Emotionally Intelligent Leadership…

Begins with Self Awareness

2019 LitTAP Convening
In Birkman, there is:

>Productive Behavior

>Underlying Needs

&

>Stress (Reactive Behavior)

EQ affects our Behavior, Performance & Decision Making
BLUE behavior

Direct Communication

Indirect Communication

Usual

People Oriented

Indirect Communication

Blue behavior appears as:

- Insightful
- Reflective
- Selectively sociable
- Thoughtful
- Optimistic

Communicator

Administrator

Planner
Green behavior®

Direct Communication

Expediter

Communicator

Planner

People Oriented

Usual

Green behavior appears as:

• Competitive
• Assertive
• Flexible
• Enthusiastic
• Persuasive
Direct Communication

Indirect Communication

People Oriented

Task Oriented

Expediter

Communicator

Administrator

Red behavior appears as:

- Friendly
- Decisive
- Energetic
- Direct
- Logical
YELLOW behavior

Direct Communication

Expediters

Administrator

Indirect Communication

Yellow behavior appears as:
- Orderly
- Concentrative
- Cautious
- Insistent
- Low key

Usual

Task Oriented
Blue needs:
- Individualized reassurance
- Suggestive direction
- Varied activities
- Personalized scheduling
- Time to reflect
GREEN needs:

- Individual approval
- Defined authority
- Active environments
- Flexible scheduling
- Working with others
**RED needs**

- **Direct Communication**
  - Expediter
  - Communicator

- **Indirect Communication**
  - Administrator

**Red needs:**
- Clear cut situations
- Plenty to do - action
- Group interaction
- Concrete results
- Directive authority
YELLOW needs

Direct Communication

Indirect Communication

People Oriented

Task Oriented

Expeditor

Administrator

Yellow needs:

- Orderly and organized approach
- Concentration on tasks
- Consistency and predictability
- An environment of trust
- Casual interaction
BLUE stress may appear as:

- Ignoring social convention
- Indecisive
- Difficulty in taking action
- Overly sensitive
- Magnifying problems
Green stress may appear as:

- Easily distracted
- Distrustful of others
- Domineering
- Failing to follow plans
- Protective of personal interests
RED stress may appear as:

- Impatient
- Busy for the sake of being busy
- Minimizing problems
- Overly concrete and unreflective
- Insensitive
YELLOW stress

Direct Communication

Indirect Communication

Yellow stress may appear as:

• Overly insistent on the rules
• Resistant to change
• Reluctant to confront others
• Uncomfortable when bargaining
• Inflexible in thinking / attitude
General Personality

Direct Communication

- Urgent Time
- Results Oriented
- Practical Problems
- Pace: Fast, decisive
- Appears: Businesslike, direct

Motivator
The “WIN”

- Present Time
- Me Oriented
- Big Picture / Big Cause
- Pace: Fast, spontaneous
- Appears: Fashionable, stylish

Motivator
The “SHOW”

- Past Time
- Numbers Oriented
- Historical Data
- Pace: Slower, systematic
- Appears: Formal, conservative

Motivator
The “PROCESS”

- Future Time
- People Oriented
- Plans / Ideas
- Pace: Slower, relaxed
- Appears: Casual, relaxed

Motivator
The “PARTICIPATION”

Indirect Communication

Task

People
Likes to ..........

Objective/Task

Extroverted

Build
Organize activities
Solve practical problems

Sells the Results

Measure results
Schedule activities
Create systems

Sells the Systems

Introverted

Subjective/People

Promote
Persuade
Motivate

Sells the Relationships

Plan (strategic)
Deal with abstract thought
Innovate

Sells the Ideas
How to Approach……

Sell Practicality
- Get to the point
- Respect time
- Avoid ingratiating small talk
- Be logical and practical

Sell the Facts
- Avoid small talk
- Be direct and focused
- Bring data to support plan of action
- Leave material to study
- Do not pressure for closure

Sell the Vision
- Initiate small talk
- Be respectful & defer to their priorities
- Allow to express their HVN & goals
- Avoid details & concentrate on big picture

Sell the Innovation
- Be sincere and low key
- Take time to establish genuine rapport
- Emphasize teamwork and win/win
- Promote ideas, vision and innovation
Reactive Behavior

- Avoids people
- Unsympathetic
- Bossy
- Dogmatic
- Impulsive

- Overly controlling
- Resist change
- Belligerent/stubborn
- Overly factual

- Seeks people
- Defensive
- Restless
- Distractable
- Argue & make excuses

- Withdraws
- Procrastinates
- Overly sensitive
- Idealistic
Styles Summary...
<table>
<thead>
<tr>
<th>Wants</th>
<th>RED</th>
<th>YELLOW</th>
<th>GREEN</th>
<th>BLUE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Control</td>
<td>• Facts</td>
<td>• Acknowledgement</td>
<td>• Creativity</td>
</tr>
<tr>
<td></td>
<td>• Results</td>
<td>• Details</td>
<td>• Recognition</td>
<td>• Harmony</td>
</tr>
<tr>
<td>Fears</td>
<td>• Loss of Control</td>
<td>• Being Wrong</td>
<td>• Being Exposed</td>
<td>• Not Part of a Group</td>
</tr>
<tr>
<td>Frustrates</td>
<td>• Lack of Immediate Results</td>
<td>• Lack of Systems</td>
<td>• Routine</td>
<td>• Lack of Long Term Plan</td>
</tr>
<tr>
<td></td>
<td>• Lack of Procedures</td>
<td>• Details</td>
<td>• Details</td>
<td>• Lack of Mission/Vision</td>
</tr>
<tr>
<td>Approach</td>
<td>• Practical / Straight forward</td>
<td>• Non-pressure</td>
<td>• Big vision</td>
<td>• Innovation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Data to process</td>
<td>• WIIFM</td>
<td>• Future Success</td>
</tr>
</tbody>
</table>
With EMOTIONS causing BEHAVIOR, does it make sense that LEADERS need to understand, identify and manage not only emotions of their staff but THEIR OWN?
More Assertive

Less Responsive

Less Assertive

More Responsive
<table>
<thead>
<tr>
<th>Less Assertiveness</th>
<th>More Assertiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Persons &quot;below the line&quot; tend to:</td>
<td>Persons &quot;above the line&quot; tend to:</td>
</tr>
<tr>
<td>- Move more slowly and deliberately.</td>
<td>- Move more rapidly.</td>
</tr>
<tr>
<td>- Speak more slowly and more softly.</td>
<td>- Speak more quickly, more intensely, and often more loudly.</td>
</tr>
<tr>
<td>- Lean backward, even when making a request or stating an opinion.</td>
<td>- Sit upright or lean forward, especially to make a request or state an opinion.</td>
</tr>
<tr>
<td>- Be more tentative and less forceful in expressing opinions, making requests, and giving directions.</td>
<td>- Be more emphatic when expressing opinions, making requests, and giving directions.</td>
</tr>
<tr>
<td>- Be less confrontive.</td>
<td>- Be more confrontive</td>
</tr>
<tr>
<td>- Let others take the interpersonal initiative.</td>
<td>- Take the interpersonal initiative.</td>
</tr>
<tr>
<td>- Be &quot;ask oriented.&quot;</td>
<td>- Be &quot;tell oriented.&quot;</td>
</tr>
<tr>
<td>- Decide less quickly.</td>
<td>- Decide more quickly.</td>
</tr>
<tr>
<td>- Be less risk oriented.</td>
<td>- Be more risk oriented.</td>
</tr>
<tr>
<td>- Exert less pressure for decisions.</td>
<td>- Exert more pressure for decisions.</td>
</tr>
<tr>
<td>- Have less intense and less consistent eye contact.</td>
<td>- Have more intense and more consistent eye contact.</td>
</tr>
<tr>
<td>Less Responsiveness</td>
<td>More Responsiveness</td>
</tr>
<tr>
<td>---------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Persons &quot;the left of the line&quot; tend to:</td>
<td>Persons &quot;the right of the line&quot; tend to:</td>
</tr>
<tr>
<td>- Limit their use of gestures.</td>
<td>- Gesture more frequently.</td>
</tr>
<tr>
<td>- Move more rigidly.</td>
<td>- Move more freely.</td>
</tr>
<tr>
<td>- Have less facial expressiveness.</td>
<td>- Have more facial expressiveness.</td>
</tr>
<tr>
<td>- Seem more serious.</td>
<td>- Seem more playful.</td>
</tr>
<tr>
<td>- Appear more reserved.</td>
<td>- Appear more outgoing.</td>
</tr>
<tr>
<td>- Dress more formally.</td>
<td>- Dress less formally.</td>
</tr>
<tr>
<td>- Be more controlled in their expression of feelings.</td>
<td>- Be freer and less guarded in their expression of feelings.</td>
</tr>
<tr>
<td>- Focus more on facts.</td>
<td>- Focus more on feelings.</td>
</tr>
<tr>
<td>- Appear more task oriented than people oriented.</td>
<td>- Appear more people oriented than task oriented.</td>
</tr>
<tr>
<td>- Be less interested in small talk, anecdotes, and jokes.</td>
<td>- Be more interested in small talk, anecdotes, and jokes.</td>
</tr>
<tr>
<td>- Make decisions based more on facts than on emotions.</td>
<td>- Allow feelings to have a greater influence on decision making.</td>
</tr>
<tr>
<td>- Demonstrate more discipline in their use of time.</td>
<td>- Demonstrate less structure in their use of time.</td>
</tr>
<tr>
<td>- Supervise in a more disciplined manner.</td>
<td>- Supervise in a more personal manner.</td>
</tr>
</tbody>
</table>
## Emotional Intelligence Inventory - Short

Below are a series of 14 statements. Please circle the number corresponding to the statement that is most indicative of the way you typically think, feel and act at work. If you make a mistake simply cross it out and fill in the correct response.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Almost Never</th>
<th>Seldom</th>
<th>Sometimes</th>
<th>Usually</th>
<th>Almost Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I appropriately communicate decisions to stakeholders.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. I fail to recognize how my feelings drive my behavior at work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. When upset at work, I still think clearly.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. I fail to handle stressful situations at work effectively.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. I understand the things that make people feel optimistic at work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6. I fail to keep calm in difficult situations at work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7. I am effective in helping others feel positive at work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8. I find it difficult to identify the things that motivate people at work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9. I consider the way others may react to decisions when communicating them.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10. I have trouble finding the right words to express how I feel at work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>11. When I get frustrated with something at work I discuss my frustration appropriately.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>12. I don't know what to do or say when colleagues get upset at work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>13. I am aware of my mood state at work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>14. I effectively deal with things that annoy me at work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>