

# 'EMOTIONAL ENGAGEMENT'



Making emotional connections with others and building trusted and valued relationships is achieved through demonstrating emotionally intelligent behaviour based on a foundation of key personal characteristics. (EQ characteristics and process noted on page 2 – plus reference to 'Emotional Engagement' leadership exercise) If you are striving to achieve trusted and valued relationships, the question you need to ask yourself is 'How do I make a positive emotional connection with this individual/group in my communication with them either directly or indirectly?' The following checklist may be useful:

- Acknowledge and understand others' emotions and priorities within the situational context – by 'holistic' and attentive listening, i.e. not only hearing the words they say but also being tuned into their expression through both overt and subtle body language indicators.
- Understand and empathise with others' vulnerabilities, limitations and concerns – by acknowledging their views and how these are communicated, without diminishing or dismissing their expression.
- Manage your own emotions – by acknowledging, understanding and dealing with them effectively through being sensitive to their expression and emotional impact on others (for instance, being angry without losing your temper and upset without being dramatic), and strive to be in the \*motivational state most appropriate to the situation.
- Share your own vulnerabilities - by showing your human side and your own limitations, doing this in a self-effacing way appropriate to the situation.
- Be authentic – by being genuine, open and honest in your communication and expression. Having 'authentic presence' by matching what you say with what you do, and standing by your principles despite setbacks or opposition.
- Keep commitments – by consistently keeping your word, or if this is not possible for a valid reason/s, explaining honestly and fully why promises have not been met.
- Show interest in and concern for others at a personal level (remembering the 'little things') - by being generally kind and considerate and by acknowledging situations that may be important to them. (Examples include saying 'thank you' when a job is well done, remembering and acknowledging birthdays, accomplishments and other details about their personal circumstances.)
- Acknowledge others' communication - by responding in a timely way with genuineness, clarity of message and context, and with an appropriate degree of warmth.

\* Refer to [www.apterinternational.com](http://www.apterinternational.com) for further information on motivational states / Reversal Theory. 'The Myths of Motivation' and 'Improving organisation performance – Reversal Theory and Work' can also be found on: [http://www.eq4u.co.uk/eq\\_review.htm](http://www.eq4u.co.uk/eq_review.htm)

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## EQ KEY CHARACTERISTICS

– the foundation of emotional intelligence

- Heightened self awareness of own emotions and behaviour/ seeking feedback from others – being open to learn and change own attitude and behaviour as appropriate;
- Self belief /drive / motivation – awareness of motivational influences /states;
- Remaining calm under pressure - showing persistence in the face of frustration - considered responses (rather than instant 'gut' reactions) to emotionally charged situations;
- Heightened other awareness - being an effective listener – sensitive to others' emotions - listening to understand not to respond;
- Reference to intuition and integrity as fundamental guidelines for behaviour – using conscience, principles and values as constraints

## EQ4U

– the process of emotional intelligence

1. Acknowledging and understanding own body language and emotions – listening to and reflecting on intuitive 'inner voice';
2. Being aware of others' body language and behaviour and anticipating their emotions within the situation;
3. Reflecting on underpinning ethical framework, the overall situation, the interplay between yours and others' emotions – and an appropriate response
4. Choosing and using a reflective response using a blend of integrity and intuition to deal with both own and others' emotions.

(Refer to MDP's 'Emotional Engagement – Leadership Exercise' for further information on personal development action planning.)