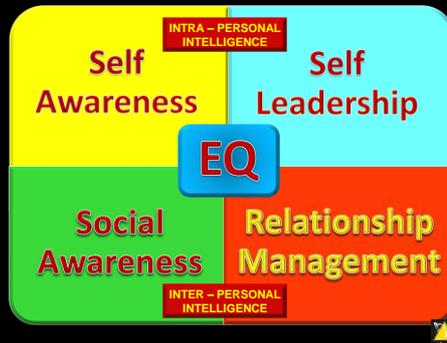




The Emotionally Intelligent Leader



When Business Intelligence meets Emotional Intelligence

An Emotional Intelligence Personal Profiling
for

Jane Smith

Mobile Team Challenge Ltd

Unleash the Potential of Your People

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Summary

The Emotions and Behaviours at Work assessment is a validated psychometric measure that provides feedback on a person's Emotional Intelligence at work. It has been created to assist with the assessment and development of personnel.

Who is the report written for?

The information contained in this report is STRICTLY PRIVATE & CONFIDENTIAL and is to be used solely to develop Jane. The following report has been generated using a general population norm group and is intended to summarise the results from the profiling completed on the 13.03.2020. The report is written in a style that can be presented to Jane.

Content

The report is divided into the following sections:

- Introduction to the Emotional Intelligence Profile
- Guidance on the Interpretation of Feedback
- Executive Summary
- Feedback
- Interview Questions



Emotional Intelligence at Work

This report explores a person's Emotional Intelligence at work (Business Emotional Intelligence). Business Emotional Intelligence explains peoples' capability to manage the critical emotions and underlying behavioural traits that predict occupational performance.

The key to a person's Business Emotional Intelligence is their ability to use their intrapersonal and interpersonal intelligence. Intrapersonal Intelligence is the ability that individuals have to manage themselves through knowing and understanding their feelings, needs, wishes, wants and behaviour. Whereas, Interpersonal Intelligence is the knowledge and ability that helps individuals to understand, engage, manage and motivate other people. It includes being sensitive to others' emotions and psychological states and choosing the appropriate response by reading the relationship, being empathetic and communicating clearly to them.

The Emotions and Behaviours at Work Assessment

The profiling measures the emotional behavioural clusters (scales) that are the focus of Business Emotional Intelligence as well as providing feedback on how self-aware we are of them.



These emotional behaviours describe the way we tend to approach and interpret situations and people and this in turn impacts on the way that others see us. Many of these emotions and behaviours are predictive of how successful we will be in different situations and, whilst we may react differently depending on the context, our emotions and behaviours do tend to be quite consistent. However, they can change over time and this report provides a snapshot of a person's emotions and behaviours today, but this could change in the future.

Guidance on the Interpretation of Feedback

- The main purpose of completing the E.I. questionnaire and reading this report should be to stimulate your thinking about how your emotions and behaviours can impact on your working style.

As such, this report should not be treated as a definitive profile of your working style but as a starting point from which to explore your Business Emotional Intelligence in more depth.
- The report provides feedback under each emotional/behavioural scale. Your responses are compared to those typically given by people at work to generate feedback that is relevant to you.
- In reviewing your results, you should read the definition of each emotional behavioural cluster before going on to read how it relates to you.
- Much of the content and the feedback may sound familiar to you but be prepared to see some differences between how you view yourself and how the feedback from the report describes you.
- Consider the information in this report in conjunction with other information you have about your strengths and development needs.
- This report should be seen as a snapshot of your emotions and behaviours at the time you completed the profile. Although Business Emotional Intelligence are relatively stable, with the right coaching and training it is possible to develop certain aspects of your emotions and behaviours at work.
- Many people find it very useful to discuss their report with a certified E.I. Coach. A qualified E.I. Coach will be able to consider your emotions and behaviours as described in this report, and interpret the interactions between them and also other relevant factors, such as your job, and provide advice on how to develop your potential.
- You should see this report as the starting point for your development and use it to feed into your own personal development plan.

Executive Summary

This summary provides an overview of eight key emotional behavioural clusters that are the focus of the Emotional Intelligence Profile. However, the feedback from each emotional behavioural cluster should be read and considered to maximise the value of the report.

Feedback Overview

Jane will want to evaluate different options before taking responsibility and making a decision and is happy taking a lead from others

Jane does not typically feel enthused and engaged by his work, working methodically rather than passionately.

Jane does not feel the need to have a direct influence on people and is comfortable in roles that do not have a high profile or where he does not have an impact on others.

Whilst valuing stability in his working environment and liking a degree of clarity in what is required of him, Jane may still be comfortable with some uncertainty and can adapt to changing situations.

Recognising, and at times, being sensitive to others' feelings, needs and perspectives, Jane enjoys working with others. He is likely to be quite approachable but will balance the needs of the task with his desire to help and support colleagues.

Jane tends to be reliable, organised and consistent and to be concerned with meeting his commitments in a way that is acceptable to those around him.

Jane is generally comfortable dealing with the day-to-day stresses of work and may be better than many in coping with pressure and managing his emotions.

Feedback Section

The feedback narrative in this section of the report is based on Jane Smith's responses on the EMOTIONAL INTELLIGENCE PROFILING assessment. Each section starts with a definition of the area being assessed followed by the emotional behavioural indicators and colour ratings. The colour ratings indicate the User's need for these types of emotions and behaviours. In the 'Areas to Consider' sections the colour ratings indicate how much emphasis and time you may want to spend on each question.

Decisiveness

Willingness to make decisions, the need for control and the level of comfort with decision making responsibility.

Emotional Behavioural Indicator



Feedback

You have scored in the middle area of the Decisive Scale. People who score similarly to you feel more comfortable having a lot of information and want to be able to take a balanced perspective on issues, but this can sometimes mean they seem to procrastinate, postpone making decisions or do not give a clear lead on an issue. You are likely to want to keep a range of options open, reacting to situations rather than dictating them and whilst this may enhance your flexibility, it can prove frustrating for colleagues who would prefer a more direct solution. You may feel less comfortable than some being in situations where your decisions may be challenged and may at times want to avoid taking a decision that is controversial or radical.

Areas to Consider

Decision Making

Some who score like you will avoid making decisions, whether they are aware of it or not. There are often good reasons for postponing a decision, but these need to be balanced against the costs of doing this and the eventual need for a decision to be made.

Questions

- Why do you put off making decisions? Is it to do with competence, confidence or a desire to understand everything before committing yourself. What support do you need to be better able to make decisions, is it more authority, people backing you up or just experience of success?
- Can you think of any situations where a more direct or daring approach would have helped you?
- Those who are more cautious with their decision making can make better decisions than others but many people think of bold decisiveness as being impressive and the sign of a good leader. How does your decision making style affect the way you are seen by those around you?
- Do you think some people associate a more cautious approach with a weakness and a lack of confidence? If so, what are the costs of this to you (e.g. will it affect how seriously you are taken, your credibility as a leader or your promotion prospects) and what can you do to address their perception of you?

Motivation

Level of energy, passion, drive and enthusiasm for work, being optimistic and positive, the need for achievement and challenge.

Emotional Behavioural Indicator



Feedback

You have scored on the left-hand side of the Motivation Scale. Your score suggests you seem best suited to roles that require you to work at a steady pace rather than those that need you to immerse yourself passionately into your job. You may focus on the problems and obstacles and, whilst this may be helpful in identifying matters that need to be dealt with, it can also lead you to appear quite negative. People who score similarly to you tend to take a passive approach to work, dealing with things once they can no longer be avoided rather than proactively seeking to develop and improve matters.

Although your score on Motivation suggests you may not be highly driven or enthused by your work, your relative high score on the Conscientious scale suggests you are still likely to be very thorough and diligent.

Areas to Consider

Direction and Focus

You may see work as a necessity rather than as a source of pleasure, focusing more on avoiding the difficulties and problems that go with work than on the pleasures that can be had there. This does not mean that you don't work hard or do a good job, but that work is something that has to be done rather than something that you have a passion about.

Questions

- What would be the benefits of putting more passion and energy into your work? What would be the costs and rewards? How might it affect your credibility, job satisfaction, success in projects and relationships with others in the organisation and more broadly in the workplace?
- What do you want to get out of your work? Is it at all important that you are successful or do you merely want to earn money? What benefits could work bring you that you are not currently enjoying?
- What would be your ideal working situation? Does it involve you being immersed in the work or being free from it? Is there anything you can do in your current situation to move you closer to that ideal?

Influence

The drive to influence others and persuade them, to be heard and have an impact.

Emotional Behavioural Indicator



Feedback

You have scored on the left-hand side of the influence scale. Those who score on the left side enjoy roles where they do not need to express their own ideas and opinions to influence or persuade others. Your need for less impactful roles does not necessarily mean that you will seek junior roles, rather that you will be less inclined to enjoy or pursue those aspects of the job that involve influencing others. Consequently, people who score similarly to you are reluctant to stand their ground when their ideas are challenged, regardless of the quality of their position or their enthusiasm for it. They tend to be keen to follow guidance and instruction that is offered to them and may be respectful and amenable to authority.

Areas to Consider

Reasons to Lead

Those who prefer to be given a lead than to have an impact on others may be seen as less credible and their views may not be given as much weight. When required to take a lead they may lack confidence in the role, be overly apologetic and deferential, or defer to the rules and goals rather than imposing their own stamp on their leadership.

Questions

- What is the cost to you and to others of not having more impact? Are you underestimated? Do your ideas have less impact than they should? Are poor decisions made because you have not inputted your views, opinions or knowledge? What would happen if you did try to make your voice better heard?
- When you have had to take a lead, how have you done this, did you do so reluctantly and without commitment or did you throw yourself into it? Once you are leading, do you enjoy it and are you effective? If you avoid taking the lead fully, what is the impact of this?

Influencing Others

Understanding how and being able to influence others is important in most modern job roles.

Questions

- When you are challenged at work, how do you respond? Are you too apologetic and deferential? Do you become defensive or aggressive? Do you simply agree with your challenger and undermine your own position? Is your goal to ensure your view is given adequate consideration or do you simply focus on ending the challenge as soon as possible by whatever means? What is the impact on your effectiveness and respect you are given for the way you handle challenges? How would you like to handle challenges and what is stopping you doing this?

Adaptability

The desire for, and enjoyment of, variety in the workplace; the capacity to keep an open mind and be flexible with different and creative approaches.

Emotional Behavioural Indicator



Feedback

Your responses to the EMOTIONAL INTELLIGENCE PROFILING indicate that you score in the middle area of the Adaptability scale and you value a proven approach to work but will be prepared to embrace change and new ideas when you recognise their benefits. People who score like you are likely to get frustrated by sudden and unexpected events that require you to change your plans and will not be fully comfortable in situations where you are unable to predict what you will be doing. However, your responses suggest that you are generally comfortable when tasked with developing new procedures and systems although you are likely to be daunted by having to start in a completely new area without having any relevant experience to draw on.

Areas to Consider

Thinking Style

Your responses suggest that although you are willing to come up with new solutions, these are likely to blend the benefits of existing systems with newer ideas rather than being radical changes in direction. Knowing how your thinking style affects your performance enables you to adapt it when needed

Questions

- Think about how you develop new ideas. When have you been most effective doing this? Do you tend to seek out completely new learning opportunities or do you focus more on developing the knowledge and skills you already have? What would be the benefits of doing more of the one you do not currently focus on?
- Reflecting on your colleagues' thinking styles (are they creative or procedural) - who do you enjoy working with and why? Are you comfortable with radical new ideas and approaches and, if so, is there a danger that other people might find this intimidating, disloyal or perverse? What can you do to help others think more openly?

Working Environment

Your responses suggest you seem well suited to roles that involve some stability, but are prepared to accept a degree of uncertainty. In teams this means that you are likely to be equally comfortable with stable or changing events. Understanding how the working environment affects your performance enables you to adjust your behaviour to suit different situations

Questions

- Are you more comfortable with change in some situations than in others? What is the difference between these situations?
- High scorers may be more likely to find areas for improvement, whilst low scorers may be too accepting of the way things are. Which is more like you and what are the benefits and costs of this?
- When you are under pressure do you prefer things around you to be very stable or is this more likely to be the time when you will want lots of changes. How does this impact on the way you work and on those around you?

Empathy

The ability to recognise, be sensitive to and consider others' feelings, needs and perspectives. The need to understand, to help and work with others.

Emotional Behavioural Indicator



Feedback

You have scored in the middle range of the Empathy scale and your score suggests an interest in people and a capability to enjoy positive relationships with those around you, but you can balance this with the needs of the role. People who score like you can be sensitive to others' feelings and emotions, being able to recognise when they are uncomfortable or beginning to get upset, angry etc. They like to develop some relationships at work and can develop a rapport with many of those they meet but are content to keep some of their relationships on a purely professional footing. This suggests, you will generally prefer to avoid conflict, but will be prepared to deal with it where necessary. Like most people, you may find this difficult and will usually put effort into finding solutions and compromises to facilitate co-operative working relationships where possible.

Areas to Consider

Person Focus

Being able to focus on people enables you to be a supportive, approachable and caring colleague. However, in most roles, you also need to be able to be firm with people, break bad news and make decisions that will upset others.

Questions

- Think about situations where you feel you were too 'soft', allowing people to get away with things or focusing on their needs rather than the task you had to achieve? Why did you take this approach? What were the benefits of doing this? What would the potential costs of having taken a firmer line have been?
- Now think about a situation when you were relatively 'tough' with people? How did it affect your ability to achieve the immediate target? How has it affected your long term relationships with people and your ability to achieve subsequent targets?
- Do you give adequate consideration to how people feel about their work or do you spend too much time worrying about it? What are the benefits of the approach you tend to take and what are the costs e.g., are people likely to put themselves out for you? Do people take advantage of you?

Team Working

Your responses suggest you are comfortable working in teams, but are able to work in isolation and may be able to do this from time to time.

Questions

- What is the 'best' team you have worked in? What made it a good team? Was it because you had a clear role in it, because people got on, because it allowed you lots of room to work independently or because it was very supportive and lacking in conflict? What does this team tell you about your preferred style of working?
- How comfortable are you dealing with difficult people or in conflict situations? Do you tend to avoid conflict and, if so, what is the cost of that e.g. do you compromise too easily, avoid contact or spend a lot of time trying to improve the relationship which you should spend on getting the job done? Or are you too accepting of the conflict, allowing it to continue when you should be putting in the effort to resolve it?

Conscientiousness

The need to plan and have structure, be diligent and meet deadlines; the level of comfort with conforming and following the rules.

(The Emotional Behavioural indicator shows the overall score for Conscientiousness which consists of the Structure and Rules subscales).

Emotional Behavioural Indicator



Feedback

Jane, your responses suggest you are likely to be most comfortable when you can plan out what you are going to do, where and when you are going to do it. You may be less comfortable working with people who prefer to act very spontaneously. You probably like to be clear about what the rules are and what is expected of you and will try to work within this framework. Whilst you may be able to work outside the rules where necessary, you are likely to find this quite uncomfortable.

Areas to Consider

Planning and Structure

People who score similarly to you on the Structure subscale like plans and knowing what is happening. This can mean that they find people who are not very organised difficult to work with. Similarly, people who do not have a similar score to you may think of you as inflexible (although this will be dependent on how you score on the Adaptability scale).

Questions

- Think about a time when you had to work with others to achieve a tight deadline? What was the most difficult aspect of this? What could you have done differently?
- What do you do when you are under pressure or very busy? Do you tend to get more organised and require more structure? How do you think others find working with you at these times? What could be the disadvantages of your working style for other people?
- How important is it to you that people are neat and tidy at work? What impact does it have on their work if they are not? Does it mean they are inefficient?

Challenging the Rules

People who score similarly to you on the Rules subscale are likely to feel more comfortable if they can follow the rules and social conventions. As such, you are likely to fit in more easily than most. However, people with a similar score to you find it difficult to challenge the 'status quo' and criticise the way things are done.

Questions

- How often do you challenge the way things are done in your organisation? When you have challenged things what difference has it made? Do you know when it would be appropriate to challenge the way things are done?
- Think about a time when somebody changed the rules to get a job done. How motivated were you to adopt their new ways? What impact did your attitude have on them and their changes?

Stress Resilience

The capability to relax and deal with the day to day pressures of work; the level of comfort with showing and managing emotions, e.g. can control/hide temper when provoked.

(The Emotional Behavioural indicator shows the overall score for Stress Resilience which consists of the Resilience and Emotional Control subscales).

Emotional Behavioural Indicator



Feedback

Your Stress Resilience score suggests, like most people, you are affected by the day-to-day pressures of work and may find yourself worrying about things more than you would wish. Your responses suggest you have strategies for dealing with this whilst remaining vigilant in areas where worry is an appropriate response. You are likely to control your emotions with some effectiveness and be able to hide what you feel from others and manage the way you express them. This may help you to appear to be more objective at work, but some might find your dispassionate approach unhelpful as they find it hard to know what you really think and feel.

Areas to Consider

Managing Stress

People who score in the middle of the Resilience subscale as you do often have some strategies for handling stress and pressure, but these may not be effective all the time.

Questions

- How do you know you are under pressure? How do you manage pressure? What strategies do you find effective? Do they always work?
- What do you do when you have too much work or a problem you cannot solve?
- When stressed or under pressure do you get enough support from others? What could you do to ensure you are supported when under pressure? Would it help if you were supported more?

Working with Others

People who score in the middle of this Resilience subscale tend to recognise the times when they are not able to cope or work is becoming too much for them. Similarly, they will appreciate when others are under pressure and make sufficient allowance for them.

Questions

- Do you recognise when others are worried and stressed? What signs do you look for? What allowances do you make for them? Do you think you make too much or too little allowance for them? How would you know?
- How much do you worry about things at work compared to others? Do you think you worry too much or not enough? What are the benefits or disadvantages of worrying about things at work?

Understanding Emotional Behaviour

You have scored on the right-hand side of the Emotional Control subscale of the Stress Resilience scale. People who score on the right side on this subscale are better able than most to manage their emotions. They are less likely to lose their temper or lose control in times of pressure and will often hide what they are feeling from others.

Questions

- Do you find it difficult to express what you are feeling at work? Can you think of any situations when it would have been better to have expressed your true feelings more openly? Do you think people fully understand what you want if you are not showing how you feel?

Self-Awareness

The Self Awareness scale gives an index of the extent to which your rating of yourself is likely to correspond with the way that others would rate you on the EMOTIONAL INTELLIGENCE PROFILING scales. Those with high scores on the scale tend to have a better awareness of their own strengths and development needs, whilst low scorers may find their profile is not what they expected.

It was developed by statistically identifying questions that tend to be good predictors of the difference between how Users rated themselves and how others rated them. It is not therefore, based on a specific theory as to why these ratings may differ. You should use it purely to consider whether the User has been realistic and honest with themselves in the way they answered the questions.

Emotional Behavioural Indicator



Feedback

Jane, people like you who score in the middle area of the self-awareness scale have a reasonable idea of how they come across to others and so are able to employ the skills and strategies that work best for them.

However, at times, you may not fully appreciate how you appear to people or how effective they think you are being. Therefore, feedback from others and time spent reflecting on the way you behave will help you develop your Emotional Intelligence at work and can only help improve your performance

Areas to Consider

Understanding Your Day to Day Behaviour

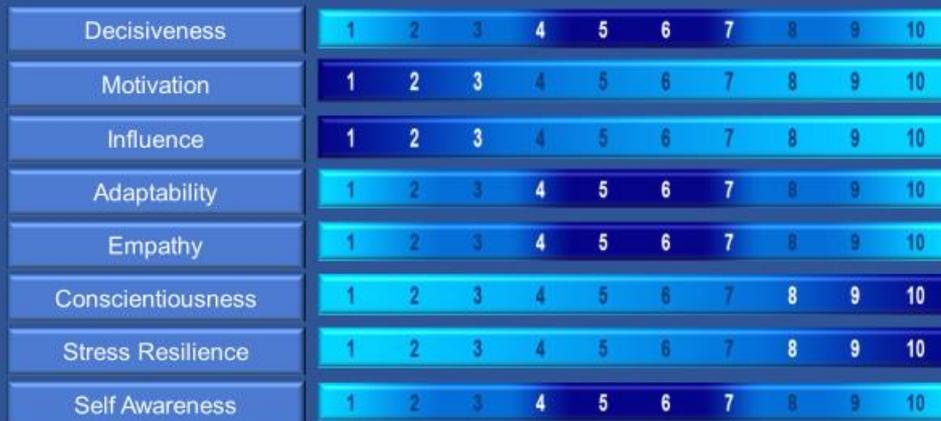
Think about a time when you received feedback about your emotions or your behaviour that you were not aware about.

Questions

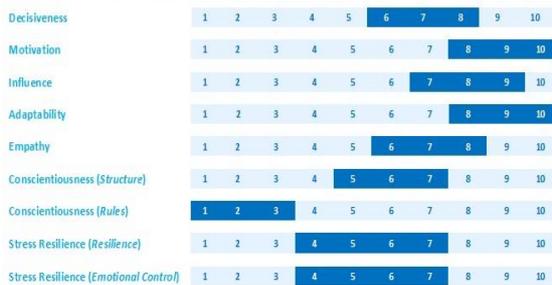
- How useful was that feedback? Do you think it would be useful to get more feedback? If so, what could you do to get more feedback?



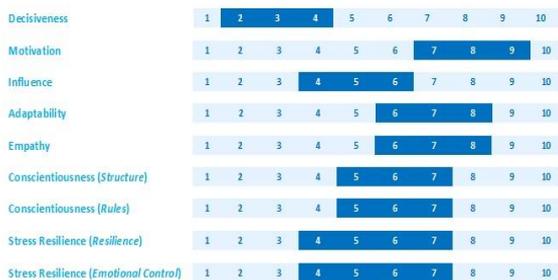
Your Emotionally Intelligent Leadership Style Summary



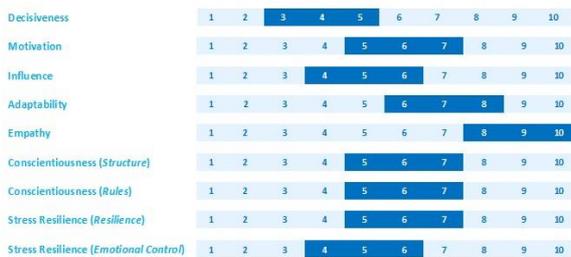
What would Visionary Style Look Like on an E.I. Profile?



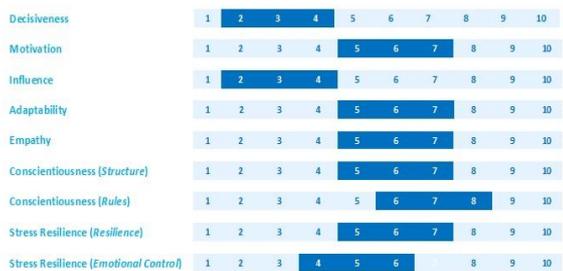
What would Coaching Style Look Like on an E.I. Profile?



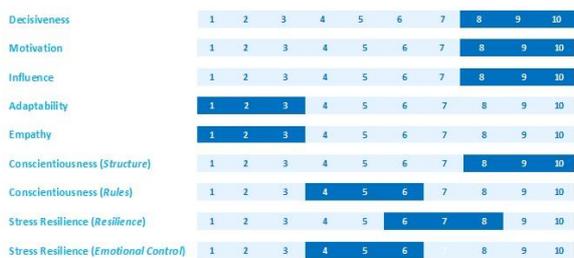
What would Affiliative Style Look Like on an E.I. Profile?



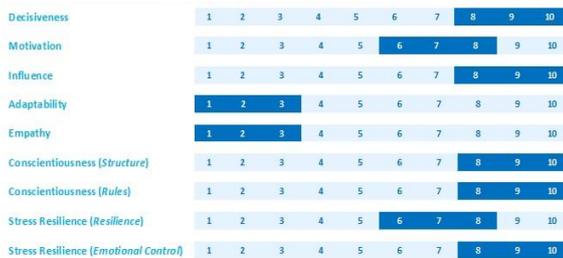
What would Democratic Style Look Like on an E.I. Profile?



What would Pace-Setting Style Look Like on an E.I. Profile?



What would Commanding Style Look Like on an E.I. Profile?



The Emotionally Intelligent Leader: Six Leadership Styles

Daniel Goleman, Richard Boyatzis and Annie McKee, in *Primal Leadership*, describe six styles of leading that have different effects on the emotions of the target followers.



Daniel Goleman, the author of the book on 'Emotional Intelligence', has identified six different leadership styles, and he believes that good leaders will adopt one of these six styles to meet the needs of different situations. A key point of Goleman's argument is that good leaders must be emotionally intelligent or sufficiently sensitive and interpersonally aware to know which styles to adopt for different situations.

Goleman identifies 4 styles which encourage team harmony and inclusion, and 2 other styles which can potentially create dissonance and discord. The 4 styles encouraging team harmony are called visionary, coaching, affiliative and democratic, and they are described as follows:

- **Visionary** - moves people towards shared dreams, creates a sense of direction, encourages change
- **Coaching** - helps individuals improve their performance and align employee goals with those of the organisation
- **Affiliative** - builds relationships and teams, and helps to deal with problem situations between teams
- **Democratic** - helps to create buy-in or consensus by involving people and valuing their input

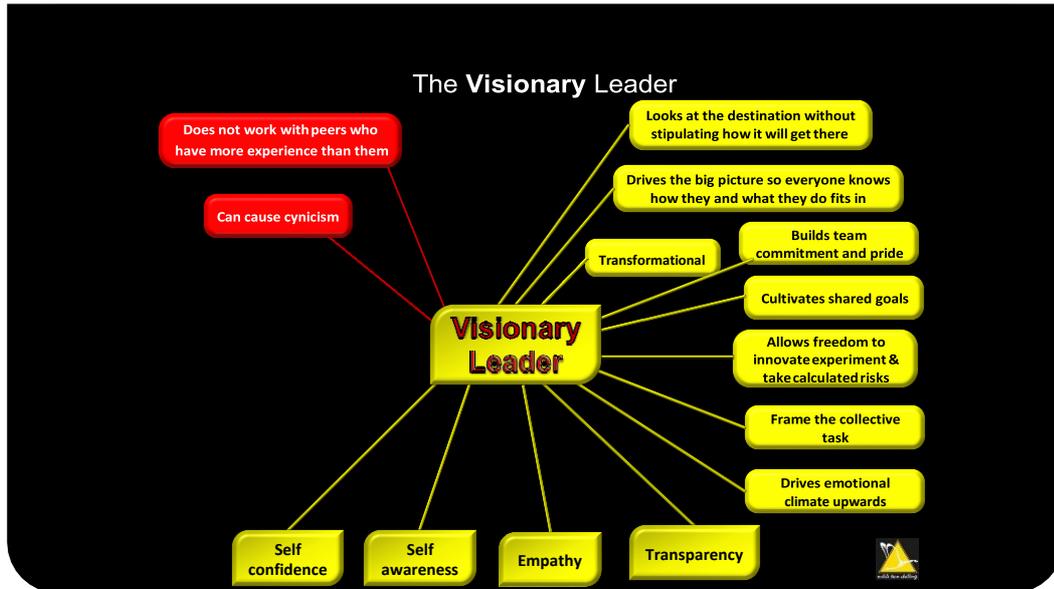
The other two leadership styles, pacesetting and commanding, are more directional, and focus more on the setting down of expectations, and they are described as follows:

- **Pacesetting** - sets challenges that high performers can achieve, and this can leave less competent people falling behind and obviously potentially uncomfortable and dissatisfied
- **Commanding** - gives direction when problems arise or calms things down in a crisis

The Visionary Leader

The Visionary Leader moves people towards a shared vision, telling them where to go but not how to get there - thus motivating them to struggle forwards. They openly share information, hence giving knowledge power to others.

They can fail when trying to motivate more experienced experts or peers. This style is best when a new direction is needed. Overall, it has a very strong impact on the climate.



What would Visionary Style Look Like on an E.I. Profile?

Decisiveness	1	2	3	4	5	6	7	8	9	10
Motivation	1	2	3	4	5	6	7	8	9	10
Influence	1	2	3	4	5	6	7	8	9	10
Adaptability	1	2	3	4	5	6	7	8	9	10
Empathy	1	2	3	4	5	6	7	8	9	10
Conscientiousness (Structure)	1	2	3	4	5	6	7	8	9	10
Conscientiousness (Rules)	1	2	3	4	5	6	7	8	9	10
Stress Resilience (Resilience)	1	2	3	4	5	6	7	8	9	10
Stress Resilience (Emotional Control)	1	2	3	4	5	6	7	8	9	10

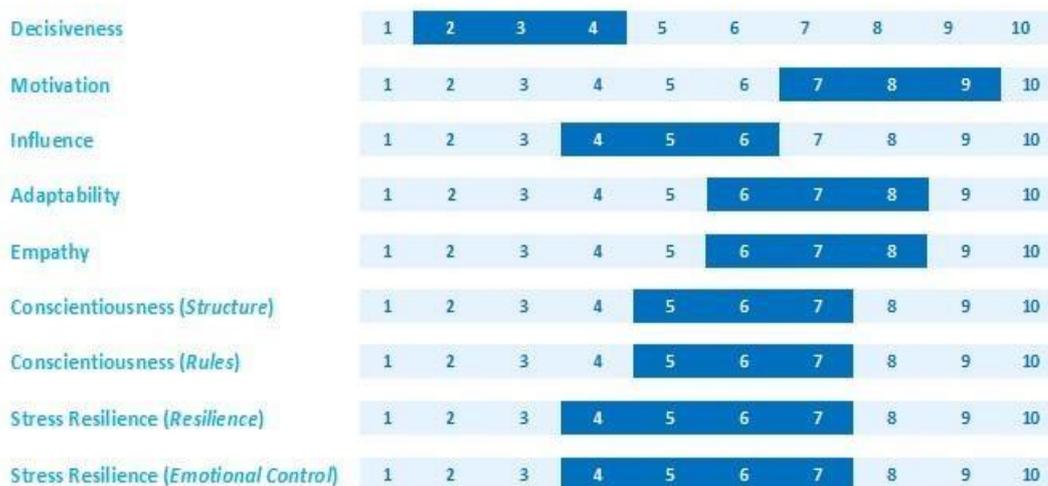
The Coaching Leader

The Coaching Leader connects wants to organizational goals, holding long conversations that reach beyond the workplace, helping people find strengths and weaknesses and tying these to career aspirations and actions. They are good at delegating challenging assignments, demonstrating faith that demands justification and which leads to high levels of loyalty.

Done badly, this style looks like micromanaging. It is best used when individuals need to build long-term capabilities. It has a highly positive impact on the climate.



What would Coaching Style Look Like on an E.I. Profile?



The Affiliative Leader

The Affiliative Leader creates people connections and thus harmony within the organization. It is a very collaborative style which focuses on emotional needs over work needs.

When done badly, it avoids emotionally distressing situations such as negative feedback. Done well, it is often used alongside visionary leadership. It is best used for healing rifts and getting through stressful situations. It has a positive impact on climate.



What would Affiliative Style Look Like on an E.I. Profile?

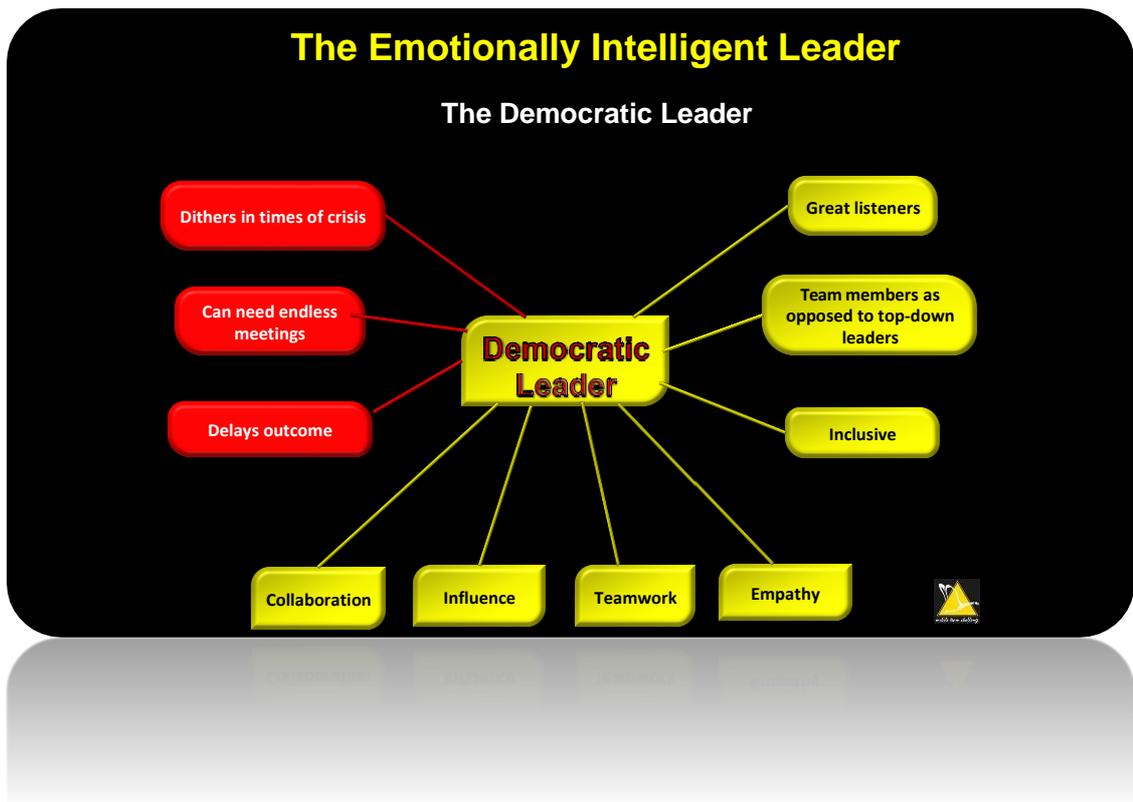
Decisiveness	1	2	3	4	5	6	7	8	9	10
Motivation	1	2	3	4	5	6	7	8	9	10
Influence	1	2	3	4	5	6	7	8	9	10
Adaptability	1	2	3	4	5	6	7	8	9	10
Empathy	1	2	3	4	5	6	7	8	9	10
Conscientiousness (Structure)	1	2	3	4	5	6	7	8	9	10
Conscientiousness (Rules)	1	2	3	4	5	6	7	8	9	10
Stress Resilience (Resilience)	1	2	3	4	5	6	7	8	9	10
Stress Resilience (Emotional Control)	1	2	3	4	5	6	7	8	9	10

The Democratic Leader

The Democratic Leader acts to value inputs and commitment via participation, listening to both the bad and the good news.

When done badly, it looks like lots of listening but very little effective action.

It is best used to gain buy-in or when simple inputs are needed (when *you* are uncertain). It has a positive impact on climate.



What would Democratic Style Look Like on an E.I. Profile?

Decisiveness	1	2	3	4	5	6	7	8	9	10
Motivation	1	2	3	4	5	6	7	8	9	10
Influence	1	2	3	4	5	6	7	8	9	10
Adaptability	1	2	3	4	5	6	7	8	9	10
Empathy	1	2	3	4	5	6	7	8	9	10
Conscientiousness (<i>Structure</i>)	1	2	3	4	5	6	7	8	9	10
Conscientiousness (<i>Rules</i>)	1	2	3	4	5	6	7	8	9	10
Stress Resilience (<i>Resilience</i>)	1	2	3	4	5	6	7	8	9	10
Stress Resilience (<i>Emotional Control</i>)	1	2	3	4	5	6	7	8	9	10

The Pace-Setting Leader

The Pace-setting Leader builds challenge and exciting goals for people, expecting excellence and often exemplifying it themselves. They identify poor performers and demand more of them. If necessary, they will roll up their sleeves and rescue the situation themselves.

They tend to be low on guidance, expecting people to know what to do. They get short term results but over the long term this style can lead to exhaustion and decline.

Done badly, it lacks Emotional Intelligence, especially self-management. A classic problem happens when the 'star techie' gets promoted.

It is best used for results from a motivated and competent team.

It often has a very negative effect on climate (because it is often poorly done).



What would Pace-Setting Style Look Like on an E.I.

Decisiveness	1	2	3	4	5	6	7	8	9	10
Motivation	1	2	3	4	5	6	7	8	9	10
Influence	1	2	3	4	5	6	7	8	9	10
Adaptability	1	2	3	4	5	6	7	8	9	10
Empathy	1	2	3	4	5	6	7	8	9	10
Conscientiousness (Structure)	1	2	3	4	5	6	7	8	9	10
Conscientiousness (Rules)	1	2	3	4	5	6	7	8	9	10
Stress Resilience (Resilience)	1	2	3	4	5	6	7	8	9	10
Stress Resilience (Emotional Control)	1	2	3	4	5	6	7	8	9	10

The Commanding Leader

The Commanding Leader soothes fears and gives clear directions by his or her powerful stance, commanding and expecting full compliance (agreement is not needed). They need emotional self-control for success and can seem cold and distant. This approach is best in times of crisis when you need unquestioned rapid action and with problem employees who do not respond to other methods.



What would Commanding Style Look Like on an E.I. Profile?

What would the Commanding Style look like on the EBW?

Decisiveness	1	2	3	4	5	6	7	8	9	10
Motivation	1	2	3	4	5	6	7	8	9	10
Influence	1	2	3	4	5	6	7	8	9	10
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Conscientiousness (Structure)	1	2	3	4	5	6	7	8	9	10
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How to Develop your Emotional Intelligence



INTRAPERSONAL	INTERPERSONAL	ADAPTABILITY	STRESS MANAGEMENT	GENERAL MOOD
Emotional Self Awareness	Empathy	Reality Testing	Stress Tolerance	Optimism
Assertiveness	Social Responsibility	Problem Solving	Impulse Control	Happiness
Independence	Interpersonal Relationship	Flexibility		
Self Regard				
Self Actualisation				

The emotionally well-balanced person will be successful in anticipating adversity and its impacts—personally, professionally, relationally—as well as anticipating the potential response of others to adversity.

How do YOUR 8 E.I. Behaviours Stack Up Under Pressure?

When BUSINESS Intelligence meets EMOTIONAL Intelligence



Decisiveness

The capacity and preparedness to take decisions, accept responsibility and take the initiative with a Client. Provides clarity on issues and is prepared to be assertive.

Motivation/Drive

Wants to achieve, has energy, drive and enthusiasm, is ambitious, is optimistic and positive about things, less likely to become demoralised, is not cautious or hesitant.

Influence

Is able to persuade clients, gets own views across, can get others to do things for them or to do what they want, is able to lead and likes to, likes a position of authority.

Adaptability

Responds well to change, is flexible and adaptable, keeps an open mind, likes variety, accepts others' input, likes novel and creative approaches.

Empathy / Compassion

Team orientated, sensitive to others needs and can see their perspective, tactful, sympathetic, patient, gets on with others, is tolerant of other people, approachable. Builds great empathy with clients

Conscientiousness

Meets deadlines, is punctual, is tidy, works hard, is reliable, dependable, conscientious, self-disciplined, good at organising and can tend to conform and follow the rules.

Stress Resilience

Copes with the day-to-day pressures of life, can control themselves e.g. can control temper when provoked.

Self-Awareness

This scale gives an index of the extent to which your rating of yourself is likely to correspond with the way that others would rate you.



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