

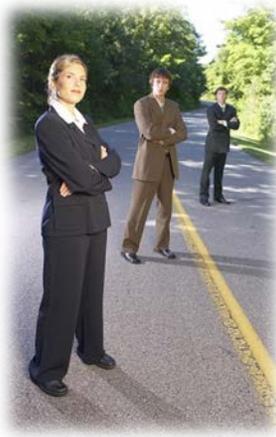
Five Emotionally Driven Leadership Styles

Want to know an individual's predominate leadership style before you promote them? Want to change your leadership style? Learning how to tie leadership style to emotional traits or skills is extremely helpful.

As the world was just becoming aware and somewhat comfortable with Emotional Intelligence, researchers developed several different tools to measure it and learn more about the skill. That was in the mid 1990's, since that time there have been a number of tools, some good and some not so good, introduced. As a result, many are confused and uncertain of the steps necessary to transform this information into improved results and greater profits.

Research results continue to "pile-up," establishing the value of EI to the leadership process and project success. It is universally recognized that leaders with higher EI skills get better results than those less skilled in the emotional area. Learning to use these findings to aid organizations in employee selection and leadership development has been a challenge.

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Are You Aware of the Relationship between Leadership Styles and EI?

Emotional Intelligence And Leadership

Emotional intelligence (EI) is the ability to identify, assess, and control the emotions of oneself, of others, and of groups. It can be divided into **ability** EI and **trait** EI. Ability EI is usually measured using maximum performance tests and has stronger relationships with traditional intelligence, whereas trait EI is usually measured using self-report questionnaires and has stronger relationships with personality. (Wikipedia)

Emotional Quotient (EQ) measures our Emotional Intelligence and is independent of (IQ) Intelligence Quotient. IQ measures the level of our intelligence and is responsible for 10-25% of our performance success.

IQ does not change much, but EQ skills can be learned. 90% of the difference between average and superior performers is EQ.

Emotional Intelligence Leadership is the ability to recognize, understand, and use the power of emotions to facilitate high levels of collaboration and productivity. It is the foundational competency every leader needs to grow. Emotional intelligence, in essence, is the ability to effectively manage emotions.

EQ and Leadership: The single most important element in group intelligence is not the average, or even the highest IQ, but emotional intelligence.

Executive EQ argues that a single participant who is low in EQ can lower the collective IQ of the entire group.

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Many organizations are aware of the value of emotional intelligence to a leader's success, but uncertain about how to apply it. To gain the full benefit of EI in a leadership role, companies need to better understand how to best grow EI among leaders.

Correlating leadership styles with emotional intelligence strengths makes it easier for organizations to identify different emotional styles among their leaders/managers and as a result place them in roles calling for their strengths. Because emotional intelligence is a skill and learnable, companies can provide training and support for leaders who need to modify their leadership style to be more effective.

Leadership styles are often determined by the leader's emotional strengths, often expressed in four or five distinct clusters of emotional strengths: Self-Perception, Self-Expression, Interpersonal, Decision Making and Stress Management.



These 5 clusters reflect five different leadership styles and much is gained by naming them in more commonly used terms, i.e.: The Star, The Coach, The Social Worker, The Engineer, and The Physician. This makes it easier for everyone to comprehend the differences. The necessary skills among the 5 clusters are the same but the names have changed.

A "**Star**" styled leader, for instance, is likely to call upon his/her self-awareness and self-confidence to lead. A "**Physician**" style leader is likely to leverage their ability to manage stress and "role with the punches" to manage. A "**Coach**" styled leader is often engaged in making sure their subordinates understand the rules and can strategize for victory. The "**Social Worker**" styled leader is always focused on others and attempts to achieve goals through others by better understanding them. Finally, the "**Engineer**" is all about tasks and problem solving as well as creating realistic objectives.

Each of these leadership styles is shaped by their understanding and natural abilities. However, determining the style most needed for the task and finding a leader with the necessary style, has just become a lot easier.

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Now organizations can scientifically identify the leadership style that matches the needs of the job. For example, what kind of task would likely require a "Star" type leader?

Tasks that require "Star" type leaders are those jobs that have ambitious objectives, requiring a positive attitude, and the ability to motivate others. What type of leader could best head-up a large public project, for instance? The "Social Worker" leader might be a good fit here since he/she is likely highly skilled at connecting with people and sensitive to the needs of others.

Understanding how results can be improved by matching Emotional Leadership Styles with the needs of the job, can significantly improve your bottom line and productivity.

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Further, the EQ and emotional tone of the group is most strongly affected by the leader's EQ. Emotional management is crucial in leadership. A good leader creates an emotionally safe workplace and successfully manages her own and others' emotions. The EQ of leaders affects individual, group, and organizational outcomes. Research shows that the EQ of a team leader has positive effects on not only team members' satisfaction, but also extra-role behavior aimed at the entire organization. These findings suggest a ripple effect of positive outcomes that can be tied to leaders with high levels of EQ. Indeed, at the top levels of leadership, EQ accounts for as much as 90% of success.

Intrapersonal Emotional Quotient

- **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 re-direct disruptive impulses and moods and the propensity to suspend judgment and think before acting.
- **Motivation** – A passion to work for reasons that go beyond money and status and a propensity to pursue goals with energy and persistence.

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Interpersonal Emotional Quotient

- **Social Skills** – A proficiency in managing relationships and building networks.
- **Empathy** – The ability to understand the emotional makeup of other people.

Give your superior performers the opportunity to learn & understand EQ and watch them take your company to the next level. ♦

Need help? Contact us today for more information.

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Your Brain Under Stress

When discussing emotional intelligence, we must realize how important it is for leaders to understand and apply the power of Emotional Quotient (EQ) which measures our Emotional Intelligence (EI). While essential for survival, the ability to react quickly on emotion alone doesn't necessarily serve us well when it comes to making decisions in our personal and professional lives.

Successful leaders have the ability to effectively manage emotions and emotional triggers. 90% of the difference between average and superior performance is EQ. Do not overlook the importance of EQ. If we are not aware of our emotions and how they impact others, the other emotional intelligence skills become more difficult to demonstrate. If we are unaware of our emotions, it's virtually impossible to regulate them.

Love – A profoundly tender, passionate affection

Joy – Great delight, keen pleasure or happiness

Sadness – Sorrowful or mournful unhappiness

Hate – Intense dislike, extreme aversion or hostility

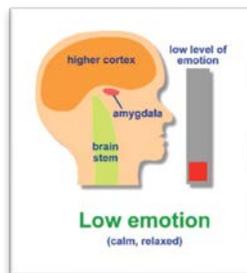
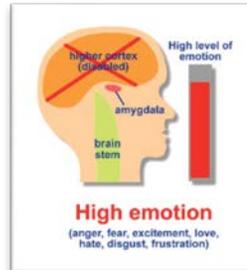
Anger – A strong feeling of displeasure, wrath or belligerence

Fear – Concern, anxiety or distress aroused by real or imagined danger, pain, etc.

Envy – Discontent or covetousness with regards to another's advantages, success, possessions, etc.

For more information on EQ, please contact us today! ♦

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One Minute Ideas

Roadblocks To Success

Here are some career mind barriers found especially among new entrants to the workforce, from **News From Kaplan**, a fact sheet published by Simon & Schuster.

- **Waiting to be discovered.** Instead of making contacts, such people think they will be magically rewarded with fame and riches.
- **Impostor belief.** Some people feel they're not really qualified to do the kind of work their employers want them to do. They're afraid of being exposed as incompetent.
- **I shouldn't get paid for what I do:** It's easy for me. This belief usually crops up among people who are talented and love their work.
- **Fear of failure.** New workforce entrants often fear they won't be hired or will end up penniless.
- **Fear of success.** Some people are afraid of doing well because they can't imagine being recognized as an expert in their fields. They may even think that fame and fortune will hurt them in some way. They may think that family and friends will like them better if they stay "small." ♦

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"You do not lead by hitting people over the head – that's assault, not leadership."

~ Dwight D. Eisenhower

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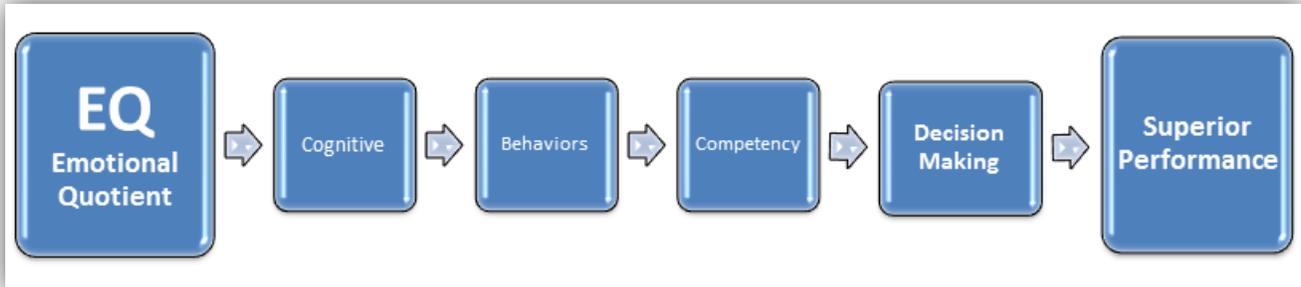
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Achieving Emotional Intelligence

Considering that high performance and good decision making are the ultimate outcomes, how are they attained? There is no doubt that general intelligence and technical skills contribute to high performance. However, to truly succeed consistently, one must also possess a high level of Emotional Intelligence (EQ). EQ is the process of recognizing, managing, and appropriately leveraging emotions within yourself and with others. The value of emotional intelligence increases dramatically with job complexity. Research has shown that those with high EQ are 127 times more productive than those with low EQ. Through his research, Goleman has concluded that the key differentiator between star and average performers is EQ.

Emotional Intelligence is the ability to sense, understand and effectively apply the power and acumen of emotions to facilitate high levels of collaboration and productivity. (Cooper) ♦



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Schedule of Public Courses

The following courses are being offered to the public by Harmony Coaching & Consulting. Click on the associated link for more information on the program or to register.

Course Title	Date(s)	Time	For More Information/Registration
SHRM Learning System® is the preparation course for the HR Certification Exam <i>(Every other Saturday)</i>	Every Other Saturday 9/28/13 – 12/7/13	8:30AM – 4:30PM	www.cbu.edu/shrm
The Accountability Experience™ is a one-day workshop that helps participants discover the powerful personal and organizational benefits of individual accountability.	TBD	8:30AM – 5:00PM	Click here to Register
The Coaching Clinic® is a two-day workshop for executives, managers and leaders to experience and learn coaching skills and competencies.	October 3 & 4, 2013	8:30AM – 5:00PM	www.harmonycc.net/coaching-clinic.php