

Emotionally Intelligent Leadership...

Begins with Self Awareness

2019 LitTAP Convening



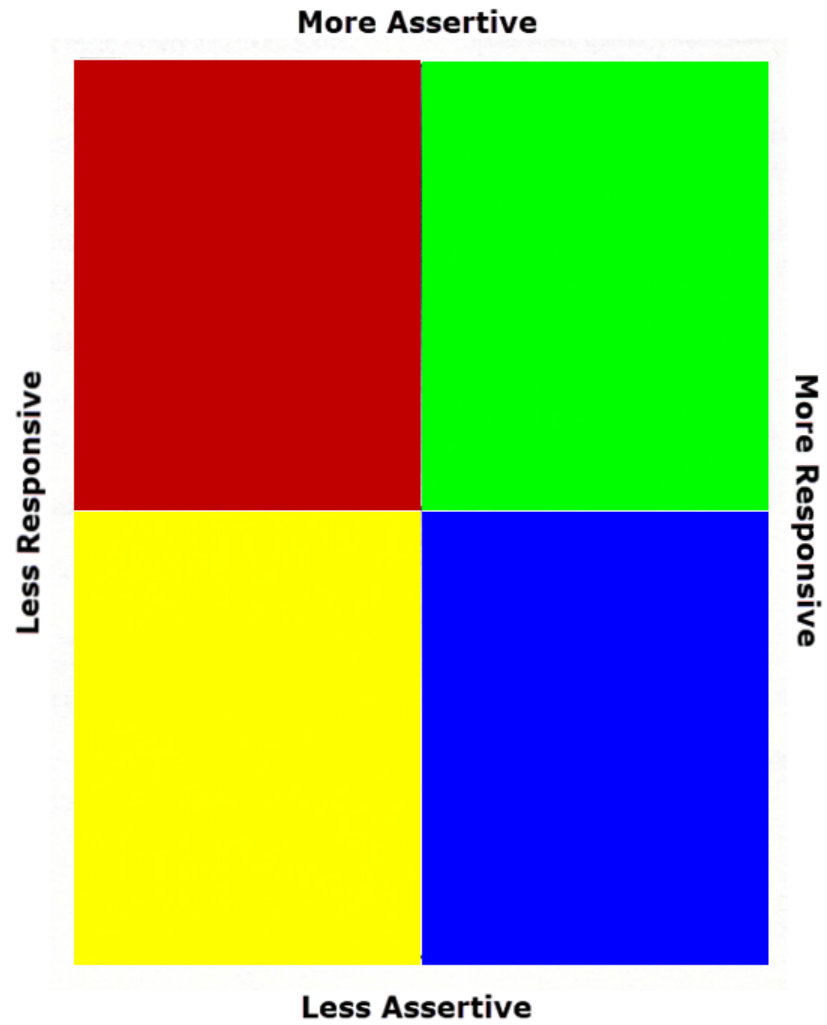
**In Birkman, there is:
>Productive Behavior**

**>Underlying Needs
&**

**>Stress (Reactive
Behavior)**

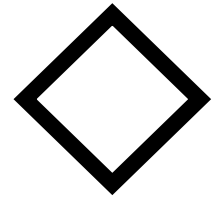
EQ affects our Behavior,
Performance & Decision Making



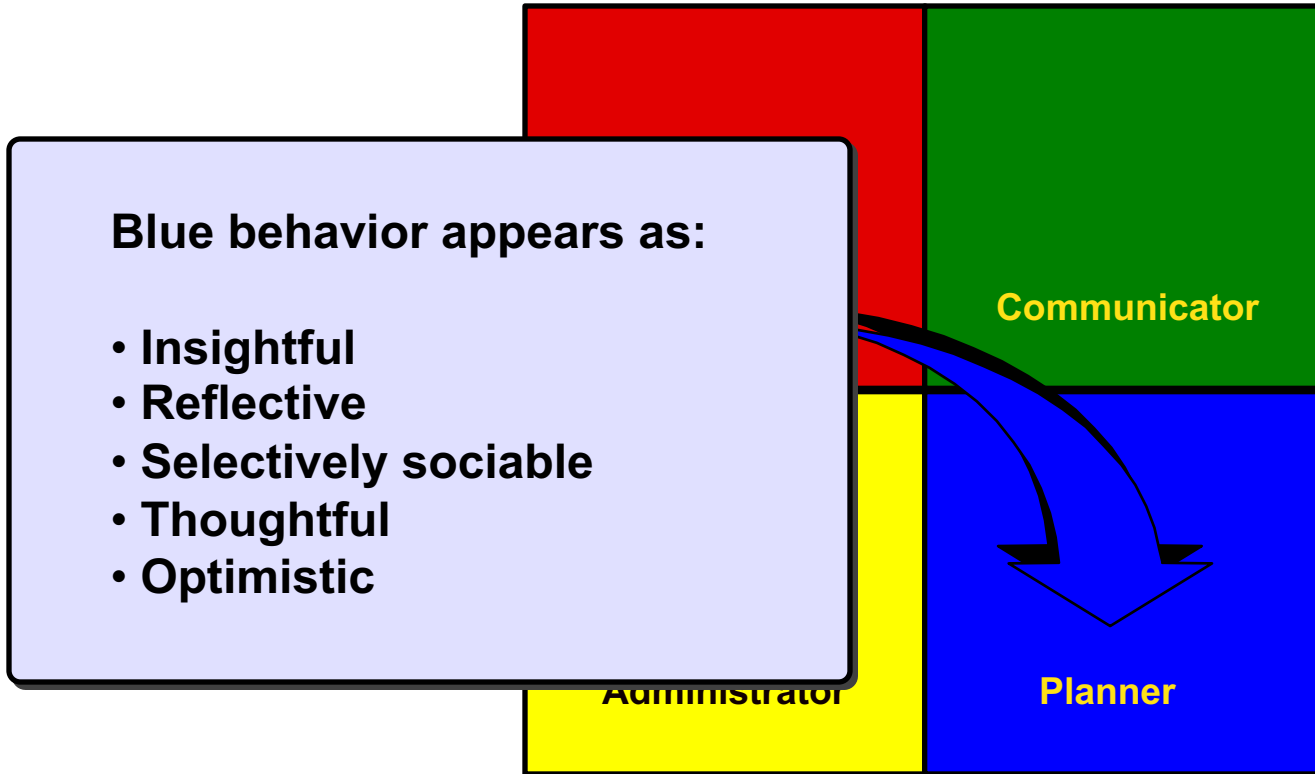


BLUE behavior

Direct Communication



Usual

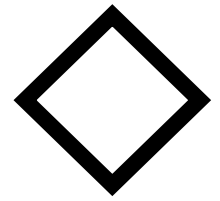


People Oriented

Indirect Communication

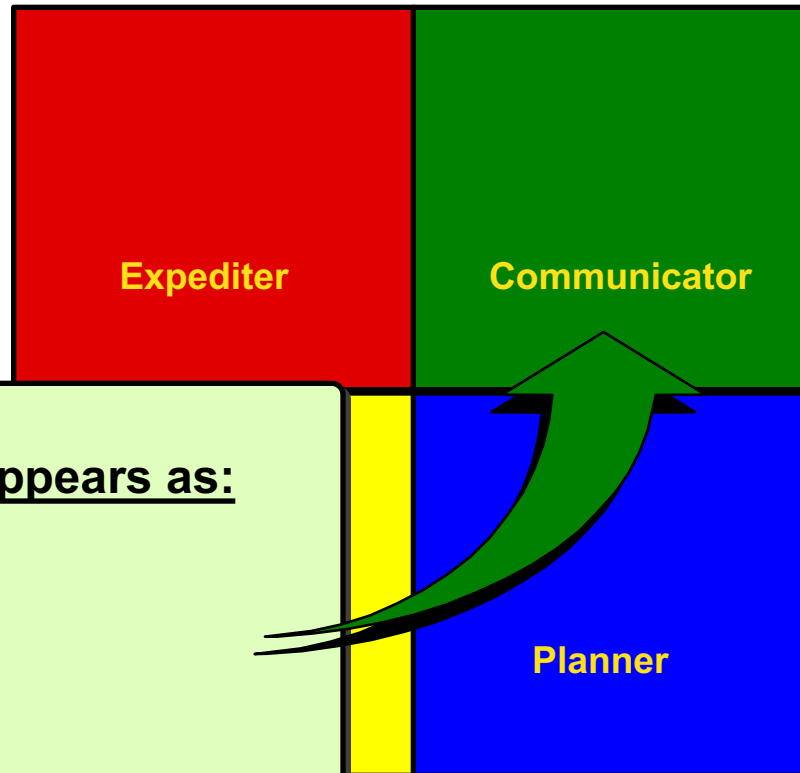


Green behavior®



Usual

Direct Communication



People Oriented

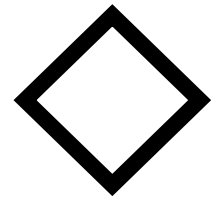
Green behavior appears as:

- Competitive
- Assertive
- Flexible
- Enthusiastic
- Persuasive

Direct Communication



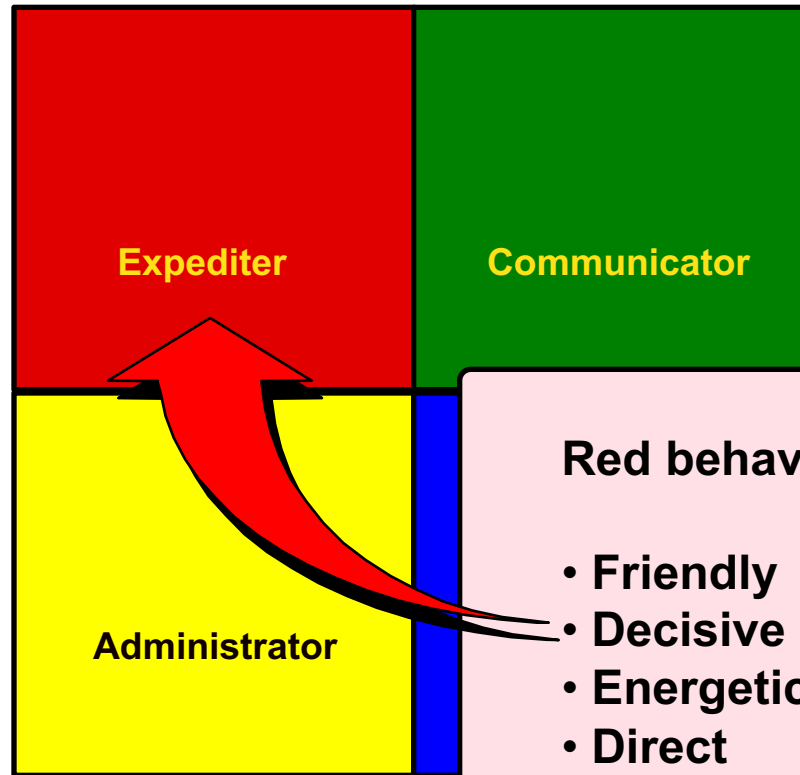
RED behavior



Usual

Direct Communication

Task Oriented



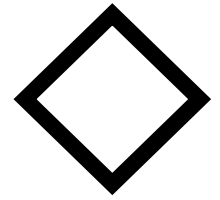
Red behavior appears as:

- Friendly
- Decisive
- Energetic
- Direct
- Logical

Indirect Comm



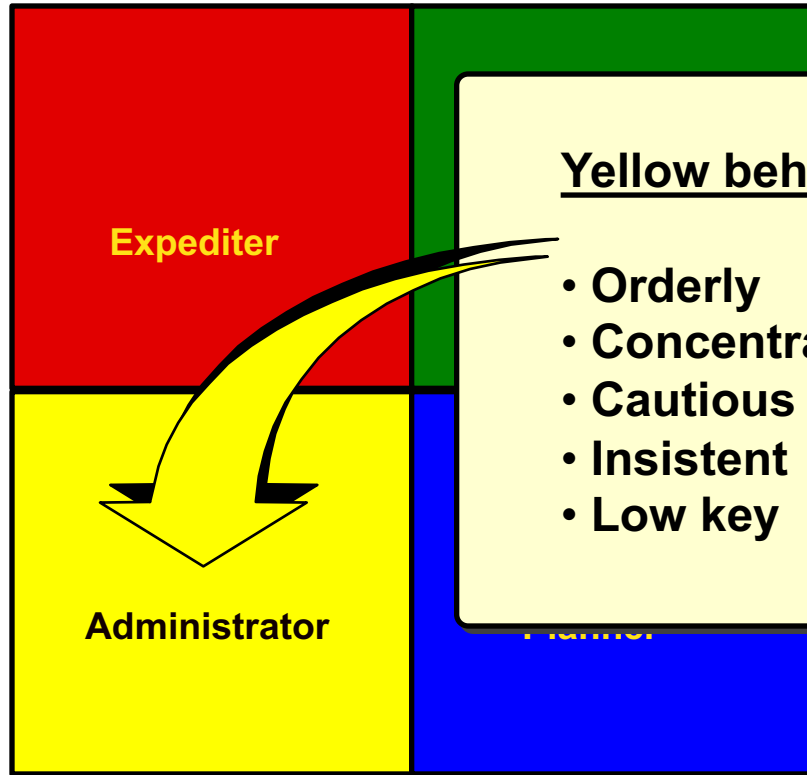
YELLOW behavior



Usual

Direct Communication

Task Oriented



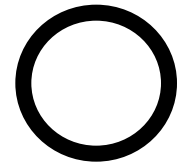
Yellow behavior appears as:

- Orderly
- Concentrative
- Cautious
- Insistent
- Low key

Indirect Communication

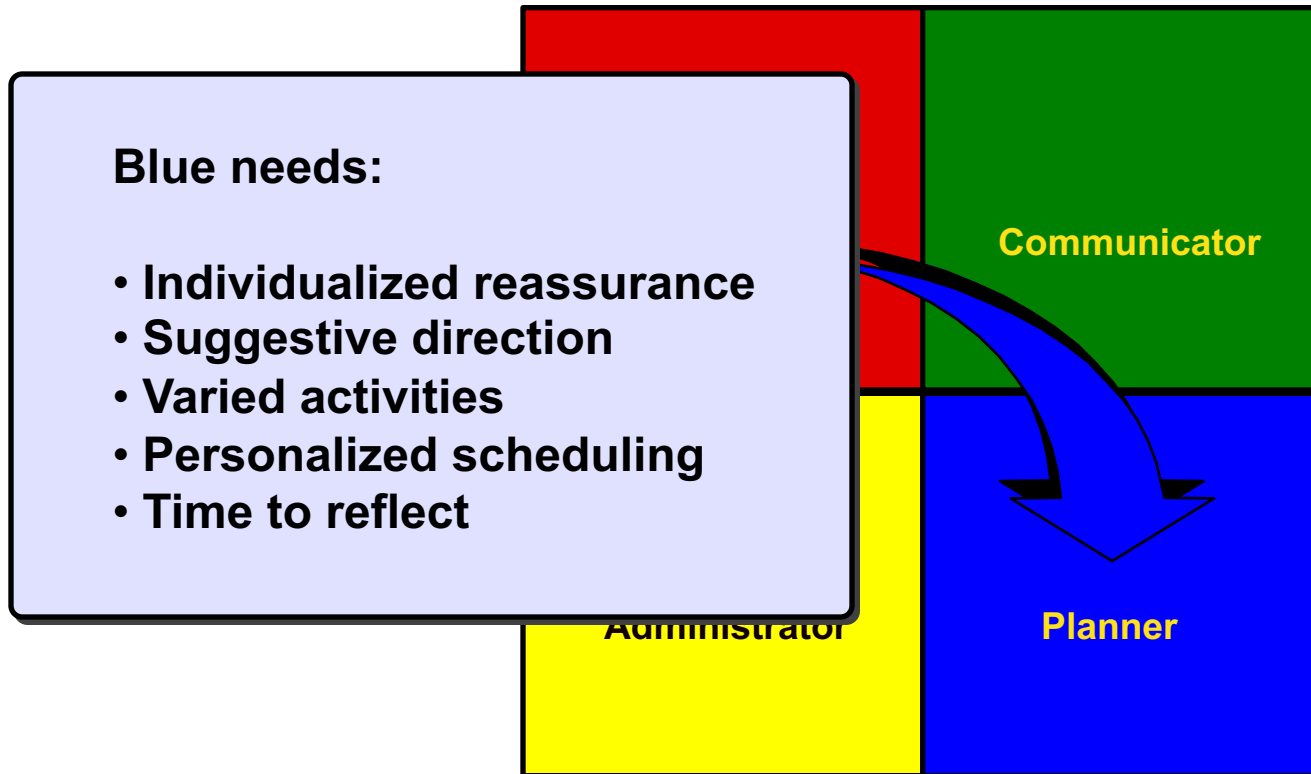


BLUE needs®



Needs

Direct Communication

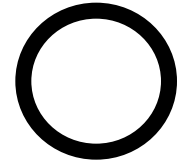


People Oriented

Indirect Communication

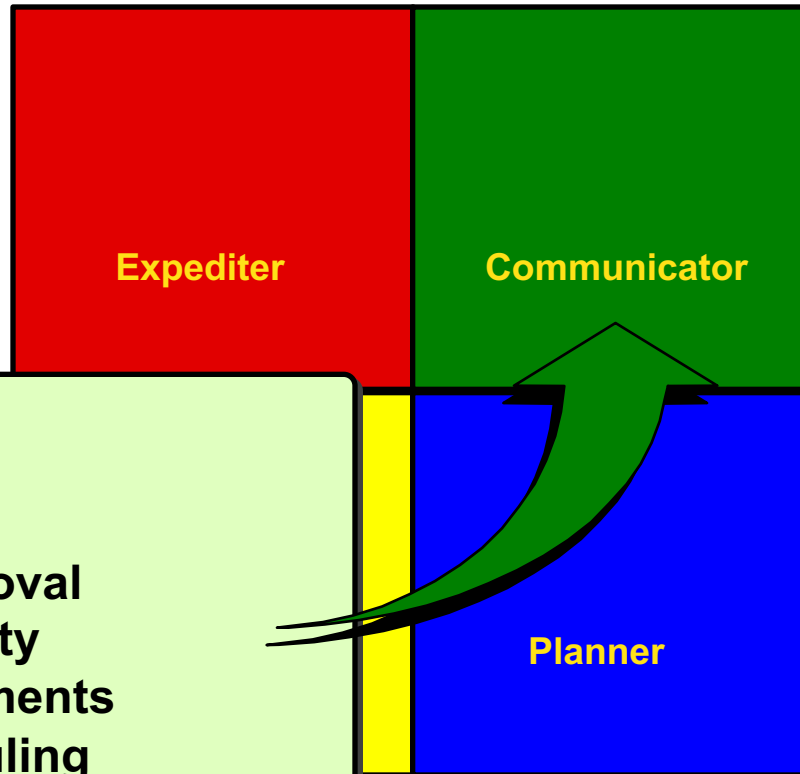


GREEN needs



Needs

Direct Communication



People Oriented

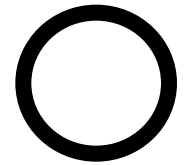
Green needs:

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

Communication



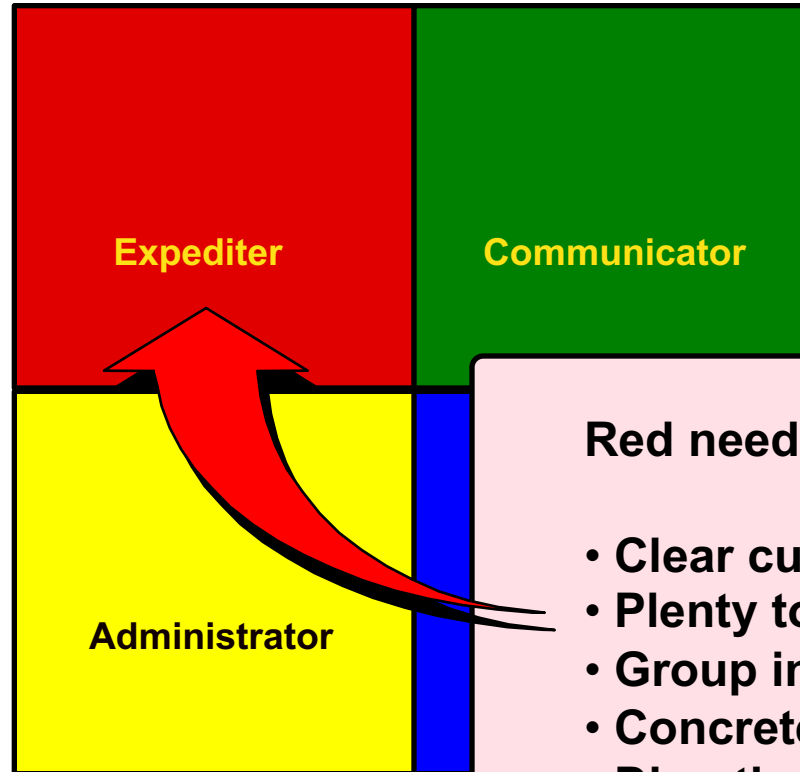
RED needs



Needs

Direct Communication

Task Oriented



Red needs:

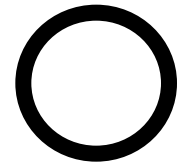
- Clear cut situations
- Plenty to do - action
- Group interaction
- Concrete results
- Directive authority

Indirect Commu



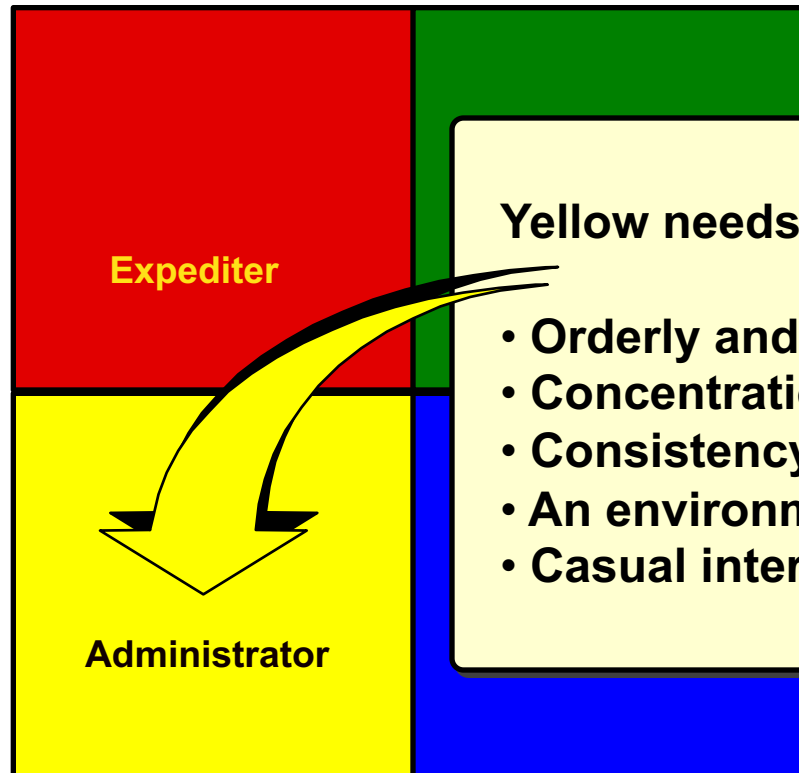
YELLOW needs

Direct Communication



Needs

Task Oriented



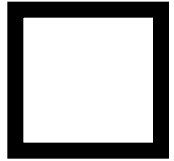
Yellow needs:

- Orderly and organized approach
- Concentration on tasks
- Consistency and predictability
- An environment of trust
- Casual interaction

Indirect Communication

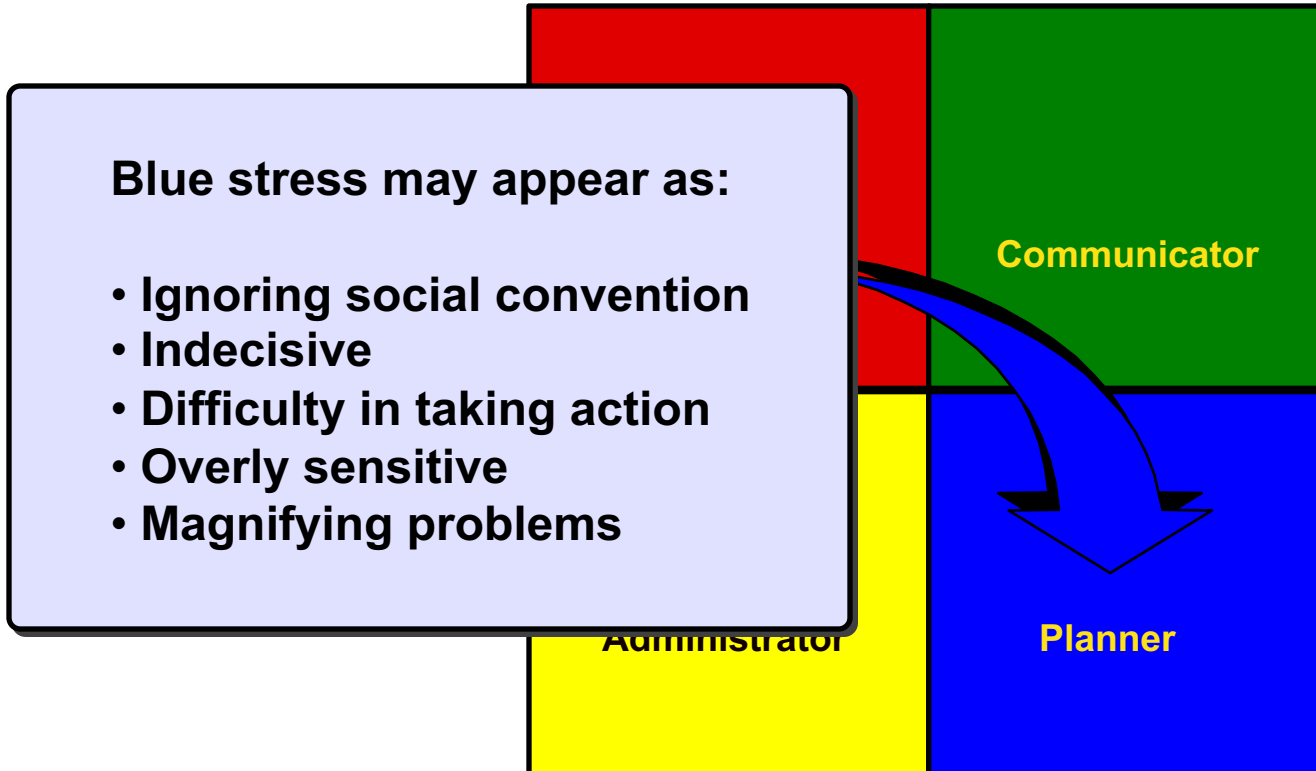


BLUE stress



Stress

Direct Communication



People Oriented

Indirect Communication

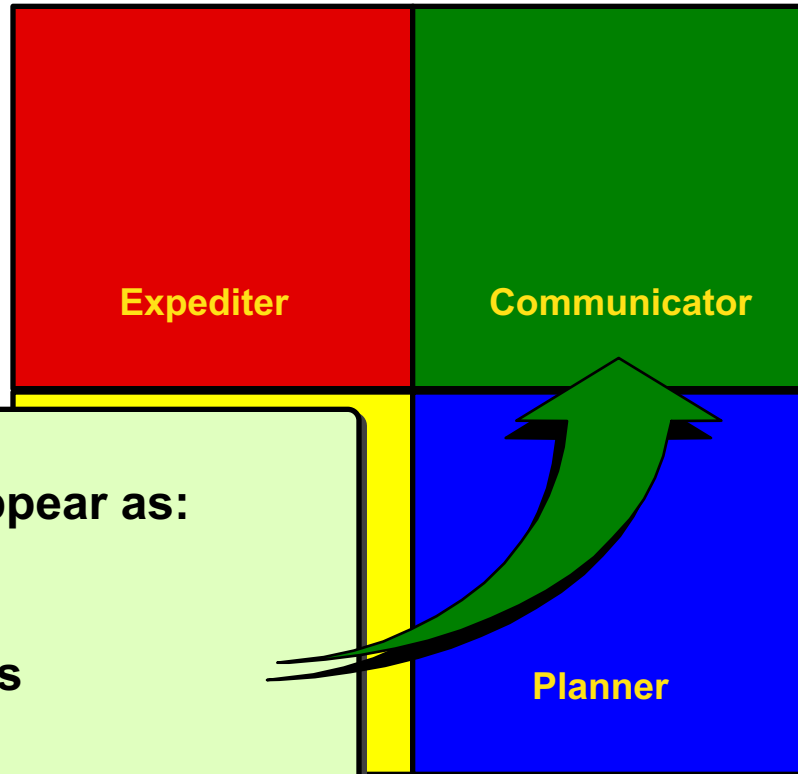


GREEN stress

Direct Communication



Stress



People Oriented

Green stress may appear as:

- Easily distracted
- Distrustful of others
- Domineering
- Failing to follow plans
- Protective of personal interests

Communication



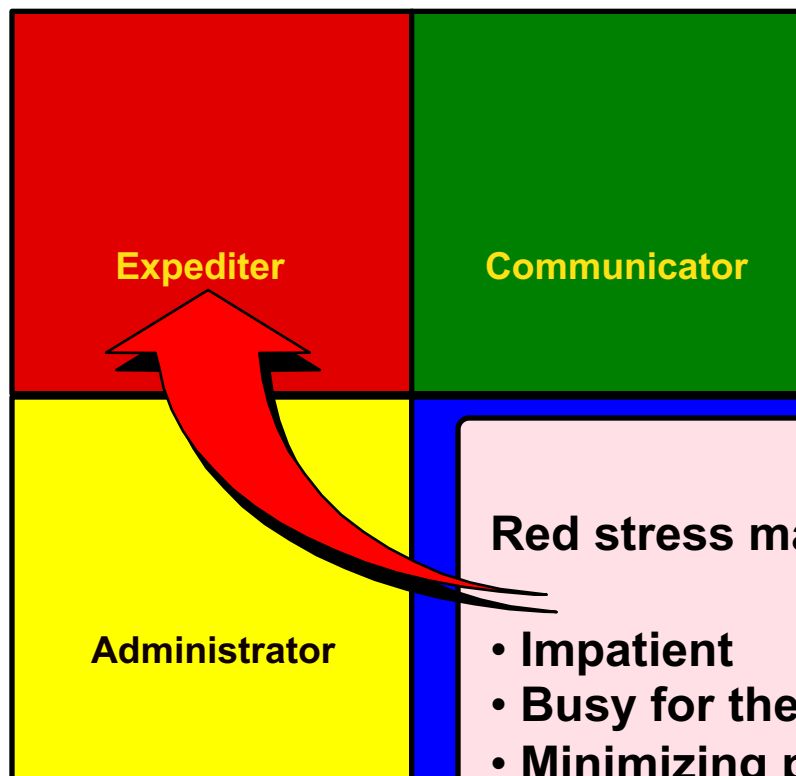
RED stress



Stress

Direct Communication

Task Oriented



Indirect Comm

Red stress may appear as:

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

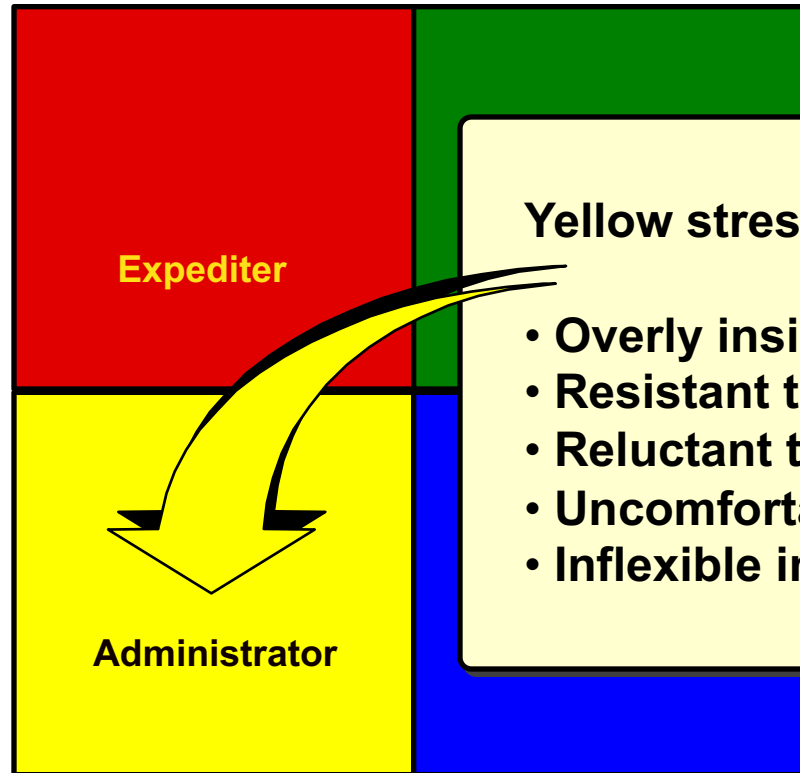
YELLOW stress

Direct Communication



Stress

Task Oriented



Yellow stress may appear as:

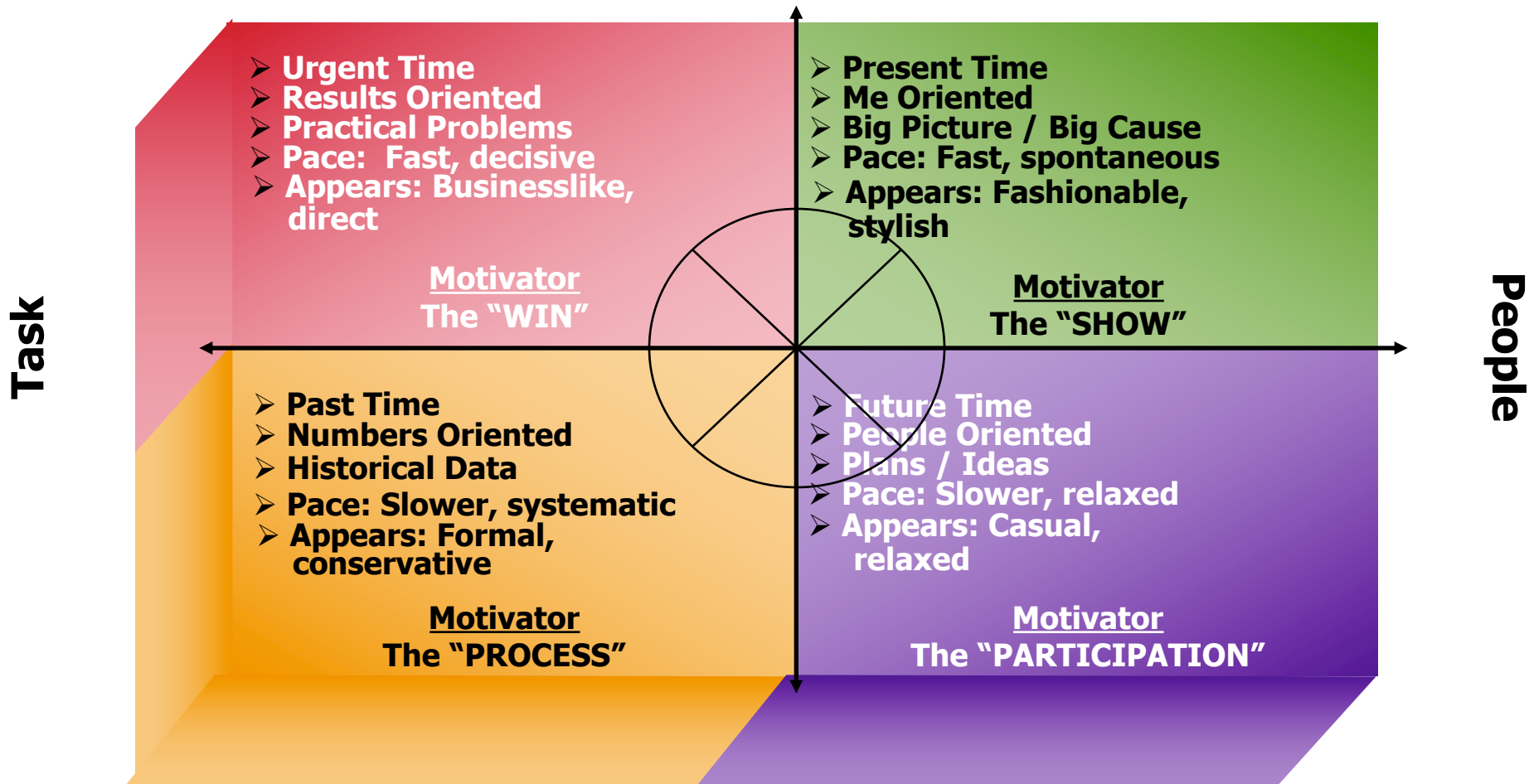
- Overly insistent on the rules
- Resistant to change
- Reluctant to confront others
- Uncomfortable when bargaining
- Inflexible in thinking / attitude

Indirect Communication



General Personality

Direct Communication



Indirect Communication



Likes to

Extroverted

Objective/Task

- Build
- Organize activities
- Solve practical problems

Sells the Results

- Measure results
- Schedule activities
- Create systems

Sells the Systems

- Promote
- Persuade
- Motivate

Sells the Relationships

- Plan (strategic)
- Deal with abstract thought
- Innovate

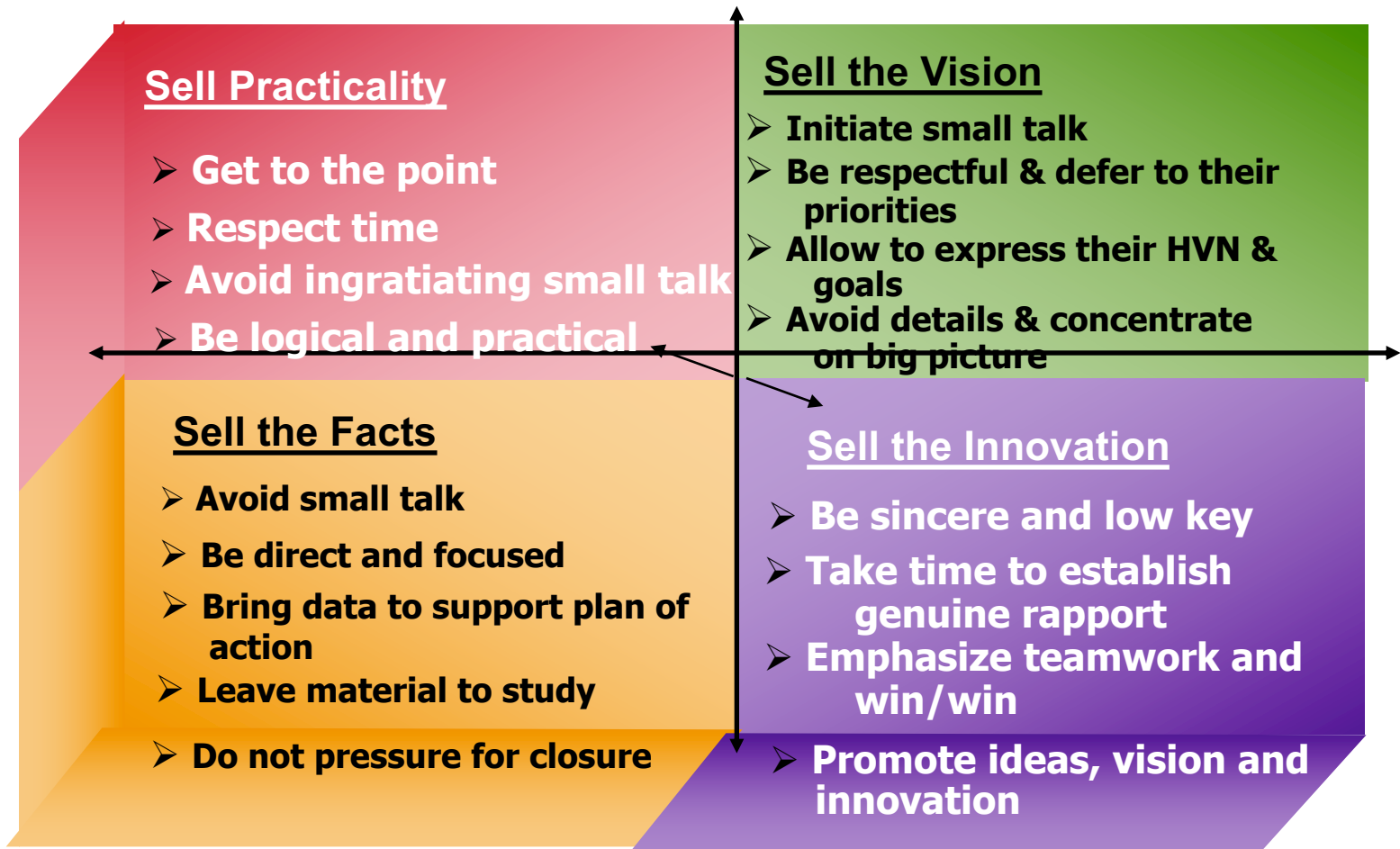
Sells the Ideas

Subjective/People

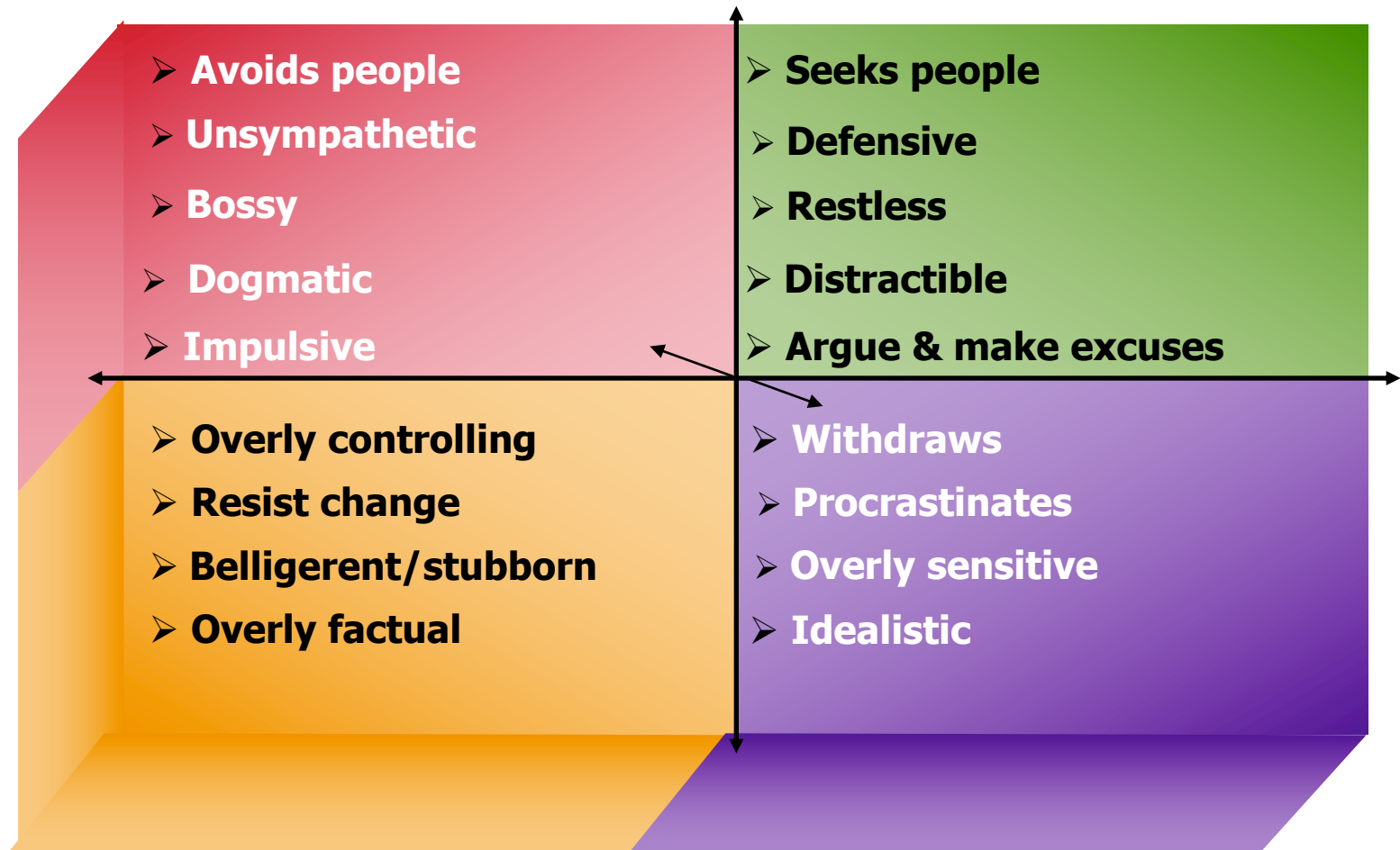
Introverted



How to Approach.....



Reactive Behavior



Styles Summary...

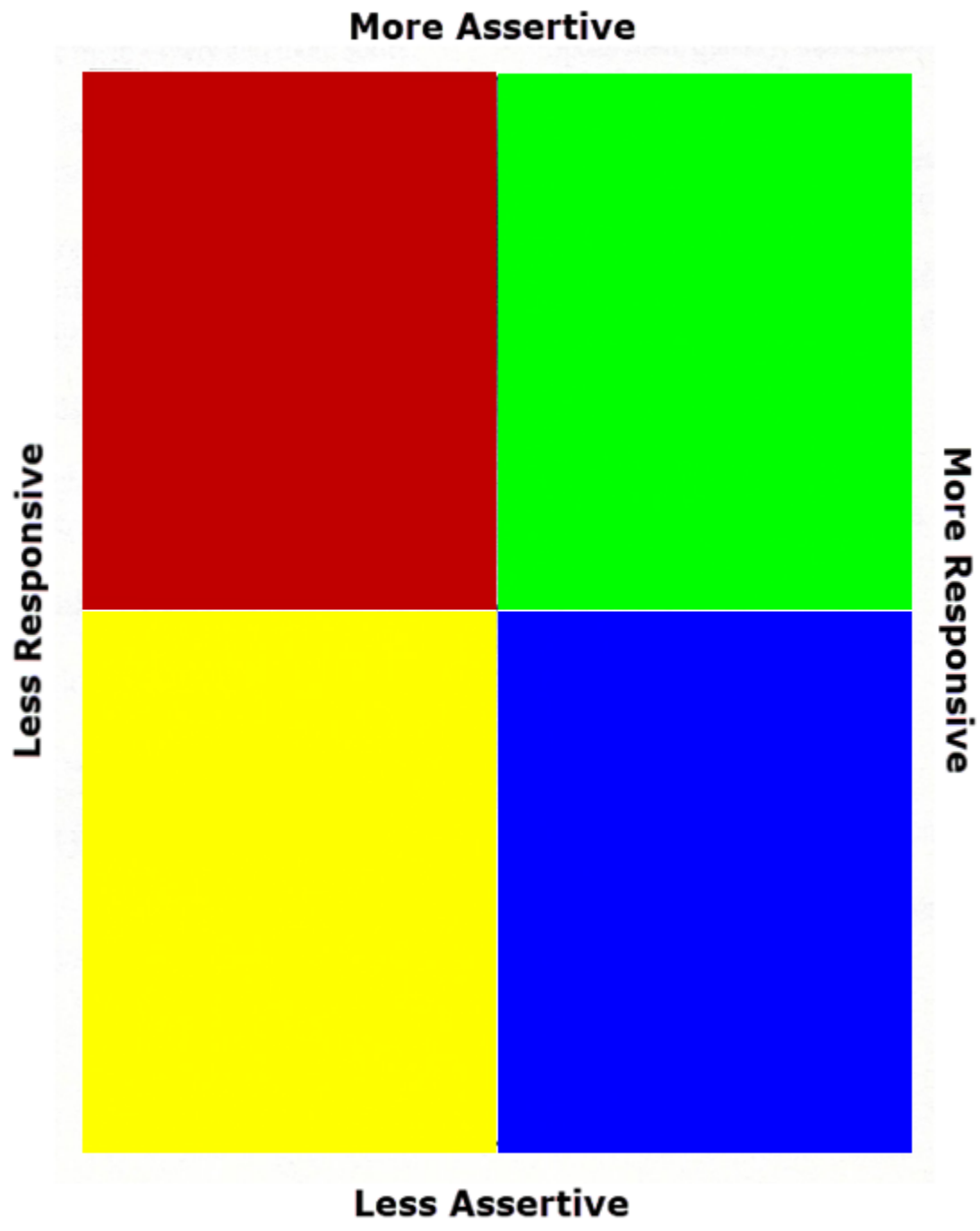


	RED	YELLOW	GREEN	BLUE
Wants	<ul style="list-style-type: none"> • Control • Results 	<ul style="list-style-type: none"> • Facts • Details 	<ul style="list-style-type: none"> • Acknowledgement • Recognition 	<ul style="list-style-type: none"> • Creativity • Harmony
Fears	<ul style="list-style-type: none"> • Loss of Control 	<ul style="list-style-type: none"> • Being Wrong 	<ul style="list-style-type: none"> • Being Exposed • Embarrassed 	<ul style="list-style-type: none"> • Not Part of a Group
Frustrates	<ul style="list-style-type: none"> • Lack of Immediate Results 	<ul style="list-style-type: none"> • Lack of Systems • Lack of Procedures 	<ul style="list-style-type: none"> • Routine • Details • Paperwork 	<ul style="list-style-type: none"> • Lack of Long Term Plan • Lack of Mission/Vision
Approach	<ul style="list-style-type: none"> • Practical / Straight forward 	<ul style="list-style-type: none"> • Non-pressure • Data to process 	<ul style="list-style-type: none"> • Big vision • WIIFM 	<ul style="list-style-type: none"> • Innovation • Future Success



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?







◀ Less Assertiveness

More Assertiveness ▶

Persons "below the line" tend to:

- Move more slowly and deliberately.
- Speak more slowly and more softly.
- Lean backward, even when making a request or stating an opinion.
- Be more tentative and less forceful in expressing opinions, making requests, and giving directions.
- Be less confrontive.
- Let others take the interpersonal initiative.
- Be "ask oriented."
- Decide less quickly.
- Be less risk oriented.
- Exert less pressure for decisions.
- Have less intense and less consistent eye contact.

Persons "above the line" tend to:

- Move more rapidly.
- Speak more quickly, more intensely, and often more loudly.
- Sit upright or lean forward, especially to make a request or state an opinion.
- Be more emphatic when expressing opinions, making requests, and giving directions.
- Be more confrontive
- Take the interpersonal initiative.
- Be "tell oriented."
- Decide more quickly.
- Be more risk oriented.
- Exert more pressure for decisions.
- Have more intense and more consistent eye contact.



◀ Less Responsiveness

More Responsiveness ▶

Persons "the left of the line" tend to:

- Limit their use of gestures.
- Move more rigidly.
- Have less facial expressiveness.
- Seem more serious.
- Appear more reserved.
- Dress more formally.
- Be more controlled in their expression of feelings.
- Focus more on facts.
- Appear more task oriented than people oriented.
- Be less interested in small talk, anecdotes, and jokes.
- Make decisions based more on facts than on emotions.
- Demonstrate more discipline in their use of time.
- Supervise in a more disciplined manner.

Persons "the right of the line" tend to:

- Gesture more frequently.
- Move more freely.
- Have more facial expressiveness.
- Seem more playful.
- Appear more outgoing.
- Dress less formally.
- Be freer and less guarded in their expression of feelings.
- Focus more on feelings.
- Appear more people oriented than task oriented.
- Be more interested in small talk, anecdotes, and jokes.
- Allow feelings to have a greater influence on decision making.
- Demonstrate less structure in their use of time.
- Supervise in a more personal manner.

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.

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