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wisdom[®]360



Exploring Relational[®] Wisdom[®]3.0

going beyond emotional intelligence™

Harnessing the Power of Values and Emotions
to Build Stronger Relationships

About the Course Designer

Ken Sande is the founder of Peacemaker Ministries and Relational Wisdom 360. Trained as an engineer, lawyer and mediator, Ken has conciliated hundreds of family, business, church and legal conflicts.

As president of RW360, he now focuses on teaching people how to “get upstream of conflict” by building strong relationships in the family, church and workplace. He teaches internationally and is the author of numerous books, articles and training resources, including *The Peacemaker*, which has been translated into seventeen languages. He is a Certified Relational Wisdom Instructor and Conciliator, Emotional Intelligence Certified Instructor (through TalentSmart) and has served as an Editorial Advisor for Christianity Today.

He and his wife, Corlette, have two adult children and a growing number of grandchildren, and love to hike and ski in the mountains near their home in Billings, Montana.



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This Study Guide Belongs To

going beyond emotional intelligence[™]

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Introduction

Welcome to Exploring Relational Wisdom® 3.0!

This course is designed to teach you how to improve your ability to develop authentic, enjoyable, productive and lasting relationships. The principles you will learn have the potential to impact every area of your life, including your worship, marital intimacy, parenting and friendships, as well as your workplace performance and career advancement.

I say “potential to impact” because there are no quick and easy shortcuts to developing better relationships. We’ve all developed attitudes and habits that undermine our relationships, and it takes a lot of

determination and effort to change some of the ways we view and engage others. The good news is that we can change! This process will go more smoothly if we are willing to admit where we’ve gotten it wrong in the past, if we decide to learn and practice new relational skills, and if we are open to accepting advice and assistance from those who love us and want to help us grow.

I hope that what you learn in this seminar will enable you to understand yourself and those around you more fully and to enjoy deeper, more fulfilling relationships in every area of your life.

Ken Sande

Movies & Feedback

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We would welcome your evaluation of this seminar and the individual who teaches it to you. Please visit rw360values.org/survey and give us the benefit of your experience, comments and suggestions on how we can improve the delivery of this material.

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LESSON 1



Life Is All About Relationships

Relational wisdom (RW) is an “operating system for life”

Just as Windows and Mac OS control every program on your computer, relational wisdom (RW) impacts every aspect of life, not only improving workplace performance and advancement but also enhancing friendships, marriage and parenting.

What is relational wisdom?

Relational wisdom (RW) is the ability to discern emotions, interests and abilities in yourself and others, to interpret this information in the light of your personal values, and to use these insights to manage your responses and relationships constructively.

Why is relational wisdom worth pursuing?

Because life is all about relationship.

- Friendship
- Marriage
- Parenting
- Work
- Community
- Death and legacy



Personal relationships are the fertile soil from which all advancement, all success, all achievement in real life grows.
- Ben Stein

Here's a simple example of relational wisdom

Relational wisdom is so simple a child can learn it, yet so intricate and robust you can spend the rest of your life enhancing it. To start this learning process, we'll show you four simple acrostics you can easily memorize and practice in daily life. The first of them is: To be relationally wise in all situations ...

Practice the SOV Plan™

- S Self-Aware:** How am I feeling and acting?
- O Other-Aware:** How are others feeling? How am I affecting them?
- V Values-Aware:** Where are my values leading me?



What are the benefits of developing relational wisdom?

Stronger relationships

- Less conflict and more enjoyable, productive, and enduring human relationships

Valued influence

- Your example and advice will be more credible and welcomed by others.
- Improved relational skills enhance personal and team performance at work and in other group activities.

Inspiring Example

- Noticeable improvement in your character and relationships shows that people can change and reveals a path others are inspired to follow.



All things
come down to your
personal relationships.
- Rex Tillerson

Why do soft skills outshine hard skills?

When we are working with others, whether in an office or warehouse, on a committee or nonprofit board, relational skills are usually more valuable than technical expertise.



Soft skills can either **magnify** or **diminish** the value of our hard skills, as well as those of the people around us.

Soft skills increase “social capital” in both work and personal settings

Soft skills bring out the best in people and produce bonds of loyalty, trust and mutual support (aka “social capital”), which produces countless benefits, including improved team creativity and cohesiveness, better balance between work and family life, less conflict, reduced staff and volunteer turnover, higher member and customer satisfaction, and increased productivity, growth and impact.¹



If your emotional
abilities aren't in
hand, if you don't
have self-awareness,
if you are not able
to manage your
distressing emotions,
if you can't have
empathy and have
effective relation-
ships, then no matter
how smart you are,
you are not going
to get very far.
- Dan Goleman

¹ See rw360.org/workplace for over 100 articles on the value of relational skills in business, healthcare, education, ministry, sports and military settings.



According to Travis Bradberry and Jean Greaves, authors of the best-selling book, *Emotional Intelligence 2.0*:

- Relational skills are the single biggest predictor of performance in the workplace and the strongest driver of leadership and personal excellence.
- Ninety percent of top performers are high in relational skills.
- People with high relational skills usually earn substantially more money than people with low skills.¹

See rw360values.org/workplace for over 100 articles on the value of relational skills in business, healthcare, education, sports and military settings.

Can people improve their relational wisdom?

Yes! Unlike your IQ (intelligence quotient), which does not change noticeably after the teen years, your relational wisdom can improve significantly if you are willing to work at it.

Psychologists who study relational skills attribute our ability to change to the “plasticity” of our minds.

Don't give in to guilt or regret

As you study relational wisdom, you may think, “Oh, I wish I'd learned these concepts years ago!” Don't let guilt or regret for past deficiencies discourage you.

Instead, remember that although you cannot change the past, you can learn from it and be motivated by it. Most importantly, never lose sight of the fact that it's never too late to start doing what is right.

Walk with the wise

To accelerate your relational growth, identify several highly relational people and spend as much time as you can with them, learning from their example and benefiting from their encouragement and advice.



When companies invest in the relational wellness of their workers, returns on investment can range between \$1.50 and \$6.85 for every dollar spent on these types of programs.
- Relational Wellness: Corporate America's Business



The brain continually reshapes itself according to the experiences we have. If we are changing a habit-say trying to get better at listening-then that circuitry will grow accordingly.
- Dan Goleman



Human beings all change. Not what they are but who they are. We have the power to change what we do with our life and turn it into our destiny.
- Elie Wiesel



Whoever walks with the wise becomes wise
- Solomon

LESSON 2

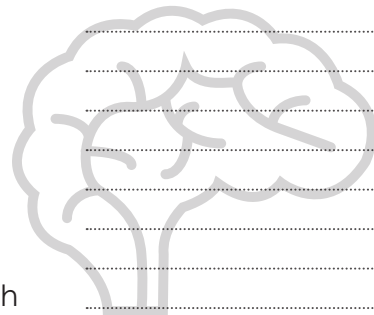
Relationships Are Fueled by Emotions

Emotions move our relationships, both positively and negatively

Emotions influence most of what goes on in this world. Whether it's the romantic attraction that draws a couple together, the sacrificial love of a parent for a child, the desire to build a successful charity or business, the bitterness that corrodes a friendship, or the anger that fragments a family, emotions play a powerful role in every aspect of life.

And yet most of us know far too little about the source and dynamics of our emotions. Let's begin to deepen our understanding by taking a quick look at five basic facts about emotions.

1 Emotions are built into all people in all cultures. They are hardwired into our brains and bodies through the neurological and hormonal systems that are built into every baby in the womb. Thus the human vocabulary is filled with emotional terms.



Core Emotions

	Sadness	Shame	Fear	Enjoyment	Love	Surprise	Disgust	Anger
High	Despair Depression Grief Loneliness	Guilty Sorrowful Worthless Disgraced	Terrified Dreading Fearful Afraid	Ecstatic Overjoyed Excited Thrilled	Worship Adoration Infatuation Loyalty	Shocked Stunned Alarmed Astonished	Revulsion Despising Detesting Loathing	Fury Hostility Hatred Animosity
Medium	Hurt Hopelessness Sorrow Self-pity	Dishonored Humiliated Remorseful Unworthy	Frightened Anxious Insecure Intimidated	Delighted Passionate Cheerful Happy	Attraction Respect Compassion Fondness	Perplexed Bewildered Disoriented Confused	Contempt Scorn Aversion Rejection	Bitterness Exasperation Antipathy Resentment
Low	Distress Unhappiness Gloom Disappointment	Embarrassed Bashful Regretful Uncomfortable	Nervous Worried Uneasy Concerned	Satisfied Glad Contented Pleased	Friendliness Kindness Liking Acceptance	Wondering Unsettled Puzzled Bemused	Disrespect Disapproval Dislike Distaste	Mad Frustration Annoyance Irritation

2 Emotions are powerful, complex and involve our whole being. More specifically, emotions: (1) are a core part of our personhood; (2) are usually triggered by sensory perception (sight, sound, touch, etc.); (3) are influenced by and reveal our values, beliefs, thoughts, concerns, experiences and evaluations; (4) produce automatic neural, hormonal, muscular, respiratory, cardiovascular and facial reactions; and (5) energize the will and move us to action. In fact, the word “emotion” comes from a Latin word that means “to move.”¹



Emotions are designed to **move** us to action, just as the wind moves a sailboat.

3 Emotions drive some of our most noble and constructive behaviors. Positive emotions such as love, joy, delight, kindness and compassion move us to form strong relationships, to comfort and serve others and even to forgive them when they have wronged us. These emotions are found in all people and drive much of the kind and beneficial behavior that goes on in the world.

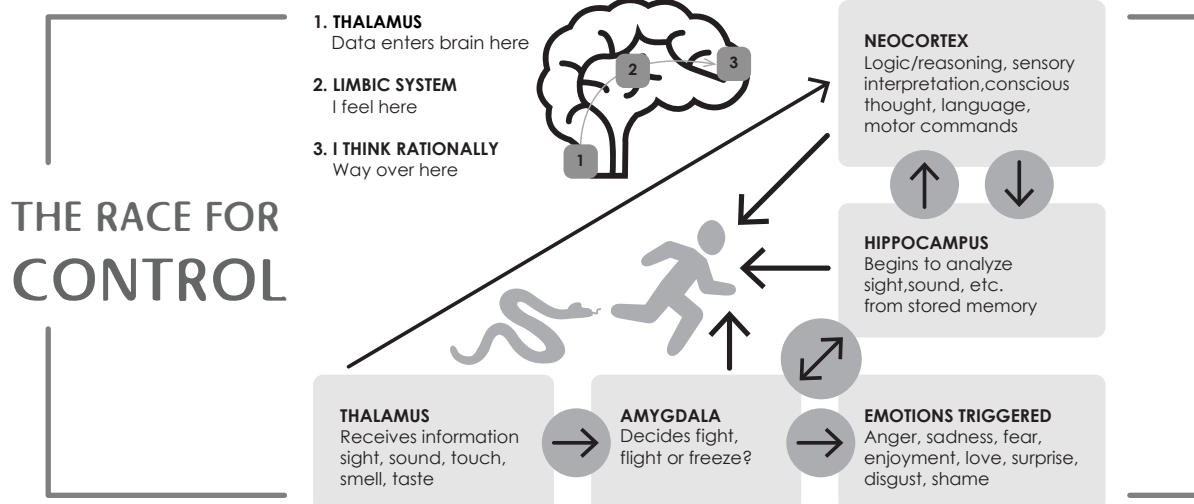
4 Emotions can also drive some of our most regrettable and destructive behavior. Negative emotions like fear, bitterness, anger, jealousy, self-pity and lust frequently move us to speak and act in ways that damage or even destroy important relationships.



The emotions of man are stirred more quickly than man's intelligence.
- Oscar Wilde

¹ This definition incorporates elements of three closely connected concepts that are often used interchangeably: feelings, emotions and affections. Each of these terms can be distinguished neurologically, but for the purposes of this study, they are combined under the term, “emotions.”

For example, in high stress situations, our emotions can overwhelm rational thinking through “amygdala hijacking” (strong emotions that trigger an impulsive reaction that is quickly regretted).



Data enters the brain through the thalamus, which sends impulses to other parts of the brain. Impulses arrive at the limbic system (amygdala) a few nanoseconds before they get to the neocortex, which can allow intense emotions to take control and trigger impulsive words or actions before you are able to rationally process the information (rw360.org/hijacking).

Thus, your emotions often act as an “invisible puppeteer,” jerking you around, provoking impulsive words and actions and damaging your relationships.

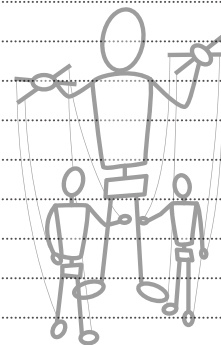
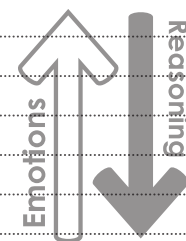
5 We can improve our ability to understand and manage our emotions. It takes deliberate effort, determination and practice, but we can harness the power of our emotions and use it for good.



Speak when you are angry and you will make the best speech you will ever regret.
- Ambrose Bierce



The bottom line in managing your emotions is that you should put others not yourself first in how you handle and process them. Whether you delay or display your emotions should not be for your own gratification. You should ask yourself, “What does the team need?” Not, “What will make me feel better?”
- John Maxwell



LESSON 3



Relational Wisdom Goes Beyond Emotional Intelligence

Relational wisdom harnesses the power of values

Relationships are three-dimensional

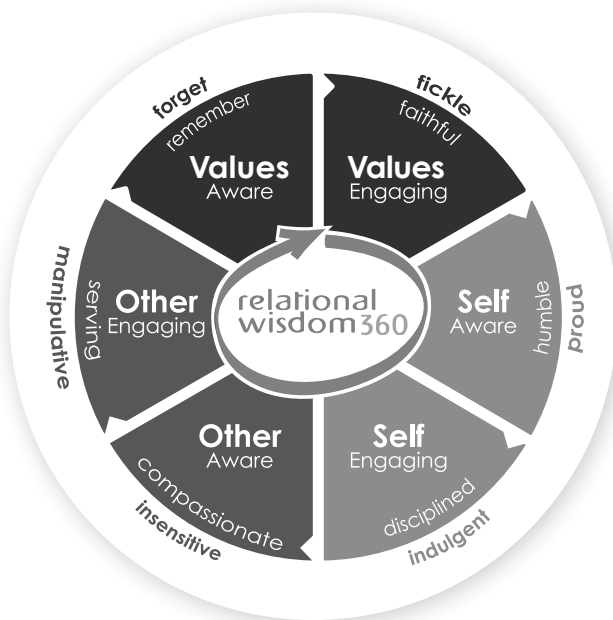
- Values, Self, Others

Relationships involve two dynamics

- **Awareness** – What do I know? (Knowledge)
- **Engagement** – What will I do? (Action)

Common synonyms

The six skills or disciplines of relational wisdom are described by a variety of words, such as: remember, faithful, humble, disciplined, compassionate and serving.



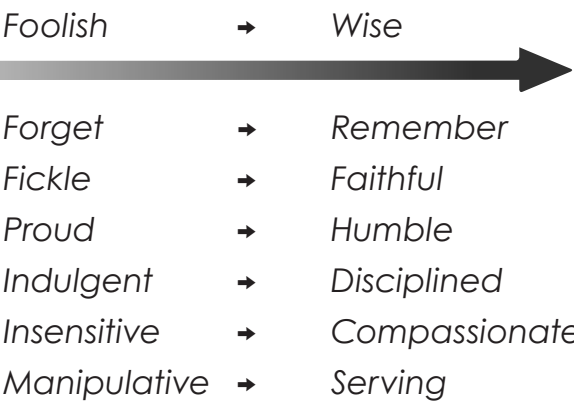
In real life, people live both inside and outside the RW circle

Relationships thrive when we live inside the RW circle. Unfortunately, our emotions sometimes spin us outside the circle, which typically damages our relationships.

With practice, these six skills or disciplines can become habits

- **Values-Awareness** is your ability to honestly identify your true personal values.
- **Values-Engagement** is your ability to consistently apply your values in real life.
- **Self-Awareness** is the ability to accurately discern your own emotions, thoughts, values, interests and abilities.
- **Self-Engagement** is the ability to manage your thoughts, emotions, words and actions constructively.
- **Other-Awareness** is the ability to understand and empathize with the experiences, emotions, values and interests of others.
- **Other-Engagement** is the ability to love, encourage, serve and resolve differences with others in a mutually beneficial way.

Relationships improve as we learn to relate to others in increasingly wise ways



Emotional intelligence provides valuable insights on relationships

Emotional intelligence (EI), also known as “emotional quotient” (EQ), has been defined as the ability to identify, assess, and manage the emotions of oneself, of others, and of groups.

This concept first appeared in psychology circles in 1920 and has been aggressively studied and refined ever since. It was popularized by Daniel Goleman in 1995, whose book *Emotional Intelligence* spent over eighteen months on the New York Times Best Seller List.

The concept has gained further exposure through Travis Bradberry and Jean Greaves, authors of the best-selling *Emotional Intelligence 2.0* and founders of TalentSmart, Inc., a consulting firm that serves 75% of Fortune 500 Companies.

These three psychologists describe emotional intelligence as being made up of four core skills: self-awareness, self-management, social-awareness and relationship-management (which comprise the lower 2/3's of the relational wisdom paradigm).



Bradberry and Greaves have conducted over 750,000 EI appraisals. Here is a sample of their conclusions (*Emotional Intelligence 2.0*, pages 19-22):

- Emotional intelligence (EI) accounts for 58% of performance in all types of jobs.
- It's the single biggest predictor of performance in the workplace and the strongest driver of leadership and personal excellence.
- 90% of top performers are also high in emotional intelligence. Conversely, just 20% of bottom performers have high emotional intelligence.
- People with high EI make more money—typically \$29,000 more per year—than people with low relational skills. Every point increase in relational skills adds \$1,300 to an annual salary.
- These findings hold true for people in all industries, at all levels, throughout the world.



Leaders who can recognize their own emotions in relation to how they affect their behavior are better able to control their own impulses and handle change, and managers who understand the emotions, needs, and concerns of others tend to enjoy better relationships. Performance is about more than simply technical expertise it relies on our ability to relate to people.
- Shawn Overcast

High emotional intelligence has been shown to correlate to enhanced empathy and communication skills, closer alignment with organizational values and goals, improved team cohesiveness, higher stress tolerance, greater flexibility to change, better balance between work and family life, less conflict, reduced staff turnover, improved job performance and advancement, higher customer satisfaction, increased efficiency, impact, and productivity, and even better health and recovery from illness (see rw360values.org/articles).

Emotional intelligence has deficiencies

An increasing number of articles are highlighting potential downsides of high emotional intelligence, which include:

- An inclination to agree to compromising actions out of sympathy or excessive sensitivity to others' emotions
- Using emotions to circumvent critical thinking in others
- Difficulty scaling beyond single individuals and relating effectively to groups of people
- A temptation to manipulate others, either intentionally or unintentionally, for your own advantage (often referred to as "the dark side of EI")

Going beyond emotional intelligence

Relational wisdom encourages individuals to develop and be guided by an altruistic value system that includes a sincere concern for the interests and wellbeing of other individuals, of the groups they serve and of their wider communities. This consciously-applied value system serves as a moral compass that reduces the tendency to use relational skills solely for personal gain or to the detriment of others.



[Some emotionally intelligent people can] intentionally shape their emotions to fabricate favorable impressions of themselves...The strategic disguise of one's own emotions and the manipulation of others emotions for strategic ends are behaviors evident not only on Shakespeare's stage but also in the offices and corridors where power and influence are traded.
- Dr. Martin Kildare



LESSON 4

Values Can Transform Our Relationships

Values play a pivotal role in our behavior

Personal values may be defined as a person's principles or standards of behavior; one's judgment of what is important in life.

Community values (norms or traditions) may be defined as important and lasting beliefs or ideals shared by the members of a community about what is good or bad and desirable or undesirable.

Values have a major influence on a person's attitudes, emotions, motivations and behavior and serve as guidelines in all situations

Values may be organized into ten major categories that apply across cultures¹

- **Self-Direction:** independent thought and action—choosing, creating, exploring
- **Stimulation:** excitement, novelty and challenge in life
- **Hedonism:** pleasure or sensuous gratification for oneself
- **Achievement:** personal success through demonstrating competence according to social standards
- **Power:** social status and prestige, control or dominance over people and resources
- **Security:** safety, harmony and stability of society, of relationships and of self
- **Conformity:** restraint of actions, inclinations and impulses likely to upset or harm others and violate social expectations or norms.
- **Tradition:** respect, commitment and acceptance of the customs and ideas that one's culture or religion provides
- **Benevolence:** preserving and enhancing the welfare of those with whom one is in frequent personal contact (the "in-group")
- **Universalism:** understanding, appreciation, tolerance and protection of the welfare of all people and for nature

Cultures, groups and individuals have different value "priorities" or "hierarchies." Moreover, each of these values has the potential to either strengthen or weaken relationships and to either cause conflict or promote peace.



Each of us brings
to our job, whatever
it is, our lifetime of
experience and
our values.

- Sandra Day O'Connor



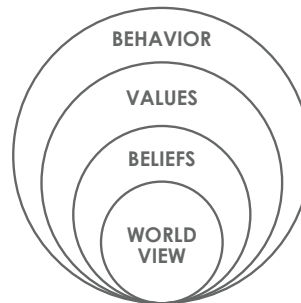
Values arise from our worldview and guide our behavior

A worldview is a way of looking at the world and understanding our place in it. It is our perspective on reality and seeks to answer three fundamental questions: (1) where did we come from and why are we here? (2) what has gone wrong with the world? (3) what can we do to make it better?

Pantheism is the dominate worldview in Asia, and polytheism is prevalent in areas of the world that are predominantly tribal. Theism is the most widely accepted worldview in the United States, with 67% of Americans identifying as Christians, 2% as Jewish and 1% as Muslim. Even so, few Americans have consciously developed a specific worldview, and many of them are sympathetic to aspects of pantheism, naturalism, humanism and postmodernism. See detailed definitions at rw360values.org/6worldviews.

Different worldviews yield different values.²

- Worldview - What is real?
- Beliefs - What is true?
- Values - What is good or best?
- Behavior - What is done?



Our choices are shaped by what we believe is real and true, right and wrong, good and beautiful. Our choices are shaped by our worldview.
- Chuck Colson

Worldviews and values are often adopted randomly from a variety of sources

- Our surrounding culture
- Family and teachers
- Friends and peers
- Social media
- Religion
- Philosophy
- Books, magazines and movies
- Heroes and role models

² The Kwast Model of Culture

Values have an enormous impact on our relationships

- They determine our stated and actual priorities (time, money, effort).
- They shape our character.
- They strengthen or weaken our motivation.
- They motivate us to resist harmful emotional impulses.
- They stimulate personal and corporate growth.
- They inspire confession, forgiveness and reconciliation.
- They inform negotiation and guide agreements.
- They inspire personal sacrifice.
- They stimulate the transference of values to others.



Fulfilling traditional obligations, building strong personal relationships, succeeding at work, supporting family are far more important to life satisfaction than material living standards.
- Oren Cass
The Once and Future Worker

Our personal values sometimes conflict with one another

- Family closeness vs. professional or financial success
- Generosity vs. materialism, comfort or security
- Team player vs. personal advancement

Our values sometimes conflict with those of our family, employer or community

- Immediate family vs. extended family/in-laws
- Family vs. employer
- Faith vs. political/cultural norms

Our stated values don't always match our operating values

- Personal disconnects (we act contrary to our stated or aspirational values)
- Corporate disconnects (inconsistency leads to confusion, fear, cynicism, mistrust, ineffectiveness)



Three ways to harness the power of your values

1. Honestly identify your operating values and evaluate their impact on your life and relationships.
2. Align your operating values more closely with your stated or aspirational values.
3. Seek a closer alignment between your personal values and those of your family, employer and community, without compromising your conscience.

The GPS acrostic in Lesson 6 provides practical ways to implement these changes.

LESSON 5

Practice the SOV Plan

Relational wisdom can be summarized with simple acrostics

Acrostics provide a simple and convenient way to memorize and practice the principles of relational wisdom, which are so simple that a child can apply them, and yet so intricate and robust that you can spend the rest of your life exploring, applying and practicing them. For example ...

To be relationally wise in all situations...



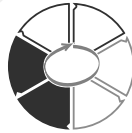
**An innovation,
to be effective, has
to be simple and it
has to be focused.
Effective innovation
starts small.
- Peter Drucker**

Practice the SOV Plan™



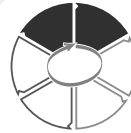
Self-Aware/Engaging: **How am I feeling and acting?**

- What am I feeling? Why?
- What do I feel like doing? What are the likely consequences?
- What can I do instead?



Other-Aware/Engaging: **How are others feeling and how am I affecting them?**

- What do others seem to feel? Need? Want? Fear?
- How am I impacting others?
- Is this really the best time to talk, counsel or correct?
- How can I serve, love or forgive others?



Values-Aware/Engaging: **Where are my values leading me?**

- What are my most important values?
- Which values apply to this situation?
- Do my personal values vary from my group's values?
- How well am I living up to my values?
- Is there a gap between the values I aspire to and the values I'm actually following?
- How can I close the gap? (Which values will I keep or reject?)

RW Can Start Anywhere on the Circle

Regardless of where you begin your response to a relational issue, you can develop the habit of always looking at it from all three perspectives: values, self, others. Do this not just once, but repeatedly, using repeated 360s to understand and improve the relationship.

Download SOV practice worksheet at rw360values.org/worksheets



LESSON 6

Follow a Trustworthy GPS

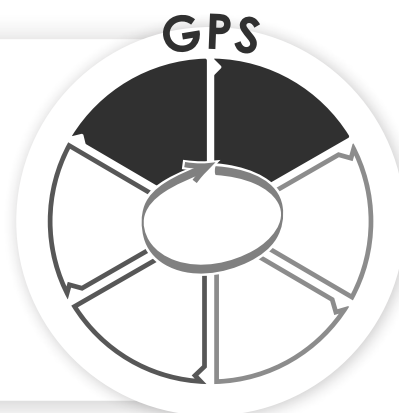
The quality and stability of your relationships will depend on what guidance system you choose to live by

Values are like a GPS (Global Positioning System). They help you to evaluate where you are in life and where you'll be in the future. If your values are accurately aligned with "true north" (principles of proven worth over generations of time), they will lead you reliably through all of the issues of life.

To become more Values-aware and Values-engaging...

Follow a trustworthy GPS

- G** **Grade your values**
Evaluate your current values
- P** **Pursue worthy values:**
Family, heroes, role models, employer
- S** **Serve others:**
It will make you happier!



Values you can use to program your personal GPS

Acceptance	Excellence	Knowledge
Achievement	Fairness	Leadership
Cheerfulness	Faith	Loyalty
Community	Faithfulness	Patience
Compassion	Family	Peace
Competence	Flexibility	Perseverance
Competition	Forgiveness	Professionalism
Confidence	Friendship	Productivity
Courage	Generosity	Respect
Creativity	Gentleness	Self-control
Decisiveness	Happiness	Selflessness
Dependability	Harmony	Self-reliance
Diligence	Health	Service
Discipline	Holiness	Simplicity
Diversity	Honesty	Sincerity
Effectiveness	Honor	Teamwork
Efficiency	Independence	Thankfulness
Empathy	Integrity	Trustworthiness
Encouragement	Justice	Unity
Endurance	Kindness	Wisdom



If we are to go forward, we must go back and rediscover those precious values—remembering that all reality hinges on moral foundations.
-Martin Luther King, Jr



GRADE YOUR VALUES

Reflect on your worldview

Which of the six worldviews described on the chart at rw360values.org/6worldviews do you embrace? Is its value system strengthening or undermining your relationships? Which worldview's value system do you think would be most beneficial for your relationships?

Reflect on times of success

Identify times when you felt most happy, successful, fulfilled and satisfied. Referring to the chart on the previous page, what values were you following at those times?

Reflect on times of disappointment

Identify times when you felt least happy, successful, fulfilled and satisfied. What values were you following or failing to follow at those times?

Reflect on times of conflict or stress

Identify a time when you were in conflict or felt unusual stress. What values were you following or failing to follow at those times?

Reflect on value inconsistencies

Identify values that you say you believe in but have often compromised or failed to follow.

Reflect on the next five years

Image you are looking back on your life five years from now. What values would you be glad you had followed? What values would you regret having followed?

Based on your reflections above, list the top ten values you'd like to follow more faithfully in the coming year.



I'm just going to say it: I'm pro-guilt. Guilt is good. Guilt helps us stay on track because it's about our behavior. It occurs when we compare something we've done - or failed to do - with our personal values.
- Brene Brown

PURSUE WORTHY VALUES



Your values form the foundation of your life. They dictate the choices you make and determine the direction that your life takes. Your values will influence your decisions related to your relationships, career and other activities you engage in. Despite this importance, few people choose their values. Instead, they simply adopt the values of their parents and the dominant values of society. Unfortunately, these values may also have created a life that is carrying you down a path that is not the direction you want to go at this point in your life.

- Jim Taylor, Ph.D.

Family

List the ten values that have significantly benefited your immediate or extended family.

Heroes

List five people whom you've read or heard about whose lives have greatly benefited others. By each name, list the values that seemed to guide their lives.

Personal Role Models

List five people you know and admire and would like to imitate. Beside each name, list the values that seem to guide their lives.

What are some specific ways that you could live out these values more consistently in your life? (A great way to start is to spend as much time as you can with people you admire so you can learn from their example.)

Employer

Ask for a copy of your employer's statement of core values.¹ Beside each value, write down two or three ways that you could live out this value more effectively in your work.

SERVE OTHERS

When you need to prioritize competing values, you will seldom regret giving priority to values that benefit other people, such as compassion, empathy, encouragement, faithfulness, forgiveness, generosity, gentleness, kindness, loyalty, patience and service.

Download GPS practice worksheet at rw360values.org/worksheets

LESSON 7

READ Yourself Accurately

Emotions have the power to move us

Emotions are like the wind to a sailboat: they have the power to move us in many directions and even to capsize our relationships and lives.

We can learn how to harness the power of your emotions

Just as good sailors learn how to read and use the wind, wise individuals learn how to anticipate and harness the power of their emotions. You can develop this skill by practicing the READ acrostic (see worksheet in appendix).

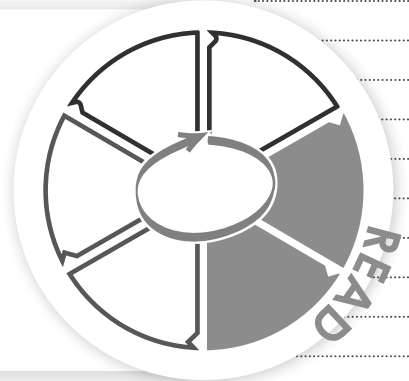
To become more self-aware and self-engaging...



Emotions are like the wind. They can either capsize your relationships or propel them on an exhilarating journey.

READ yourself accurately

- R** Recognize your emotions.
- E** Evaluate their sources.
- A** Anticipate the consequences of following them.
- D** Direct them on a constructive course.



Since language skills are located in the neocortex, naming your emotions engages your entire brain in processing emotions and making wise decisions.

Buy six seconds

Your neocortex is vital for impulse control. It's also where you store experiences and life lessons. Therefore, in emotionally charged situations it is essential that you find ways to give your neocortex time to engage along with your limbic system so you can think and respond with your whole brain.

For example, always take a bottle of water or cup of coffee with you during potentially difficult conversations. If you sense your emotions building, force yourself to take a sip of water or coffee before saying anything. This will give your mind six seconds to synchronize and could save you from hours or even months of relational damage repair.

Another strategy for dealing with intense emotions is to ask for a brief pause in a conversation so you can think about the issues and consider appropriate responses. If circumstances permit, taking a brief walk around the block also gives your mind and body time to process emotions and plan a thoughtful response

Do a 180

As soon as you sense strong emotions building, ask yourself whether they are likely to move you to do things that are helpful or harmful. If they are likely to move your relationship or situation in a positive direction, put up "full sail" and let those emotions move you toward constructive words and actions.

But if you sense emotions that are likely to move you to do harmful things (e.g., anger, jealousy, bitterness, fear), try to discern the direction those emotions seem to be pushing you ... **and then do just the opposite.**



Choices will continually be necessary and - let us not forget - possible. It is a deadly error to fall into the notion that when feelings are extremely strong we can do nothing but act on them.
- Elisabeth Elliot



Courage is being scared to death, but saddling up anyway.
- John Wayne



Download READ practice worksheet at rw360values.org/worksheets

LESSON 8

Serve Every Person You Meet

How do eagles soar to great altitudes?

Eagles are often seen soaring at altitudes of 10,000 feet. They do not have the strength or stamina to get to such heights by flapping their wings.

So how do they get that high? They search for thermals and then spread their wings to catch the updrafts of warm air that lift them to altitudes they could never reach in their own strength.

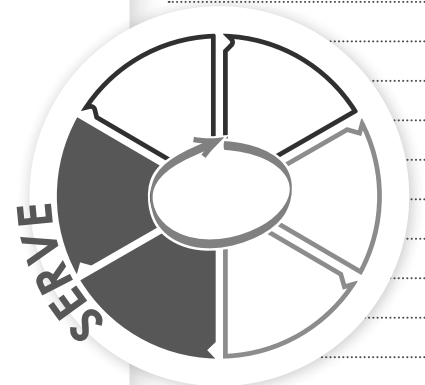
You have the ability to lift other people to heights they could not reach on their own

If you want to develop deep, enduring and productive relationships, use every opportunity to lift, serve and encourage other people. You can begin to make this a habit by practicing the SERVE acrostic:

To become more other-aware and other-engaging...

SERVE every person you meet

- S Smile:** Home, workplace, church, store, telephone.
rw360values.org/smile
- E Explore & Empathize:** Show interest and compassion.
rw360values.org/explore and rw360values.org/empathy
- R Reconcile:** Be a peacemaker.
- V Value:** Express appreciation and respect.
- E Encourage:** Give courage, inspire, put wind under their wings.



You can make more friends in two months by becoming interested in other people than you can in two years by trying to get other people interested in you.
- Dale Carnegie



Be kind, for everyone you meet is fighting a great battle - Philo of Alexandria

Download SERVE practice worksheet at rw360values.org/worksheets



Develop a Personal Growth Plan



"To learn, read ... to understand, write ... to improve, practice ... to master, teach"

If you truly want to grow, develop a personal growth plan:

- ☐ I will download the *RW360 Smartphone App* ("RW360") from the Apple or Google store
- ☐ I will read the rw360.org/blog (which applies to a faith-based version of relational wisdom).
- ☐ I will spend time with these highly relational people:
- ☐ I will copy the RW Worksheets (in appendix and at rw360values.org/worksheets) and use them to practice the RW acrostics for 30 days each.
- ☐ I will register for the online version of this course at rw-academy.org, which will allow me to review these principles and study them more deeply.
- ☐ I will keep a journal to record my RW experiences and insights (rw360values.org/journaling).
- ☐ I will provide feedback on this seminar and instructor by going to rw360values.org/survey

Practice the SOV Plan

Be relationally wise in all situations: Fill in this worksheet whenever you experience a challenging relational situation.

Date and general situation:

Self-aware: What am I feeling and thinking about this situation? About the other person? Why do I feel this way? What do I feel like doing? What would be the consequences of doing that? Is there a better route I can take, one that I'll feel good about five years from now?

Other-aware: What do others seem to be feeling and thinking about this situation? About me? How am I influencing their behavior? Is this the best time for us to talk? What can I do that would serve them and help them respond in a wise manner?

Values-aware: What are my most important values in life? What values are guiding me in this situation? Is there a gap between what I say I value and what I'm actually valuing in this situation? How will I feel five years from now if I compromise my values in this situation?

Follow a Trustworthy GPS

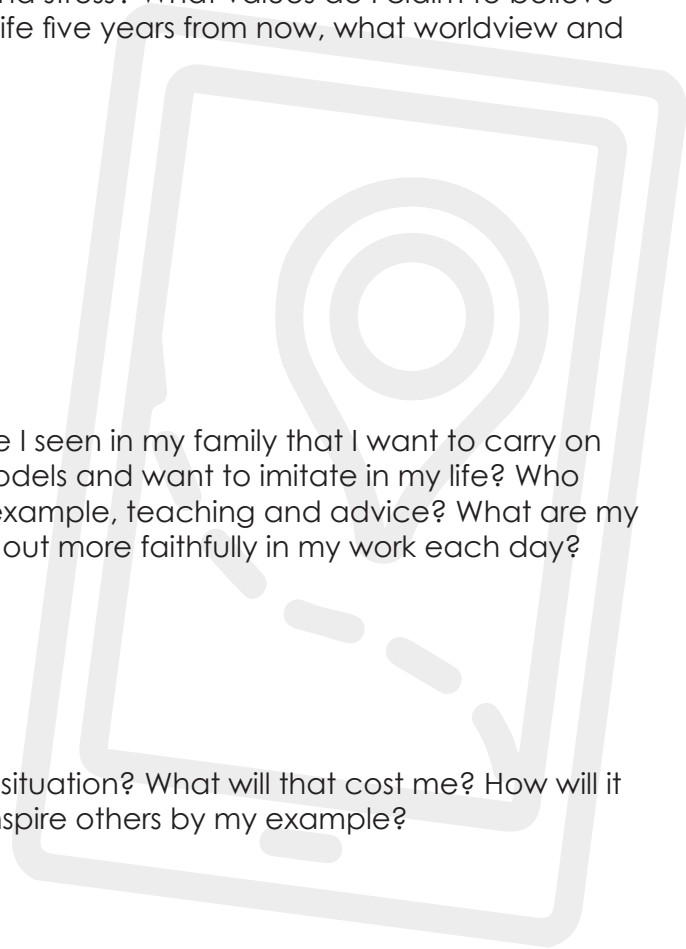
Learning to understand and follow your values in every situation: Fill in this worksheet whenever you experience a challenging relational situation.

Date and general situation:

Grade your values: What worldview and values have I been following in life? Are they strengthening or undermining my relationships? What values have I been following when I've been most successful, fulfilled and satisfied? Which values was I neglecting when I was least happy, successful or satisfied, or experiencing the most conflict and stress? What values do I claim to believe in but fail to follow consistently? When I look back on my life five years from now, what worldview and values would I be glad I followed?

Pursue worthy values: What beneficial values have I seen in my family that I want to carry on in my life? What values do I see in my heroes and role models and want to imitate in my life? Who could I spend more time with in order to learn from their example, teaching and advice? What are my employer's values core values and how could I live them out more faithfully in my work each day?

Serve others: How can I love and serve others in this situation? What will that cost me? How will it benefit them? Is it worth the price? How can I lead and inspire others by my example?



READ Yourself Accurately

Evaluating and managing your thoughts, emotions, words and actions so that they are always being used for good: Fill in this worksheet whenever you experience a challenging relational situation.

Date and general situation:

Recognize your emotions: Pause, breathe deeply and carefully identify what you are feeling and thinking; specifically name those emotions.

Evaluate the source Ask yourself: Why am I feeling this way and thinking these thoughts? What is driving this emotion? What's going on in my heart? What values, desires or expectations do I need to renounce? What fear is being triggered? What lies do I need to reject?

Anticipate the consequences of following those initial feelings What would probably happen if I allow my emotions to drive my thoughts, words and behavior? What has happened in the past when I followed these kind of emotions?

Direct your emotions and behavior on a constructive course. What is the most wise, positive and constructive thing I could do right now? How can I buy some time to think? Would it be best for me to say and do nothing for the moment? Is it time to "do a 180," to do exactly the opposite of what I feel like doing?)

SERVE Every Person You Meet

Understanding, empathizing with and meeting the real needs of others: Fill in this worksheet whenever you experience a challenging relational situation.

Date and general situation:

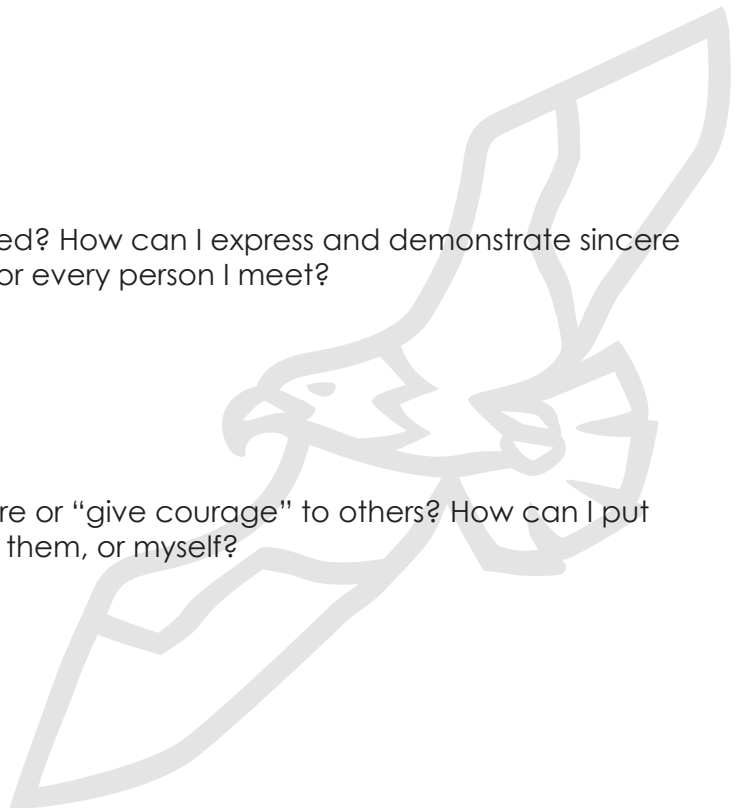
Smile Do I really love, respect and value other people? Do my smile and my eyes reflect a loving and friendly heart? How can my facial expression show that I feel empathy with others? How can use my facial expressions to encourage and connect with others?

Explore and Empathize (What are others thinking and feeling? How can I make them comfortable opening up to me? What questions can I ask to learn about their values, interests, hopes and struggles? How can I show genuine empathy and compassion?)

Reconcile Is there conflict between us? Between others? What can I do to be reconciled or to help others to be reconciled?

Value Am I treating others as I want to be treated? How can I express and demonstrate sincere respect, thankfulness, appreciation or admiration for every person I meet?

Encourage What can I say to encourage, inspire or "give courage" to others? How can I put "wind under their wings?" Am I speaking to benefit them, or myself?





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and “get upstream of conflict”



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smartphone... or on a TV with
friends in your living room



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or week at a pace that suits
your schedule, with no
pressure or deadlines



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relational skills in your home,
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