

WELCOME FUTURE / CURRENT LEADERS

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LEADERSHIP STYLES for EMOTIONALLY INTELLIGENT LEADERS

EMOTIONS

MENTAL MODELS

EMOTIONAL INTELLIGENCE

PERSONALITY

LEADERSHIP STYLES

DISCUSSION QUESTION

Q&A

QUESTION TO CONSIDER

Why do people leave organisations?

PEOPLE LEAVE MANAGERS NOT ORGANISATIONS!

The results...?

Poor communication

Conflict

Employees resistant to change

Low morale

Low motivation

Poor relationships

Low productivity

TODAY, CONCENTRATE ON YOU, THE INDIVIDUAL

EMOTIONS

3 KEY ELEMENTS

In order to better understand what emotions are: 3 key elements

1. Subjective experience

2. Physiological response

3. Behavioural response

<https://www.psychologytoday.com/us/blog/wise-mind-living/201410/stress-what-s-emotion-got-do-it>

SELF AWARENESS

MENTAL MODELS

MENTAL MODELS

Mental models are subtle but powerful

- **Subtle**, because we are usually unaware of their effect
- **Powerful**, because they determine what we pay attention to...
- And this determines what we do!

Mental models are strongly conservative:

- Left unchallenged, they cause us to see what we have **always** seen...
- The same needs, opportunities, results
- We do what our mental models permit us to do



Invest in the process...
Not the outcome!

<https://mentalmodels.princeton.edu/about/what-are-mental-models/>

EMOTIONAL INTELLIGENCE

(EQ / EI)

http://www.eiconsortium.org/pdf/emotional_competence_framework.pdf

EQ

- It is not enough to only focus on cognition
- Need to take into account the **emotional, or 'affective' dimension**
- EQ looks at the role of emotion in organisations
- How people process and express their feelings

EQ and LEADERSHIP

Goleman et al. (2009) divided EQ into four fundamental categories

Self awareness

Self management

Social awareness

Relationship management

EQ and LEADERSHIP

Self-awareness:

- Ability too identify own strengths
- Also look at limitations and act
- Requires honest self assessment
- Leads to an emotionally grounded leader
- Deals well with stressful conflicts
- Is patient and thoughtful
- Does not make quick, poor judgements

EQ and LEADERSHIP

Self-management is:

- Self-control
- Trustworthy
- Conscientiousness
- Adaptable
- Achievement orientated
- Initiative
- Learning to manage others - dependent on how we manage ourselves

EQ and LEADERSHIP

Social awareness - different from self awareness

- Social awareness - empathy, organisational awareness, service oriented
- Highlights the significance of empathy
- True leaders embed themselves in the process
- Ensure that they are in tune with all stakeholders

EQ and LEADERSHIP

Relationship management - crucial in any business

- Visionary leadership with excellent communication
- A catalyst for change
- Develops others
- Influencing and motivating others to work together
- Building relationships
- Teamwork and collaboration
- Maintaining healthy relationships among workers
- Managing conflict - confront uncomfortable situations productively

PERSONALITY

THE BIG FIVE - TENDENCY

OCEAN

Personality questionnaire

On a continuum

Openness to experience: (inventive/curious vs. consistent/cautious)

Conscientiousness: (efficient/organized vs. easy-going/careless)

Extraversion: (outgoing/energetic vs. solitary/reserved)

Agreeableness: (friendly/compassionate vs. analytical/detached)

Neuroticism: (sensitive/nervous vs. secure/confident)

THE BIG FIVE IN PRACTICE

Sean P. Neubert

Rochester Institute of Technology

- Looked at the correlation and validity of the five-factor model with job performance and other job-related activities
- Motivation, deviation, absences, and job satisfaction

Conscientiousness and agreeableness...

- Positively correlated with productivity
- More likely to be recruited for a job

High conscientiousness...

- Tend to perform well at work

Low conscientiousness and high neuroticism...

- Perform poorly at work

Neuroticism and agreeableness...

- Negatively correlated with leadership capabilities

THE BIG FIVE and LEADERSHIP

High extraversion

- Leaders tend to be confident and outgoing, comfortable with asserting themselves

High conscientiousness

- Leaders have self-discipline and stick to their commitments

High openness to experience

- Leaders are flexible and look for new ways of doing things

High emotional stability

- Leaders tend to be calm and not easily stressed or moody

High agreeableness

- Negatively related to leader emergence
- Followers are less likely to put themselves forward as leaders

LEADERSHIP STYLES

- How many leadership styles do you currently use?
- Which leadership styles are available for effective leadership?

LEADERSHIP

"If you want to build a ship, don't drum up the men to gather wood, divide the work, and give orders.

Instead, teach them to yearn for the vast and endless sea."

Antoine de Saint-Exupery

"Become the kind of leader that people would follow voluntarily, even if you had no title or position."

Brian Tracy

"Only one man in a thousand is a leader of men...

The other 999 follow women."

Groucho Marx

TWO ELEMENTS

Assuming leadership responsibility when you are **NOT** the designated leader

The expert

You have experience

You have empathy

You are solutions focused

You are technologically 'savvy'

You have charisma

Leadership styles available to you when you **ARE** the designated leader

LEADING AS THE DESIGNATED LEADER

As a leader, your success is likely to be predicated by two factors:

1. The style of leadership you adopt in a particular situation
2. The style of leadership you use with each individual in your team

DIRECTIVE STYLE - Do what I tell you

- Easy to dismiss as old-fashioned, controlling style of leadership
- Best utilised in the military
- Renamed the more sinister sounding 'coercive' style

When can this style be easily justified?

- In a crisis
- Leader is an expert
- The team is performing extremely poorly
- Some of the more personal styles have been tried without success

- Can adopt inclusive styles as the team improves

Kim Jong-un

VISIONARY STYLE - Come with me

- Leader is inspirational with a vision and goals
- Instil a sense of confidence and understand the perspective of others
- Connects the teams goals to that of the organisation
- Ensures that people know that they are valuable to the organisation
- People will see a purpose to their work and are more motivated
- Also make sure that everyone is **'on-side'**

Nelson Mandela

Warren Buffett

Steve Jobs

AFFILIATIVE STYLE - People come first

- A closer personal style
- Leaders using this style believes in a harmonious team environment
- Good style to adopt during personal disagreements and conflicts
- Also the first step in dealing with poor performance...
- When taking more of a counselling role if 'personal reasons' are the cause of a drop in performance
- Also when uniting a diffuse or varied group of individuals

Warren Buffet

think?

- Formerly known as 'democratic'
- All about getting inputs from the team...
- Assumes - respect for the team's competence
- Experience and ...
- Capacity to input usefully
- Leader believes commitment comes through involvement and participation
- Adopt when problem solving non-crisis situations
- Idea generation - brain storming
- When the team leader is not sure of the best way forward

- **John F Kennedy**

PACESETTING STYLE - Do as I do, now!

- Suited to the action types
- Sales managers or leaders in their profession
- Have high expectations of themselves and others
- Classic style of 'leading by example'
- Assumption is - 'if I perform dynamically then everyone will follow'
- Followers tend to have a high degree of self-responsibility
- They should be as motivated to achieve as the leader
- Use this style with care - **why?**
- Can undercut morale
- People may feel that they are failing

Jack Welch, former CEO of General Electric

COACHING STYLE - Try this

- Said to have the most positive impact on individuals and the team
- About MT and LT development of team members
- The best style to build the team's capacity
- Research does indicate that it is also one of the least used styles

John Wooden

Pope John Paul II

Steve Jobs

Leaders should lead unchained by:

- The limitations of poor mental models
- Poor emotional intelligence and
- Poor choice of leadership style

TAKEAWAYS

- Allowing others to lead will make people follow you
- People who understand they can change their perception make better leaders
- Understanding your personality type helps you become a better leader
- You have many leadership styles at your disposal
- Helpful to know which style is effective in which situation
- Cannot forget the interconnected culture we know live in
- We all grow closer through technology, trade and transport
- Incorporating culture and tradition to enhance leadership skills
- <https://www.mindtools.com/pages/article/leadership-style-quiz.htm>