

What Makes a Leader

IQ and technical skills are important, but emotional intelligence is the sine qua non of leadership.

EI is *What distinguishes great leaders from merely good ones.*

Emotional intelligence

Effective leaders are alike in one crucial way : they all have a high degree of emotional intelligence

The Five Components of Emotional Intelligence at Work (Daniel Goleman)

	Definition
Self-Awareness	The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others
Self-Regulation	The ability to control or redirect disruptive impulses and moods The propensity to suspend judgment- to think before acting
Motivation	A passion to work for reasons that go beyond money or status A propensity to pursue goals with energy and persistence
Empathy	The ability to understand the emotional makeup of other people Skill in treating people according to their emotional reactions
Social Skill	Proficiency in managing relationships and building networks An ability to find common ground and build rapport

Self-awareness:

Self-aware job candidates will be frank in admitting to failure-and will often tell their tales with a smile

Self Regulation:

People who have mastered their emotions are able to roll with the changes. They don't panic

Empathy:

The very word empathy seems out of place amid the tough realities of the marketplace

Social skill:

Social skill is friendliness with a purpose: moving people in the direction you desire

THE SIX LEADERSHIP STYLES

(Daniel Goleman)

	COERCIVE	AUTHORITATIVE	AFFLIATIVE	DEMOCRATIC	PACESETTING	COACHING
The leader's modus-operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround/ with problem employees	When changes require a new vision/ when a clear direction is needed	To heal rifts in a team / to motivate people during stressful circumstances	To build buying in or consensus/ to get input from valuable employees	To get quick results from a highly motivated & competent team	To help employee improve perfor./ develop long-term strengths
Overall impact	-ve	Most strongly + ve	<u>+ve</u>	<u>+ve</u>	-ve	<u>+ve</u>

Leaders Need Many Styles

- Leaders who have mastered four or more - especially the authoritative, democratic, affiliative, and coaching styles - have the best climate & performance.

The Impact of Leadership Styles on Drivers of Climate

	Coercive	Authoritarian	Affiliative	Democratic	Pacesetting	Coaching
Flexibility	-. 28	. 32	. 27	. 28	-. 07	. 17
Responsibility	-. 37	. 21	. 16	. 23	. 04	. 08
Standards	. 02	. 38	. 31	. 22	-. 27	. 39
Rewards	-. 18	. 54	. 48	. 42	-. 29	. 43
Clarity	-. 11	. 44	. 37	. 35	-. 28	. 38
Commitment	-. 13	. 35	. 34	. 26	-. 20	. 27
Overall impact on climate	-. 26	.54	.46	.43	-. 25	.42

Emotional intelligence can be learned

The process is not easy.

It takes time and commitment.