

LEADERSHIP THROUGH EMOTIONAL INTELLIGENCE

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ALTERNATIVE ORGANISATION CLIMATES

Leadership can create a climate of:

- Resonance / harmony

or

- Dissonance / disharmony

Leadership can also be out of touch

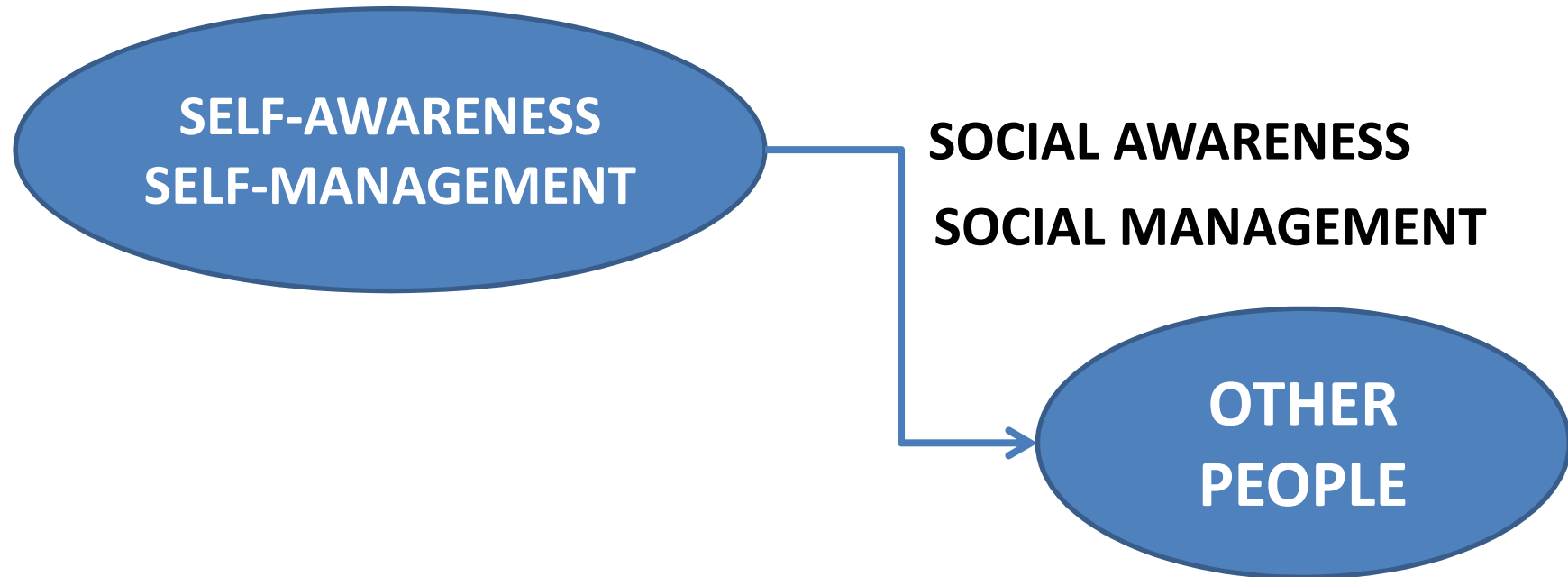
What are the consequences in a municipality of each climate?

PERFORMANCE EFFECTS OF CLIMATE

RESONANCE	DISSONANCE	OUT OF TOUCH
➤ Drives performance ➤ Facilitates team-working ➤ Promotes initiatives	➤ Low morale ➤ Conflict ➤ Short-termism ➤ Not joined up working	➤ Offers no vision ➤ Risks anarchy ➤ Sense of irrelevance

EI COMPETENCES

THE INDIVIDUAL



BLOCKS TO SELF-AWARENESS

- Natural self-defence mechanisms
- Rationalisation
- Delusions
- Optimism
- Fear of being candid
- Giving more weight to what confirms self-image
- Lack of feedback
- Not actively seeking out areas for development

IMPACT ON PERFORMANCE

Good EI can:

- Keep anger and frustration under control
- Inspire people to give results
- Give meaning to work
- Generate a feel-good factor
- Welcomes humour
- Facilitates empathy

Does talking with your boss leave you with a good or bad feeling?

MANAGING UPWARDS

Qualities needed by manager

- Respect for staff / expertise
- Empathy
- Willingness to learn
- Readiness to harness energies of staff
- Readiness to delegate

Qualities needed by staff

- Capacity for initiative
- Awareness of broad picture
- Loyalty to organisation
- Able to take responsibility
- Awareness of pressures on manager

IMPACT ON CLIMATE

- Sober mood helps manage difficult situations
- Anxiety suggests pay more attention
- Anger can focus on urgent problems
- Distress reduces ability to respond
- Laughter enhances ability to respond

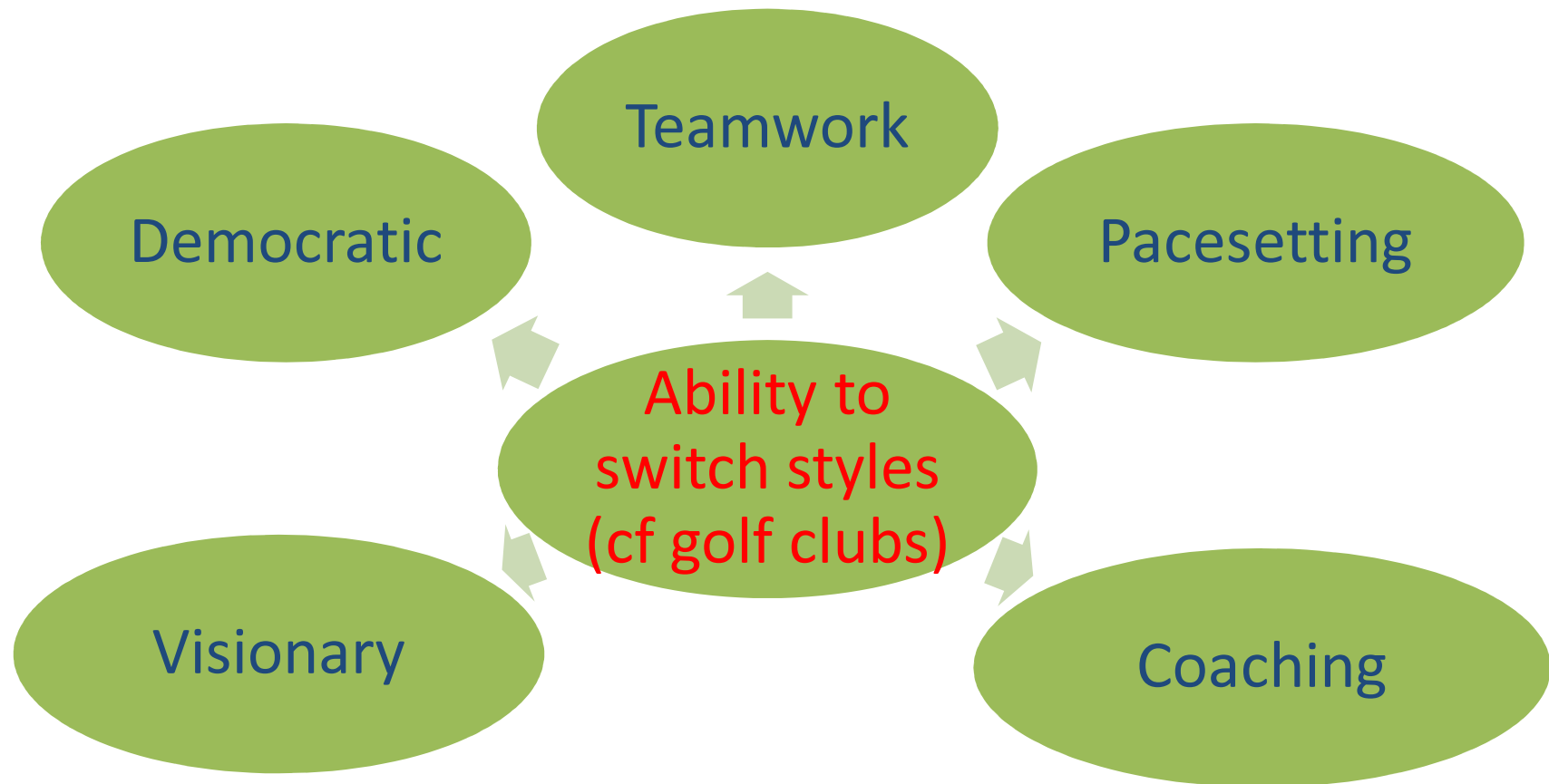
Do you recognise the influence of your own mood?

LEADERSHIP DEALS IN HOPE

- What hopes do your staff have?
- What hopes do you give them?

Reach into the source of hope.

EI LEADERSHIP STYLES



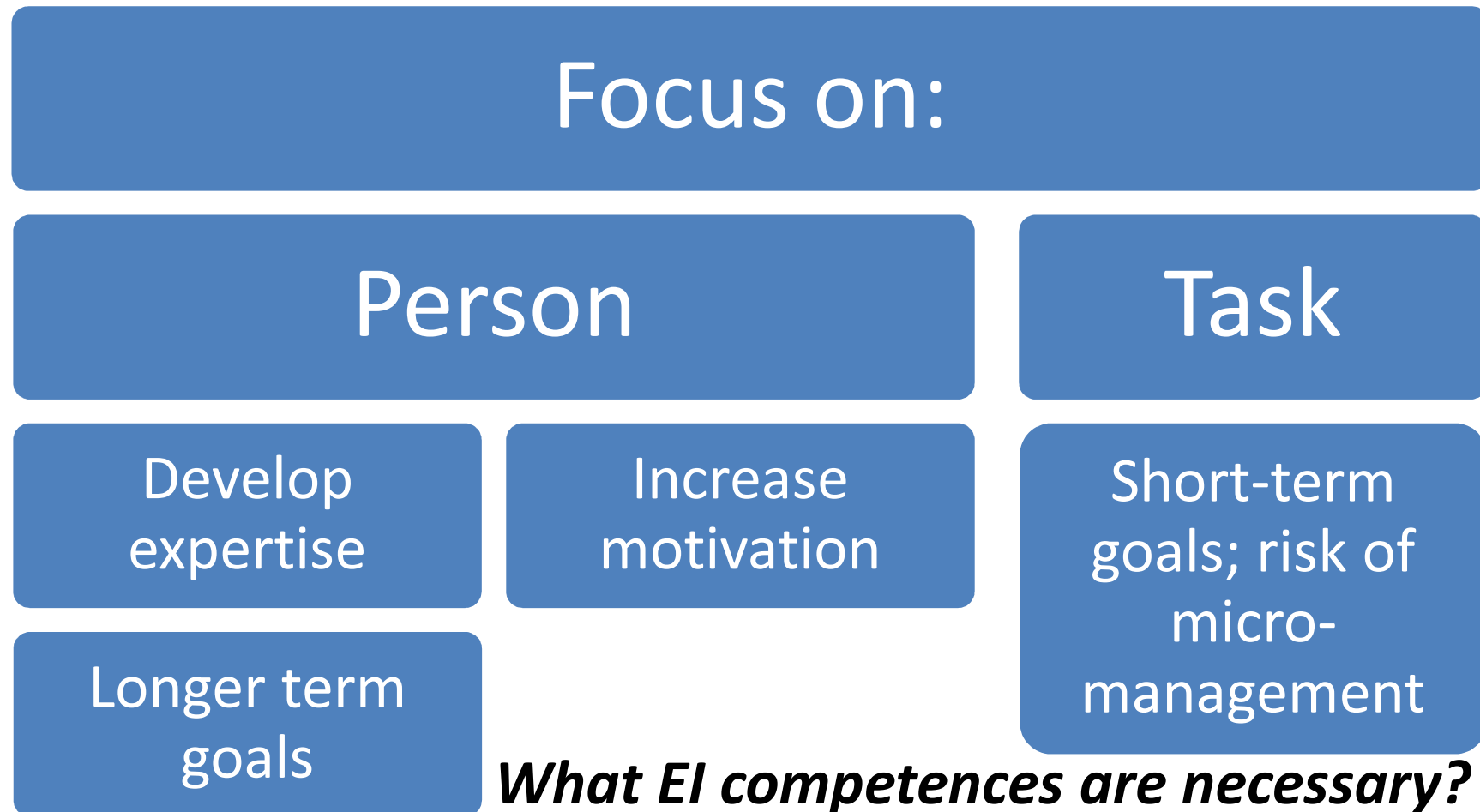
What are the strengths and risks of each?

COMMANDING STYLE

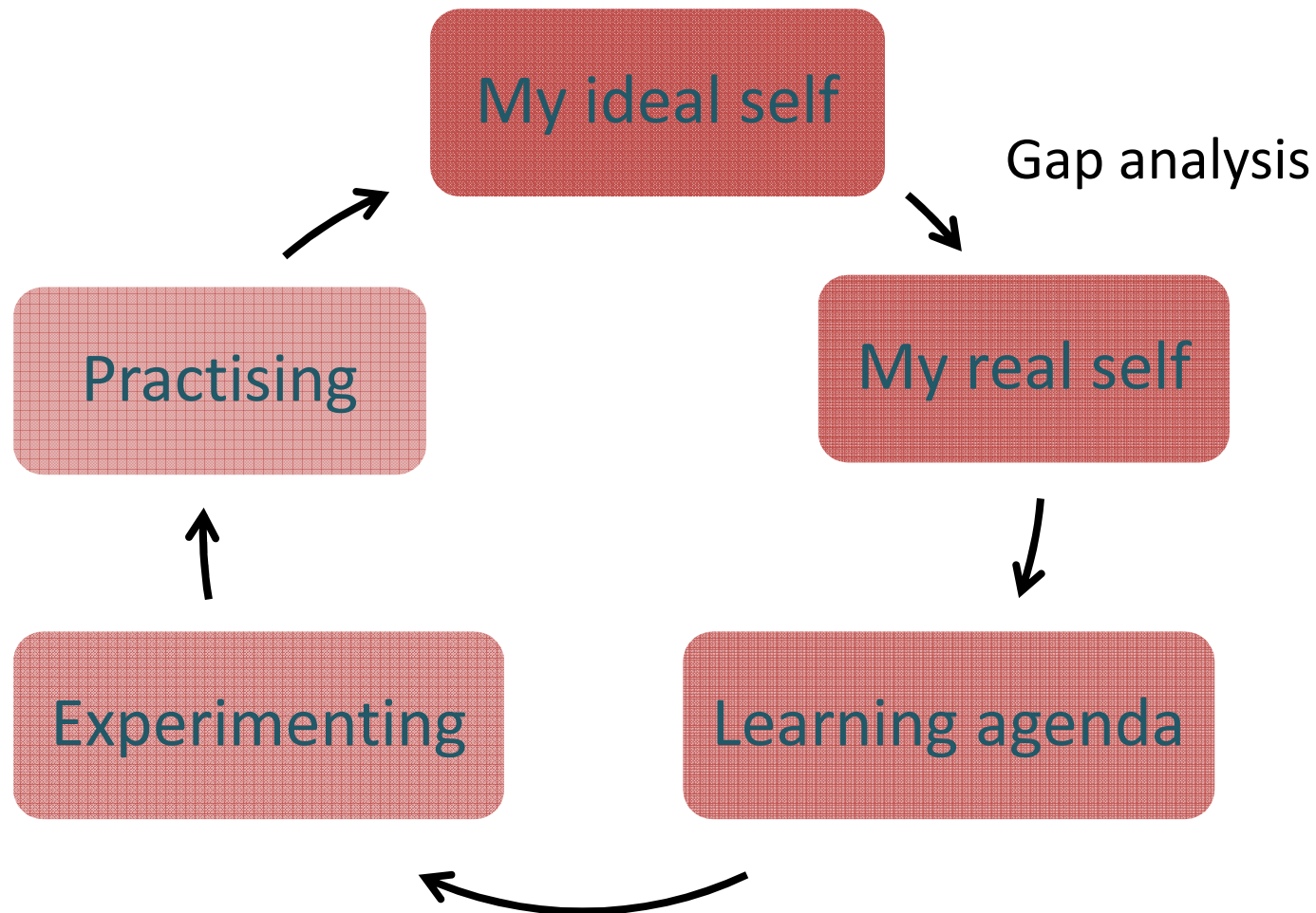
The commanding style may be important in certain temporary circumstances:

- Turning round an organisation
- Eliminating bad habits
- Removing poor performance
- Dealing with a crisis

COACHING STYLE



STRENGTHENING MY PERSONAL EI



PERSONAL APPROACHES TO WORK

Pragmatic

- Usefulness determines worth
- Individualist, seeks results

Intellectual

- Relies on logic
- May minimise social relationships
- Can be visionary

Social

- Starts with relationships
- Can bring out the best
- Less focus on results

WHAT KIND OF POT CAN HELP A LEADER ESCAPE HIS INERTIA?

