Emotional Intelligence (EI) in Personal Leadership Development

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CHURCHLEADERS

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You know that feeling when you're kneedeep in pastoral duties, and burnout is knocking at the door? It's rough. But guess what? There's a silver lining in all of it—emotional intelligence. It's like having a superpower. Pastors with high emotional intelligence not only handle the craziness of ministry like pros but also find way more fulfillment in what they do. This whole emotional intelligence thing can totally change the game for us in pastoral work. Ready to dive in?



Purpose

The purpose of this presentation is to provide ministry leaders at all levels with EI skills designed to strengthen their personal leadership development.

Note: As you grow as a leader with a high degree of EI it will impact your organizational leadership development. **"Intentionality & Relationality"**

It can spread like COVID. But in a GOOD way!

What does "bad" EI look like?

Don't say this...

"When this virus is over I still want some of you to stay away from me."

or this...

"...and despite the look on my face you're still talking..."



Quiz

Emotional intelligence is more important than IQ for excellent performance at jobs at all levels.

Emotional Intelligence cannot be learned.

A majority of leaders can identify their emotions as they happen.

Leaders who manage their emotions create a better ministry environment.

An empathetic approach to leadership builds a connection with staff and congregants which results in enhanced ministry outcomes.

Active listening involves verbal communication, non-verbal looking and sympathy.

A positive "group climate" among staff results in enhanced outcomes.

Resources...



How Emotional Intelligence Can Help Transform Your Ministry

DEVELOPING EMOTIONALLY MATURE LEADERS



The Emotionally Healthy Leader



How transforming your inner life will **deeply transform** your church, team, and the world





The Emotionally Healthy Church

A Strategy for Discipleship that Actually Changes Lives





A GAME-CHANGING NEW BOOK FROM THE #1 BESTSELLING AUTHOR OF EMOTIONAL INTELLIGENCE 2.0

"If you think you've read everything about teams, think again." - DR. BEVERLY KAYE, AUTHOR & SPEAKER



THE FOUR ESSENTIAL SKILLS OF HIGH-PERFORMING TEAMS

DR. JEAN GREAVES Co-founder of TalentSmartEG^{*}

EVAN WATKINS

Are You An Emotionally Healthy or Unhealthy Leader?

Four Characteristics of the Emotionally Unhealthy Leader Peter Scazzero

- They Have Low Self-Awareness
- They Prioritize Ministry over Marriage or Singleness
- They Do More Activity for God than Their Relationship with God Can Sustain
- They lack a Work/Sabbath Rhythm

Emotional Vulnerability

We think exhibiting emotions is to be weak, out of control and thus vulnerable

Emotional Dysfunction

Every leader suffers some degree of emotional dysfunction

Biblical Insight

Scripture is filled with a theology of emotions that is beneficial

Daily Occurrence

Leaders face relational issues daily that require understanding EI

Teamwork Glue

"The glue that holds people together in a team, and that commits people to an organization, is the emotions they feel...How well leaders manage and direct those feelings...depends on the level of emotional intelligence."

Effective Communication

A good EQ = Good communication

Social Awareness

Tuned in to the emotions of others

Conflict Resolution Better equipped to handle conflict

Effective Leadership

"...EQ is the sine qua non of leadership. Without it, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but he still won't make a great leader." Goleman

Excellent Performance "But when I calculated the ratio of technical skills, IQ and EQ as ingredients of excellent performance, EQ proved to be twice as important as IQ for jobs at all levels." Goleman



Korn Ferry/Bradberry & Greaves

"Only 36% of the people we tested are able to accurately identify their emotions as they happen."

"EQ is so critical to success that it accounts for 58% of performance in all types of jobs."

"The link between EQ and earnings is so direct that every point increase in EQ adds \$1300 to an annual salary."

What is emotional intelligence? (4 Skills)

Skill #1 – Emotional Self-Awareness

Skill #2 – Emotional Self-Management

Skill #3 – Awareness of Others Emotions (Empathy)

Skill #4 – Managing Emotions in Others

Skill #1 Emotional Self-Awareness

Emotional self-awareness is the ability to recognize and understand one's own emotions. This foundational skill allows pastors/leaders to discern how emotions influence their thoughts, decisions, and interactions.

This skill is foundational for El.

Goleman defines emotional self-awareness as "the ability to understand your own emotions and their effects on your **performance**."

The key word in Goleman's definition is *performance*.

If Goleman's "performance" is related to success in the corporate world (achievement/\$\$), to what should our performance be related? These are a few...

- Christ-like relationships
- Emotionally healthy staff and congregants
- Kingdom results

The Problem

The inability on the part of many leaders to recognize and become aware of their emotions when they occur – especially the unmanaged emotions that could potentially be manifested in a negative way.

"Only 36 percent of the people we tested are able to accurately identify their emotions as they happen."

Bradberry and Greaves

Self-Awareness Strategies

(adapted from Bradberry and Greaves)

Quit treating your emotions as good or bad

The downfall of attaching good/bad labels to your emotions is that judging your emotions keeps you from really understanding what it is that you are feeling. When you allow yourself to sit with an emotion and become fully aware of it, you can understand what is causing it.

Example:

You might assume the anger you are experiencing is bad when in fact it's good. When would it be good? When would it be bad.

Process the emotion before attaching a label.

Observe the ripple effect from your emotions

What happens when you drop a stone into water? Your outpourings of emotions are like stones that send ripples through the people in your life. It's important you understand the effect they have on other people.

Lean into your discomfort

The biggest obstacle to increasing your self-awareness is the tendency to avoid the discomfort that comes from seeing yourself as you really are. Rather than avoiding an emotion, your goal should be to move toward it, into it and eventually through it.

Know who or what pushes your buttons

We all have buttons that, when pushed, just irritate and irk us until we want to scream. Discover the source of your buttons.

Keep a journal about your emotions

Seek out the source of your emotions.

Why do you treat people the way you do?

Why do you respond to situations, challenges, failure, success, loss, etc. the way you do?

Visit your values

Take the time to check in with yourself and remember your core beliefs and values. What are the values that I wish to live my life by? Do your emotions reflect your beliefs and values?

Seek feedback

Often we see ourselves through tainted lenses. The chasm between the way others view you and the way your view yourself is a rich source of self-awareness.

Get to know yourself under stress

Learn to recognize your first signs of stress. The human body and mind have voices of their own. They tell you through emotional and physiological reactions when it's time to slow down and take a break.

The Process of Emotional Self-Awareness

Step 1

Prayer

Ask – what are the dominant emotions in my life?

Uncover – those that I am not aware of but others are (Johari Window)

Reflect – process the answers to your prayers



Step 2

Practice Self-Observation

Intentionally and intently observe your helpful emotions and emotions expressed in a harmful way.

The process of self-observation...

The emotion: what was the emotion?

The event: what happened to trigger the emotion?

The feeling: what did I feel physically?

The source of the emotion: where did it come from?
The object: toward whom or what did you express the emotion?

The strength: how much is the emotion you feel influencing you and impacting your thoughts?

Physical response: what did you do to express this emotion?

The appropriateness: was the emotion OK? Why or why not?

Reflecting: what should you have done if anything at all? How should you have handled the situation differently? **What will you do next time?**

Take EI assessments

Identify Your Feelings

Use feelings (different from emotions) to lead you to the emotions that caused them.

Emotions typically produce feelings in our bodies, which are physiological and easier to identify than an emotion.

Example: raised voice, increased pulse or blood pressure, smile or frown. Can be non-verbals. (See Skill 3)

Don't Ignore Painful Emotions

You will tend to ignore/avoid certain emotions that prove painful.

One of the most important parts of EQ is you identify and respond to these emotions.

It's usually these emotions that have the greatest impact on your life and leadership.

These type of emotions usually have the greatest impact physically.

Surfacing and addressing emotions are keys to emotional maturity.

Uncover Any Dysfunctions (Disorders)

Warning: We're all dysfunctional at some level!

These are immature, harmful, debilitating emotions that communicate emotional immaturity and difficulty.

These can cause serious problems in relationships.

Do you self-observe your emotions? Are there any emotions that impact your leadership in a negative way?

If your emotions impact your relationships and leadership, it's imperative that you have an awareness of them.

That's what a godly servant-leader does.

Skill #2 The Emotional Self-Management

Emotions influence how leaders handle people and situations. The management of those emotions, or the lack thereof, can impact ministry effectiveness.

Imagine a scenario in which a leader exhibits unmanaged negative emotions. Would that be conducive to a positive and enhanced environment, or would it create a distracting barrier between the leader and those around him/her? On the other hand, if someone observes an emotionally healthy leader, the opportunities for positive ministry effectiveness are greatly enhanced.

The Problem

Our inability to manage our emotions, especially emotions expressed in harmful ways, in a Christlike manner.

Which emotion(s) do you struggle with the most? Does that emotion impact your relationships and/or your ability to lead in a Christ-like way?

What are some strategies for emotional self-management?

Journaling

Again, journaling can be a great asset in emotional selfmanagement, just as it is for emotional self-awareness particularly when answering the question, **"What would be the best approach to manage negative emotions?"** Then record possible ways to manage the emotions in a healthy way.

Accountability

Accountability is different from feedback in Skill #1.

Once feedback is received concerning an emotion that could be detrimental to you or your ministry, accountability provides the *motivation* to manage the emotion in a healthy and productive way.



Yes, smiling more can facilitate the management of your emotions. The physiological action of smiling sends signals to the brain that you are happy. "Your brain literally responds to the nerves and muscles in your face to determine your emotional state" (Bradberry & Greaves). One study found that participants who viewed cartoons while holding a pen in their mouth in a manner that either elicited smiling (pen held in teeth) as opposed to holding a pen that prevented smiling (pen held by lips) reported feeling more amused by the cartoons (Coles et al., *Nature Human Behaviour*, 2022).

When facing challenging days in ministry or with relationships, try smiling more. Your brain and emotions just might respond.

Self-Talk

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There is a difference between thinking the best about someone and thinking the worst. In either case, such thinking can result in self-talk: **mental talking about someone or something**. If selftalk concerning an individual is positive, then the result can be a positive and productive interaction; but, if the self-talk is negative, then the result likely will be negative.

Do you ever have self-talk about someone in your church?

Controlling self-talk is emotional selfmanagement.

In fact, the Apostle Paul had something to say about this: "Finally, brothers and sisters, whatever is true, whatever is worthy of respect, whatever is just, whatever is pure, whatever is lovely, whatever is **commendable**, if something is excellent or praiseworthy, THINK ABOUT THESE THINGS." (Philippians 4:8, NET).

Positive self-talk about those around us is El.

Create an emotion vs reason list (heart vs head)

Draw a straight line down the middle of a page. In the left column write what your emotions are telling you to do, and in the right column what your reason is telling you to do. Two important questions: Where are your emotions clouding your judgment and where is your reason ignoring important cues from your emotions?

Adult time out

If you find yourself getting emotional with interaction with others, ask for a time out.

Talk to a skilled self-manager

Seek out your "role models" to learn how they do it. Ask them what they do well and learn from them.

Set aside some time in your day for problem solving

A period of time each day where you turn off your phone, walk away from your computer, and take time to just think - a great way to ensure your decisions aren't muddled by your emotions.

Learn a lesson from everyone you encounter

Approach people you encounter as though they have something valuable to teach you. Ex: someone cuts you off in traffic. Perhaps you need to learn to have more patience or grateful you are not in such a hurry.

The process for Emotional Self-management

Acknowledge Your Sinful Nature

The struggles we have with emotional self-management are certainly <u>**not**</u> due to our Christlike nature and the filling of the Spirit:

Galatians 5:22-23 – "But the fruit of the Spirit is love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, self-control; against such things there is no law"

The problem lies with the verses immediately preceding...

Galatians 5:19-21 - Now the deeds of the flesh are evident, which are: immorality, impurity, sensuality, idolatry, sorcery, enmities, strife, jealousy, outbursts of anger, disputes, dissensions, factions, envying, drunkenness, carousing, and things like these, of which I forewarn you, just as I have forewarned you, that those who practice such things will not inherit the kingdom of God.

John puts it this way...1 John 2:15-16 - Do not love the world nor the things in the world. If anyone loves the world, the love of the Father is not in him. For all that is in the world, the lust of the flesh and the lust of the eyes and the boastful pride of life, is not from the Father, but is from the world.

The <u>sin factor</u> plays a huge part in both our harmful emotions and our <u>lack of ability to manage them</u>.

We need to understand that "dealing" with the sin factor will help us prevent emotions being expressed in harmful ways from emerging and manage the existing emotions that are harmful and even destructive to our role as leaders.

This is essential for personal leadership development.

"Our demon says: 'We are too busy to pray; we have too many needs to attend to, too many people to respond to, too many wounds to heal."

Henri Nouwen, The Living Reminder.

We "are preoccupied with shopkeeper's concerns - how to keep the customers happy, how to lure customers away from competitors down the street, how to package the goods so that the customers will lay out more money. . . . I don't know of any other profession which it is quite as easy to fake it as is ours." Eugene Peterson, Working the Angles

"Be serious and frequent in the examination of your heart and life. Have a special care of two portions of time, namely, morning and evening; the morning to forethink what you have to do, and the evening to examine whether you have done what you ought."



Jon Wesley

No Random Sins

"We do not sin at random. Our sin takes a consistent and predictable course. . . . Like a signature, my sin pattern is so characteristic of me that it could be used to identify me. It's my sin profile. Anyone who knows me intimately would instantly recognize it as mine."

Michael Mangis, Signature Sins, 11-14.

"Gospel" of Sin Management

"Rather than rooting out our sins, we try to keep them under control. . . . The appeal of the gospel of sin management is that once I have my outer life under some degree of control, I can turn my attention to the mess that others have made of their lives. Never mind that my inner life may be a quagmire of filth or, worse, an empty wasteland. At least I look good on the outside."

Michael Mangis, Signature Sins, 15.

"Woe to you, scribes and Pharisees, hypocrites! For you are like whitewashed tombs, which outwardly appear beautiful, but within are full of dead people's bones and all uncleanness."

Matthew 23:27 ESV



Transformation of Grace

"Every sin confessed is an invitation for God to work miracles through his grace. If I truly grasped this truth, I would stop obsessively working to round up all my sin marbles and keep them under control. Instead I would go out in search of marbles that are lost or forgotten in the corners of my heart. . . . I would search out new places in me that haven't seen the full light of God's transformation."

Michael Mangis, Signature Sins, 17.

Others Are Impacted

"The leader whose mission and task is to care for others. . . . must not be a slave to one's own unexamined passions. Otherwise the souls entrusted to one's care may be subject to manipulation by the supposed carer, whose passions are projected on to the relationship."

Thomas Oden, Becoming a Minister, 12

The Power of Naming

"When the sin is named, we have taken a greater level of ownership for it. The naming of the signature sin is the most important step in conquering it. . . . I am not facing some unknown distant adversary. This is my signature – uniquely mine... Once I have named my sin, I know where it is, always. It is right there in my heart."

Michael Mangis, Signature Sins, 63-67.

What is your sin? What are you going to do about it? (answer these questions internally)

The Gospel for Believers

1 John 1:9 - If we confess our sins, He is faithful and righteous to forgive us our sins and to cleanse us from all unrighteousness.

Naming our sin and confessing our sin is part of God's leadership development process and emotional self-management.

It's not easy and sometimes it's painful.

Explore Your Past

Your past stretches from birth to present and makes up your EQ history.

"Life is lived forward but understood backward." Soren Kierkegaard

"Jesus may be in your heart, but Grandpa lives in your bones." Peter Scazzero, "The Emotionally Healthy Leader"

Why explore the past? The reason is that your past deeply impacts and has everything to do with the present. Your childhood years were formative emotionally as well as physically. Your family has more impact on your life than any other groups with which you've been connected." Malphurs

Who we *are* is often determined by who we *were*.

Is there anything from your past that has influenced your EQ today?

Address The Present

You can't ignore your past and expect it to go away. Your past simply spills over into the present. *Your emotional intelligence history informs your current self-awareness.*

Malphurs
So how do we address the present for EI self-management?

Recognize your identity in Christ

The biblical solution to past issues that impact all believers' emotional lives is **identity.**

Col 3:3 – we have died with Him

Rom 6:11 – we have been made alive to God in Him

Eph 2:5 – we are identified with Him

Col 3:3 – we are hidden with Him

Eph 2:6 – we are raised with Him and seated with Him in the heavenlies

Col 3:4 – we will appear with Him in glory

God sees us not as we are "in ourselves" but as we are "in Christ".

As we recognize our current (new) identity and live and rejoice in the present in Christ and all that God has accomplished for us we begin the proper emotional self-management.

Put on your new self (Eph 4:22-24)

Our old self has been deeply corrupted by our attitudes and harmful emotions. The new self should be in the likeness of God – healthy emotions.

Specific biblical "self-management" solutions to potentially harmful emotions

<u>Anger</u> (Four ways to deal with our anger biblically)

Be slow to become angry (James 1:19) – Listen. Stop it!

Be angry and don't sin! (Eph 4:26a) What should we be angry about? Keep short accounts (Eph 4:26b) Deal with anger in a timely manner

Let anger turn into forgiveness (Eph 4:31-32)

Fear (The emotion you feel/experience when you anticipate something painful/bad is going to happen in the future. People or events.) Love people (1 John 4:18) Look to and trust God (Ps 56:3) Be still (Ps 46:10, Ex 14:14) <u>**Worry</u>** (similar but less intense than fear – the expectation that a future outcome, which isn't clear, could be bad)</u>

Cast all worries on God (1 Pet 5:7)

Do not be anxious (Phil 4:6)

God will provide the necessities of life (Mt 6:25-34)

Ministry of the Holy Spirit (Mt 10:19)

<u>Jealousy</u> (desire to have something that may or may not belong to you - coveting)

Be content in every situation (Phil 4:11)

God's grace is sufficient (2 Cor 12:9)

Seek the Lord (Ps 34:10; Matt 6:33)

Sorrow (inability to get beyond our grief due to the loss of someone or something greatly loved and become paralyzed by it with little hope for the future)

We are not to sorrow or grieve as those w/o hope (1 Thess4:13) We are to share sorrows (Ro 12:15)

Step 4

Envision An Emotionally Healthy Future

Articulate you mission/goal for managing your emotions in the future. Determine what the emotional maturity will look like as you accomplish your mission/goal. Describe yourself as you see yourself become emotionally mature. It is at this point in developing emotional intelligence skills that a **transition** occurs. One of the essential components of emotional intelligence in ministry is building a *connection* between the leader and those around her/him.

An emotionally intelligent leader has a great opportunity to build EI into the lives of those he/she leads and serves with.

Skill #3: Awareness of Others' Emotions (Empathy)

Why is this important?

Dr. Brené Brown, professor and author, says "Empathy fuels connection while sympathy drives disconnection. Empathy is 'I'm feeling with you.' Sympathy, 'I'm feeling for you.'"

To understand the emotions of those you lead and exhibit an empathic response **may open the door to opportunities not experienced previously.**

Goleman says, "Empathy is our social radar. It requires being able to read another's emotions; at a higher level, it entails sensing and responding to a person's unspoken concerns or feelings. At the highest levels, empathy is understanding the issues or concerns that lie behind another's feelings."

Goleman, Working with Emotional Intelligence

When an emotionally intelligent leader embraces empathy as part of their personal leadership development a **connection** with those they lead will ensue and **enhanced outcomes will result**. Once the connection is made, people will learn to trust the leader. What are some ways to become aware of others' emotions?

Greet People by Name

Bradberry and Greaves state that "Greeting someone by name is one of the most basic and influential social awareness strategies you can adopt. Whatever the story is behind your name, it's an essential part of your identity. It feels so good when people use your name and remember it."

People will realize the leader seeks to know them as individuals, and which will enable a connection that enhances the leader's understanding of those he/she leads.

Watch Body Language

Ask professional poker players what they study most carefully about their opponents. They check posture, eye movement, hand gestures and facial expressions.

Make Timing Everything

The goal is to ask the right questions at the right time and with the right frame of mind, <u>all with your audience in mind</u>.

Don't Take Notes at Meetings

By having your head focused on your tablet/laptop and your hand scribbling away, you miss the critical clues that shed some major light on how others are feeling or what they may be thinking.

Understand the Rules of the Culture Game

We must learn to become emotionally intelligent across cultures. The secret to winning this culture game is to treat others how they want to be treated, not how you would want to be treated. The trick is identifying the different rules for each culture.

Test for Accuracy

When you are uncertain about the accuracy of your social awareness just ask. Ask if what you are observing in people or situations is actually what's occurring.

Step into Their Shoes

Walking in the shoes of another is social awareness at its best. To practice this strategy, you need to ask yourself questions that start with, "If I were this person..." "If I were ..., how would I respond?"

The Problem

"It's easy to get caught up in our own emotions and not consider the emotions of others. We're too self-focused! We must become others-aware."

Malphurs

Understanding Others' Emotions

It's a three-step process:

Verbal Communication (What do you hear?) Nonverbal Looking (What do you see?) Empathy

Step 1

Verbal Communication

What are people saying? (Active listening) What do you hear when you're around other people? What they say and how they say it can reflect their emotions.

Active Listening

Do you ever pretend like you're paying attention when you're not?

Do you ever get distracted by outside noises or stimuli when listening to someone talk?

Do you find yourself planning what you will say next while your conversation partner is still talking?

Do you ever interrupt others?

Do you ever finish other people's sentences?

Does your mind ever wander during a conversation?

Do you focus on the words being said and conveniently ignore the feelings that lurk below the words?

Active Listening

Be attentive

face the person

lean in

welcoming face

eye contact

Listen and Observe (speak later)

Content

Emotions

Non-verbals

Active Listening cont'd...

Reflecting

The content The emotions The feelings *"What I hear you saying is…" "You seem to be upset about…" "It sounds like you are…(angry, sad, afraid, joyful, etc.) "It seems you feel this way because…"*

Confirming

"No, ..." (Then ask open-ended and probing questions) *"Yes, ..."* (Then respond appropriately)

If you can identify the emotion you have a greater opportunity to respond to a need.

Non-verbal Looking

Gestures

Wave, point, use hands, fingers, middle finger, etc.

Touch

Handshake, "high five", tap on the shoulder, hug, slap on the back, controlling grip on arm, slap, punch, etc.

Space

Physical space can express different emotions. Being close to spouse, family member or friend may express affection/love. Keeping distance may express fear. Getting in someone's face may reveal anger.

Non-verbals

Breathing

Increase, shallow, deeply, slow

Heart rate

Fast, slow

Emojis and GIFs (Graphics Interchange Format)

What emotions may be behind these non-verbals?

A person smiles slightly.

A person's lower lip is quivering.

A person opens his eyes wide suddenly.

A person keeps her eyes lowered as she speaks to someone else.

A person's nostrils are flaring.

A person shrugs his shoulders.

A person has his arms folded tightly across his chest.

A person is constantly squirming.

A person nods his head up and down.

A person turns her head rapidly in a certain direction.





Empathy

Definition...

An awareness of the feelings and emotions of other people. It is a key element of EI, the link between self and others, because it is how we as individuals understand what others are experiencing *as if we were feeling it ourselves*

Skills You Need

The ability to sense others' feelings and perspectives, taking an active interest in their concerns and picking up cues to what is being felt and thought.

Daniel Goleman

7 Habits of Highly Empathetic People Inc.com

They are fully present with others.

They've mastered the art of active listening.

They tune into nonverbal communication.

They pause.

They replace giving advice with asking questions.

They speak in terms of "we" not "me."

They imagine others' point of view.

There are several types of empathy... ...cognitive ...emotional ...somatic

But the most important is...

Compassionate empathy

Compassionate empathy is feeling the pain and emotions of another (connection!) and *taking action* to alleviate the challenge or problem the other is facing.

Best example of compassionate empathy...

A man with leprosy came and knelt in front of Jesus, begging to be healed. "If you are willing, you can heal me and make me clean," he said. Moved with **compassion**, Jesus reached out and **touched him**. "I am willing," he said. "Be healed!" Instantly the leprosy disappeared (NLT) Mark 1:40-42

A connection was made, compassionate empathy occurred, and the man's life was changed.

The church is a petri dish for compassionate empathy. Leaders have countless opportunities for awareness of others' emotions, and by taking advantage of this they can **connect with others to facilitate spiritual growth and outcomes that may not be otherwise available**.

What are some practical benefits of empathy?

Empathy allows the leader to build connections with others. By understanding what people are thinking and feeling, leaders are able to respond appropriately in building a healthy, emotional environment which results in positive and productive relationships and ministry. In conclusion, emotional self-awareness, emotional selfmanagement, and understanding others' emotions leads to...

Skill #4 Developing EI in others

This will lead to enhanced conflict resolution, team success, and organizational EI.

Emotional Self-Awareness Emotional Self-Management Understanding Others' Emotion Developing El in others