

HR FORUM

Emotionally Intelligent Leadership

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What is it that differentiates Successful & Effective Leaders from Ineffective leaders?

or

What separates Leaders from Managers?

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Leadership

- Direction, vision, mission strategies & values
- Effective communications
- Alignment
- Example & role model
- Developing people at all levels
- Change agent
- Action in crisis & in ambiguous situations
- Model the way
- Inspire a shared vision
- Challenge the process
- Enable others to act
- Encourage the heart

Hooper & Potter 1997

Kouzes & Posner – Leadership Challenge 2003

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Inspirational Leaders

- According to Goffee & Morgan (HBR, 2000) they:
 - Selectively show their weakness
 - Rely on intuition to make timely decisions
 - Manage with tough empathy ie “Grow or Go”
 - Reveal their differences

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Leadership over the years...

- Trait theories
- Style theories eg System 4, Blake’s Grid
- Functional models eg ACL
- Situational/contingency theories
- Transactional/transformational leaders
- Biological ideas eg tallness, birth order
- Characteristics of effective leaders ie personality & behaviours

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Bright Leaders are Best

According to A Furnham (ST 20/3/05):

- People prefer bright leaders
- The more intelligent the leader the more effective the team
- Intelligent people learn more quickly & inspire confidence
- Leaders need to be bright – but not too bright. If a lot more intelligent than team they will be misunderstood or seen as a threat
- IQ more related to Leadership when not under stress, which counters intelligence
- Leaders need to be stable ie resilient and hardy
- Social skills are important

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Common Strengths of Elite Performers (top 5% n=15,000 USA)

1. They think well
2. They are bold
3. They bounce back
4. They are disciplined
5. They have strong interpersonal skills
6. They are practical

Source: IAC August 2006

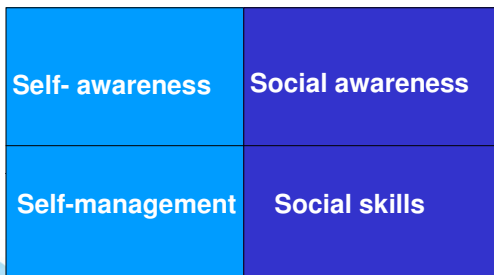
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Leadership traits: Manfred Kets de Vries (INSEAD)

- Dominance
- Extraversion (sociable)
- Agreeableness (cooperative, flexible)
- Conscientiousness (achievement orientation, dependability)
- Self-confidence
- Openness to experience (imagination, cultural interests)
- Energy
- Intelligence
- Emotional stability

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Generic EI model



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Emotional Intelligence

Emotional intelligence (EI) can be described as; "a set of skills, competencies and capabilities, which makes the difference in being successful in life and in work", "The difference that makes the difference"

Goleman, who popularised the term first used by Mayor & Salovey, said it was; "the capacity for recognising our own feelings and those of others, and for managing emotions in ourselves and in our relationships"

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www.eiconsortium.org

EI: Goleman's 5 factor model

- Knowing your feelings and using them to make a life you can live with
- Being able to manage your emotional life without being hi-jacked by it ... not being paralysed by depression or worry or swept away by anger
- Persisting in the face of setbacks and channelling your impulses in order to pursue your goals
- Empathy – reading other people's emotions without their having to tell you what they are feeling
- Handling feelings in relationships with skill and harmony ... being able to articulate the unspoken pulse of the group

Goleman D

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EI: What it is and what it's not

- Self-awareness; not self-obsession
- Managing feelings so they are expressed appropriately; not suppressing emotions or letting it all hang out
- Being aware of others' feelings and demonstrating empathy; not being so sympathetic you are overwhelmed or lose your judgement
- Handling relationships; not being nice. It can mean confronting someone with an uncomfortable truth

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EI research

- Research shows that Emotional Intelligence, or EQ, is: twice as important as any other factors in predicting outstanding employees, and better at predicting top performance than higher degrees or technical experience.
- In addition, top performers typically outperform those at the bottom by at least 10 times and are almost 100% more productive than the average.
- These results apply across a range of jobs and industries including sales, mechanics, perfume, beverages, furniture and manufacturing eg training manufacturing supervisors in EI has resulted in fewer accidents and lost time, a reduction in grievances and increased production.
- Unlike IQ (which peaks before 21), it continues to develop into late middle-age. EQ can be developed!

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EI Measures

There are several models or frameworks of emotional intelligence and the above four factors are common to most of them.

- Goleman's original 5-factor model also included motivation;
- BarOn's model includes adaptability eg problem solving, stress management eg impulse control, and general mood eg optimism;
- Higgs and Dulewicz's includes conscientiousness, emotional resilience, and decisiveness; and
- HAY/McBer model measures 18/20 competences, some of which are mandatory, but you don't necessarily need to have high scores on every one to be successful .

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EI Competence model (Hay/McBer algorithm)

Recognition	Self-awareness Self-confidence Emotional self-awareness or Accurate self-assessment	Social awareness Empathy Service orientation or Organisational (political) awareness
Regulation	Self-management Self-control Trustworthiness or Conscientiousness or Adaptability Achievement drive (includes optimism) or Initiative (includes innovation)	Relationship management Influence Developing others or Leading others Building bonds or Teamwork and Collaboration or Conflict management Communication or Change catalyst

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Emotional

Self-awareness	Social awareness
Self-management	Relationship Management

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EI & self-assessment

- Across 12 different organisations, accurate self-assessment was the hallmark of superior performance (Boyatzis, 1982)
- Found in virtually every star performer at AT&T and 3M. These individuals are aware of their abilities & limitations & seek out feedback and learn from their mistakes. They know when to work with others with complementary strengths (Kelley, 1998)
- On 360 degree assessments, average performers typically overestimate themselves, whereas star performers rarely do and may even underestimate themselves (reflecting high internal standards) (Goleman, 1998)

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Self-knowledge helps

But a strong sense of purpose is more important




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Emotional Intelligence is a good thing

Empathising with others may be more important than high self-awareness as people recognise it



Social Intelligence (Goleman 2006)

Social Awareness	Social Facility
Primal empathy (detecting micro-expressions)	Synchrony of NVC
Attunement (full sustained empathy that facilitates rapport)	Self-preservation ability to spark emotions eg charisma
Empathic accuracy (builds on primal empathy with explicit understanding)	Influence (shaping outcomes using tact and self-control with empathy & social cognition)
Social cognition (knowledge about how the social world actually works, recognising social signals)	Concern (capacity for compassion. Differentiates manipulative people with some SI)

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Baron's EQ-i model

- Research suggests 3 functional areas or leadership orientations ie People-, Process-, & Organisation-orientation
- Plus 4 leadership styles or pillars. These are:
 - Centred & grounded leadership
 - Action-taking
 - Participative leadership
 - Tough-minded leadership

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EQ-i Leadership model

Orientation & most highly-related scales

People	Process	Organisation
Empathy	Assertiveness	Self-actualisation
Social Responsibility	Independence	Interpersonal relationship
Stress Tolerance	Self-actualisation	Reality testing
Impulse Control	Stress tolerance	Impulse control
Happiness	Optimism	Happiness

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EQ-i Leadership behaviour pillars

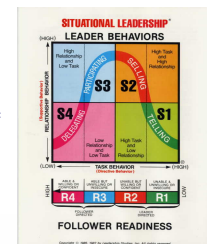
Most highly-related scales from EQ-i

Centred & Grounded	Action-taking	Participative	Tough-minded
Social responsibility Stress tolerance Impulse control Optimism	Assertiveness Independence Optimism	Empathy Social responsibility Interpersonal relationship Impulse control Happiness	Self-regard Stress tolerance Impulse control

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Leadership styles

- Leaders need to be agile and able to flex styles
- Need to be able to match their behaviours to the situation
- And to have the full array of styles
- $LB = f(p;s)$



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Climate & Leadership Styles

- Leaders create the climate for success
- Individual competencies influence leadership styles
- Leadership styles influence organisational climate
- Organisational climate influences business results
- HAY research shows that 50-70% of variance in climate is influenced by leadership styles
- Up to 30% of variance in financial results is influenced by organisational climate

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Leadership Styles (HAY/McBer)

- Visionary } long-term buy-in
- Coaching } long-term development
- Participative } generating ideas
- Affiliative } creating harmony
- Directive } immediate compliance
- Pace setting } high standard – watch me do it

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Leadership Styles (Hay/McBer)

Use of multiple styles impact positively on climate

- Visionary } most impact
- Coaching } most impact
- Participative } effective when used with other styles
- Affiliative } effective when used with other styles
- Directive } -ve impact over long term
- Pace setting } -ve impact over long term

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Leadership research (HAY)

- In high performing healthcare teams at least 50% experienced 4 or more styles
- Low performing teams experienced 2 or fewer
- General managers who created high performance climates for their teams achieved better margins

	Gross	Profit
Energising climates	48%	29%
Demotivating climates	36%	17%

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Why CEOs fail (Dotlich & Cairo)

There are potential derailleurs, based on studies of failed CEOs and personality descriptions, that appear:

- When you are stressed
- After prolonged exposure to others
- During heavy workloads
- When people aren't paying attention
- During times of change

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Hogan's Dark Side factors

- They are not about psychiatric disorders
- They concern reasons managers fail
- They concern "extreme" interpersonal strategies
- They concern manipulative strategies to make others comply through:
 - Intimidation
 - Seduction
 - Control

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The Dark Side factors

- Excitable – moody, hard to please
- Skeptical – mistrusts others' intentions
- Cautious – overly concerned about making mistakes
- Reserved – concerns seeming independent & aloof
- Leisurely – wants to work to own standards and pace
- Bold – over-evaluates own talent, won't admit mistakes
- Mischievous – concerns taking risks and testing limits
- Colorful – expects to be seen as talented and interesting
- Imaginative – concerns being eccentric acting and creative
- Diligent – having high standards of performance, critical
- Dutiful – concerns being cordial, agreeable, eager to please

Away from

Against

Towards

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So what?

- Leadership is usually situational ie horses for courses
- There are some fundamental characteristics
- IQ alone is not enough
- EQ/Social competence/leadership behaviours/styles can be measured
- Leadership can be developed if basics are in place

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Thank You



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