some people seem to possess that draws others to them. While many leaders are charismatic, most leaders are not. Some charismatic leaders take advantage of people's problems and offer them what seems to be a great solution. Charismatic leaders typically want their followers to be very dependent on them, which is the opposite of what good leaders want from those they lead. Not every charismatic leader has detrimental results (such as Jim

Jones or Jim Bakker), but followers would be wise to beware of charismatic leaders. It's more helpful for leaders to think that their cause, purpose, and genuine, passionate desire to lead that make them charismatic, not the other way around.

Myth: The person assigned the title is the designated leader.

True leaders will rise to the top and others will naturally gravitate toward those they respect and want to work with. Therefore, true leadership is not based on a title or position – it is based on skills, abilities, performance, effectiveness, and passion. For example, the football coach may not have as much influence on his team as a player who can read the game and energize his teammates to victory. Or consider Gandhi, who through much of his life held no relevant, formal position.

Myth: The best leaders are the highly educated ones.

Many great leaders had little or no formal education. These leaders learned from watching other leaders and from their own experience. While knowledge of the job is important, leadership remains more an art than a science. Consider the self-made men and women in business, politics, and many other professions.

Qualities of Positive Leaders

No group/team can rise above the quality of its leaders. To identify a group's positive leaders a manager must have a good understanding of who they are, how they make decisions, how they interrelate with others, and their level of passion for the job. Positive leaders know themselves well. They know their strengths and nurture them. They know their weaker qualities and they position people with the needed strengths close by.

Personal Qualities

Positive leaders are people of high integrity. Leaders must already possess any quality that they are going to expect their team members to have. This collection of positive qualities and characteristics desirable in a leader is just that – a collection. This list is not complete, and you will never meet a person who possesses all of these qualities. Hopefully, though they will provide you with more insight into what to look for in your group.

Qualities – Any of the features that make something what it is; the degree of excellence possessed.

Character – A distinctive mark; a distinct trait, moral strength, reputation

- **Passion** – Something that is desired intensely; driving or overpowering feeling or emotion. The most notable quality in great leaders is the passion they have for their people and their work. These leaders love what they do and love the members of their teams. This kind of passion inspires others to wholeheartedly join them and give their work a sense of purpose.

Life is action and passion therefore, it is required of a man that he should share the passion and action of the time, at peril of being judged not to live. – Oliver Wendell Holmes

- **Self-confidence** - Confidence in one's own abilities, belief in yourself and your own abilities. Positive leaders know who they are, what they need, and what they stand for. The leader's level of self-confidence will trickle down to the team members.

If I have lost confidence in myself, I have the universe against me. – Ralph Waldo Emerson

- **Visionary** - Being able to create new ideas and make plans on how to use

them in ways that create a bright future. Having a clear sense of vision is important as well as the ability to articulate it to others. Taking the lead in shaping a future direction.

Vision - the art of seeing things invisible. - Jonathan Swift

- **High Energy** - Vigorous, dynamic, high-powered. Positive leaders tend to have boundless energy. They have learned to take care of themselves (physically, mentally, spiritually, and emotionally) and periodically take the time to re-energize themselves.

Energy and persistence alter all things. – Ben Franklin

- **Level-headed** - Exercising or showing good judgment; self-composed and sensible. Level-headed leaders make realistic leaders who know how to respond to problems and not just simply react or overreact to them. Leaders need to stay cool under pressure, which will inspire their followers to do the same. Remember, the knee-jerk is just that, a knee movement from a jerk – so don't do it, do not simply react.

Never give in, never, never, never, never, in nothing great or small, large or petty. Never give in except to convictions of honour and good sense. – Winston Churchill

- **Positive Attitude** - A positive state of mind and mood; how someone feels or thinks about something. Attitudes have a power all their own. Once they are set in motion they keep going and are hard to stop.

Leaders need to be optimists. Their vision is beyond the present. – Rudy Giuliani

- **Courage** - The willingness to take risks and accept responsibility for the outcome. A group will be no more courageous than the leader leading it. Leaders are often called upon to take courageous actions, such as staying optimistic in the face of problems, making tough decisions, confronting

conflict, and standing firm when others disagree with them.

Knowledge is the antidote to fear. – Ralph Waldo Emerson

- **Honesty** - Integrity; sincerity, truthfulness. Positive leaders are always honest with those they lead. Working from a foundation of honesty builds trust in those who follow. Without an honest approach to leading, the leader will develop credibility problems.

I have found no greater satisfaction than achieving success through honest dealing and strict adherence to the view that, for you to gain, those you deal with should gain as well. – Alan Greenspan

- **Values** - Principles, standards considered worthwhile or desirable, esteemed principles. These guiding principles state how everyone who works in the group will conduct their business and behaviors. They become the foundation for the corporate or team culture; However, values can change over time in response to changing life experience.

I think if you look at people, whether in business or government, who haven't had any moral compass, who've just changed to say whatever they thought the popular thing was, in the end they're losers. – Michael Bloomberg

- **Determination** - Making or arriving at a decision; firmness of purpose; fixed intention or resolution. Just look at Michael Jordan! He didn't even make his high school basketball team.

Keep your dreams alive. Understand to achieve anything requires faith and belief in yourself, vision, hard work, determination, and dedication. Remember all things are possible for those who believe. - Gail Devers

- **Decisive** - Having the power to decide; conclusive, beyond doubt. In 1987, Bernie Marcus and Arthur Blank were fired from Handy Dan's, a home improvement store. They then decided to open their own business and now we have Home Depot. During crisis or critical times, leaders need to make good

decisions. Positive, secure leaders will grant appropriate decision-making authority to others.

Making good decisions is a crucial skill at every level. – Peter Drucker

- **Open-minded** - Having or showing receptiveness to new and different ideas; curiosity, imperceptibility. Remaining open creates space for exploring all avenues when finding the best approaches or solutions. Positive leaders entertain all ideas and possibilities.

Without an open-minded mind, you can never be a great success. – Martha Stewart

- **Opportunity seeking** - Looking for favorable or advantageous circumstances or combination of circumstances. Leaders are always looking for opportunities and for ways to convert those opportunities into something good. They are always looking forward for ways to continue building a successful company/team.

I'm not a sponge exactly, but I find that something I look at is a great opportunity for ideas. – Martha Stewart

- **Risk-Taker** - One who is willing to explore a course involving uncertain danger; ability to use good judgment, weighing the variability of returns from an investment. Positive leaders show a willingness to take calculated risks. Good leaders remain flexible and adaptable. They are also ready to take immediate action when needed as well as take responsibility for the consequences of their actions.

Uncertainty and expectation are the joys of life. – William Congreve

- **Goal Setter** - One able to determine the purpose toward which an endeavor is directed. Positive leaders influence the goals that are set and are responsible for creating the paths available to reach them. For goals to be understood and implemented, leaders should make them meaningful and measurable.

My philosophy of life is that if we make up our mind what we are going to make of our lives, then work hard toward that goal, we never lose - somehow we win out. - Ronald Reagan

- **Strong beliefs** - Something strongly believed in or accepted as the truth; especially a particular tenet adopted by a group of people. Leaders hold fast to their strong beliefs during whatever endeavor. Where others might bend or break their beliefs, leaders are steadfast.

I shall do less whenever I shall believe what I am doing hurts the cause and I shall do more whenever I shall believe doing more will help the cause. I shall try to correct errors when shown to be errors and I shall adopt new views so fast as they shall appear to be true views. – Abraham Lincoln

- **Discipline** - Training expected to produce a specific character or pattern of behavior. Discipline means daily practice and work. Sam Walton (WalMart) and John Geisse (Target) have spent the last 40 years making these two discount stores continually successful.

How am I going to live today in order to create the tomorrow I'm committed to? – Anthony Robbins.

- **Trustworthy** - Reliable; warranting trust; worthy of confidence; taking responsibility for one's actions. Positive leaders strive to be honest in all their dealing and the outcome of that is trust from those they lead.

Trust men and they will be true to you; treat them greatly and they will show themselves great. – Ralph Waldo Emerson

- **Emotional stability** - Possess the ability to be stirred by emotions and yet remaining firm from change or variation; able to bounce back from change. A leader who can constantly stay cool under pressure inspires confidence to all around.

Happiness is not a matter of intensity but of balance, order, rhythm and

harmony. - Thomas Merton

- **Maturity** - Having grown into full development of one's mental and physical and spiritual capacities. Mature leaders can set an example in that they can suffer disappointments gracefully. They are also comfortable with giving credit where credit is due. Maturity is kind of the old-fashioned word for what we now call emotional intelligence.

The three great essentials to achieve anything worthwhile are first, hard work, second, stick-to-itiveness, and third, common sense. – Thomas Edison

- **To empower** – To give power or authority to: sharing with others the power to do the job. Group members whose ideas are being implemented enhances their commitment to success. Positive leaders encourage self-development and high levels of job satisfaction with those they lead.

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

- **To motivate** – To stimulate people to exert more effort, energy, and enthusiasm in whatever they are doing. Positive leaders create a climate in which self-motivation prevails. They have a strong interest in the personal and professional development of those they lead. They encourage their team to give their personal bests. The focus of motivation is on action. Do not assume what motivates one team member to motivate another. Good leaders identify how each person on their teams respond to being motivated.

The companies that create the most nourishing environments for personal growth will attract the most talented people. – John Naisbitt

- **To be supportive** - Furnish support; providing assistance when needed. By providing support for their employees and customers by catering to their needs, Walgreens has become the nation's largest drugstore chain.

It is amazingly empowering to have the support of a strong, motivated, and inspirational group of people. - Susan Jeffers

- **To communicate clearly** - Exchanging thoughts, messages, or information by talking, writing, or behaviors. The danger for many who communicate is making sure the person who is being communicated to has received the message. We can sometimes assume too much in our communications.

Skill in the art of communication is crucial to a leader's success. He can accomplish nothing unless he can communicate effectively. – Norman Allen

An important aspect of managing our own development, as our relationships to others, is to authentically communicate our needs to others. Practice listening to what people do not say as well as what they do say. Two-way communication makes for good team relationships.

Basically our goal is to organize the world's information and to make it universally accessible and useful. – Larry Page

- **To nurture synergism** - To build a team with care. Building a team takes the ability to reach agreements among members of the team. Synergy is only created when leaders truly invest their time and efforts into fostering the success of everyone they are leading. Great leaders realize that their greatest resource is the people on their team. They are in tune with their followers.

The achievements of an organization are the result of the combined effort of each individual. – Vince Lombardi

- **Empathy** - The ability to share in another's emotions and feelings. Empathy skills are those that involve paying attention to what other people are saying, what they need, and the kind of relationship they value having. It's having the ability to see things from another's point of view.

Some people think only intellect counts; knowing how to solve problems, knowing how to get by, knowing how to identify an advantage and seize it. But the

functions of the intellect are insufficient without courage, love, compassion, and empathy. - Dean Koontz

- **Commitment** - A pledge or promise to do something. Committed leaders will eventually develop committed followers. Commitment is the leader's emotional investment toward goals being pursued. Committed, hard-working leaders establish a long-term commitment to the people they are leading and the company's mission.

The time is always right to do what is right. - Martin Luther King Jr.

- **Enthusiasm** - Something arousing interest and zeal. Genuine enthusiasm is contagious. The level of enthusiasm a group or team displays is directly proportional to the leader's level. People look to their leader for enthusiasm.

Enthusiasm is everything. It must be taut and vibrating like a guitar string - Pelé

- **Loyalty** - Faithful adherence to a person or cause. Making decisions that take into consideration the follower's needs build loyalty for toward the leader. No one follows someone who they don't trust to have their best interest at heart. Feelings of loyalty are earned by the leader's actions.

Leadership is a two-way street, loyalty up and loyalty down. Respect for one's superiors and care for one's crew. – Grace Murray Hopper

- **Inner strength** - Finding your inner voice; the ability to move forward with, or without others. Many CEOs have arrived at their new companies only to find them in financial messes and with upheavals in personnel. Some leaders have turned these major companies around in nine months to a year making tough decisions they believed were the best all things considered.

Strength does not come from physical capacity; it comes from an indomitable will. – Mahatma Gandhi

WARNING: While these attributes are credited to positive leaders, negative leaders maybe equally skilled in some of them. They may be these skills to their own advantage and for their own agenda instead of what the group is trying to accomplish!

Leading from the Heart/EQ

Assuming a leadership position in today's workplace often requires an individual to demonstrate a high level of cognitive ability in order to process the complexity of information leaders face daily. Cognitive ability, of course, is our ability to "think" about things. Accessing things and processing them with a logical mind indicates a high IQ. Because so many incredibly bright CEOs/coaches were running into problems that eventually took their teams under, some researchers began to wonder if there was more to corporate success than just having a high IQ. And they found an answer.

In addition to having the high IQ and technical know-how to get the job done, they discovered that truly successful leaders had "the know-how" to work with people. The amount of people skills leaders possess has become known as their emotional intelligence or EQ. As one of the leading experts in the area of EQ, Daniel Goleman says, "It's a different way of being smart." Or as the Little Prince said, "It is the heart that sees rightly; what is essential is invisible to the eye." Learning to evaluate your leaders in terms of their EQ will give you another edge in building the team you desire.

What is Emotional Intelligence?

Since the 1980s and accelerating into the present there has become a growing interest in people's emotional intelligence. One of the first researchers to explore this idea in 1988 was Bar-On. He was the one that actually coined the term "Emotional Quotient." He described it as an array of traits and abilities related to a person's emotional and social knowledge that influences their overall ability to be successful. His model stressed the ideas that a high EQ consisted of:

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1. The ability to be aware of, to understand, and to express oneself
2. The ability to be aware of, to understand and relate to others
3. The ability to deal with strong emotions and control one's impulses
4. The ability to adapt, to change, and to solve problems of a personal or social nature.

In 1997 Mayer and Salovey developed their model of emotional intelligence. They defined the concept more specifically as a person's ability to perceive emotions, to access them, and to generate emotions to assist thought to understand emotions and emotional knowledge and to reflectively regulate emotions to promote emotional and intellectual growth.

A more recent addition to thoughts on EQ is that of Goleman in 1998 in his book Working with Emotional Intelligence. Goleman defines EQ as how an individual's potential for mastering the skills of self-awareness, self-management, social awareness, and relationship management is worked out in practice. He states that these domains then become the foundation for learned abilities, what he calls "competencies." The EQ domain of self-awareness, for example, provides the underlying basis for the learned competency of accurate self-assessment of strengths and limitations pertaining to a role such as leadership.

That such competencies can be learned is a critical distinction between Goleman's idea and others. He believes the emotional competencies represent the degree to which an individual has mastered specific skills and abilities that build on the EQ and allow them greater effectiveness in the workplace. While other theories on EQ had a more generalized intent, Goleman specifically applies his ideas to the workplace. His competency-based approach reflects a tradition that emphasizes the identification of competencies that can be used to predict work performance over a variety of organizational settings, often with an emphasis on those in leadership positions.

Where does your EQ come from?

Our brain actually has two memories, one that stores and deals with ordinary facts and one that deals with emotionally charged ones. We all have many emotional lessons from childhood that have been stored in our subconscious. You can think of these as your emotional blueprints that you use to respond to situations. Our emotional lessons are shaped by our experiences throughout childhood. Of course, we also learn numerous facts from school and home. There is a continual two-way exchange between these two parts of our brain. While the emotional side is busy guiding our moment-to-moment decisions, it is also working closely with the rational mind, which is taking in its facts and trying to merge these two together. We can describe these two kinds of processes as intelligence and emotional intelligence. The ultimate goal is to harmonize the head and heart in all decisions you make. Our EQ is able to motivate oneself, persist in the face of frustration, regulate moods, and keeps distress from swamping our ability to think, to empathize, to hope.

Goleman defines emotional intelligence as this:

1. **Self-Awareness:** Knowing your emotions and being able to recognize your feelings as they are happening. Being able to monitor your feelings from moment to moment is crucial to bring you insight and understanding. It's being aware of both your mood and your thoughts about that mood. It's a non-judgmental, non-reactive attention to your inner state of being.
2. **Self-Regulation.** Managing your emotions vs. being a slave to them: Learning to handle feelings so they are appropriate to the situation builds your self-awareness. This gives you the capacity to soothe yourself and shake off the consequences of failure.
3. **Motivating Yourself** - Motivating your emotions that guide you in reaching your goals is essential for reaching your goals. For self-motivation, and creativity emotional self-control, delay gratification.
4. **Having Empathy** – Having an awareness of other people's feelings and needs is what empathy is all about. The more open you are to your own emotions, the more skilled you become in reading other's feelings. Being able to hear the

feelings behind what is being said is empathetic listening.

5. **Your Social Skills.** Developing skills (such as good listening, resolving conflict, negotiating, and nurturing) to work with others is vitally important. Leadership is not an issue of dominating your team members – instead, it is helping them work together to achieve a common goal.

As with developing intelligence, family life is your first school for emotional learning. It is here we learn how we feel about ourselves and how others react to our feelings. We learn how to think about these feelings and what choices we have in reacting – how to read and express hopes and fears.

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