



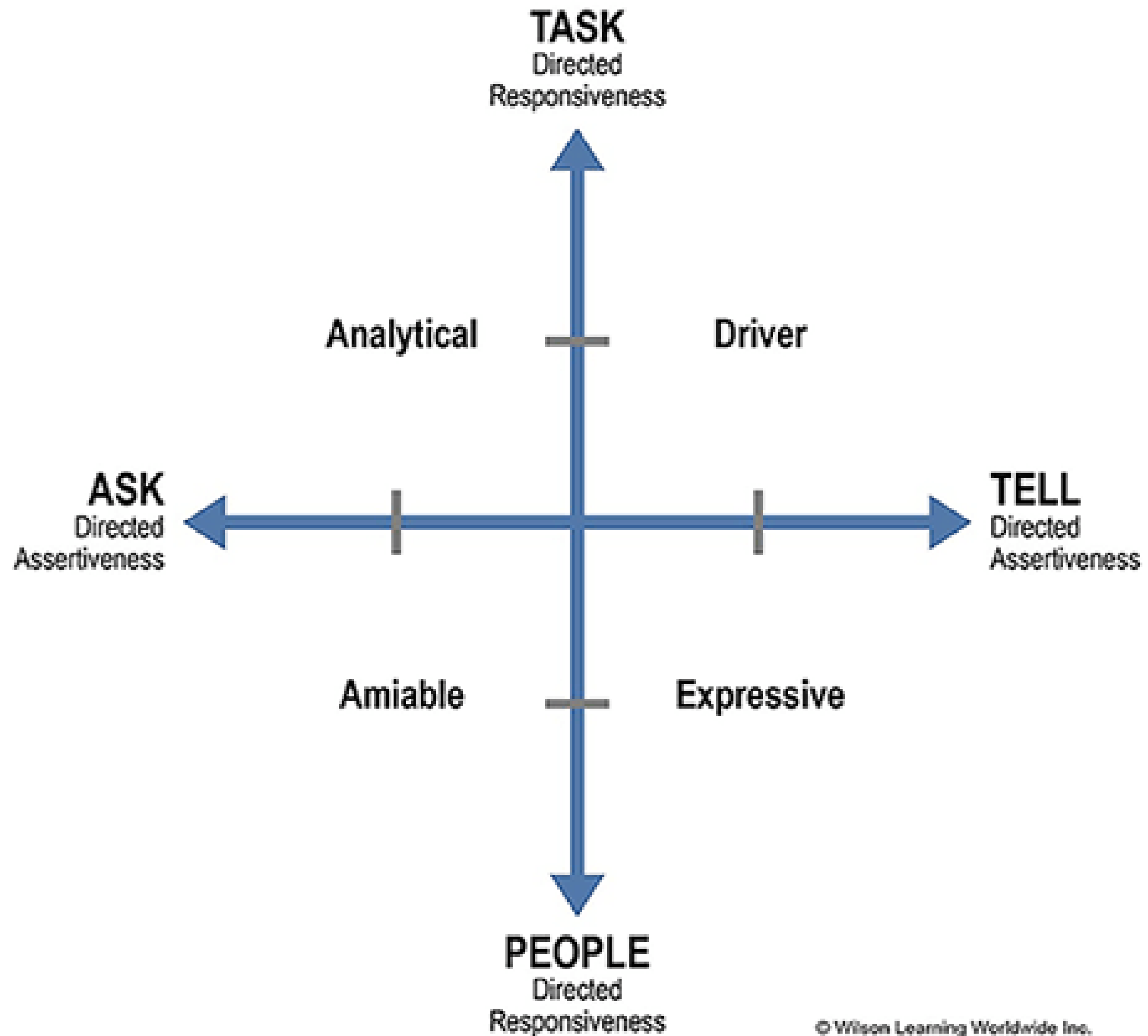
Personal Styles, Social Awareness, Managing Relationships & Adaptation

Emotional Competencies for Effective Leadership

S.No.	Competency	Characteristics
1	Self-awareness	Leaders are confident, honest, direct, consistent
2	Self-regulation	Leaders are clear, decisive, straightforward, intuitive
3	Motivation	Leaders lead by example- inspiring, not afraid of difficulties, focused, driven
4	Social skills	Leaders are good communicators- approachable, try for win-win, show consideration, trust, respect
5	Empathy	Leaders are good listeners, diagnose before prescribing, avoid autobiographical responses, influence others

Summary

1. Emotions are a part of us and they effect our performance
2. EI is a better predictor of success in life than IQ
3. It is learned/acquired and can be improved
4. People with higher EQ become better leaders, captains, managers
5. Leaders with EI can lead themselves, others and their organizations
6. EI provides base for building teams of excellence
7. EI contributes to better understanding and synergy



The Director

“Firm and Forceful, Confident and Competitive, Decisive and Determined risk-takers. While their impatience sometimes causes eyes to roll, the Directors leave no doubt who sits at the head of the table.”



The Socializer

“Outgoing, Optimistic,
Enthusiastic people who like to be
at the center of things. Socializers
have lots of ideas and love to talk,
especially about themselves.”



The Relater

“Cordial team players who like stability and who care greatly about relationships with others. They’re reliable, trustworthy and stand candid at all times. They lead from front and motivate others by accepting them



The Thinker

“Self-Controlled and Cautious, preferring Analysis over Emotion. They love clarity and order but may come across as formal.”



Directors at their best

Task oriented

Unafraid of challenge

Highly territorial

High-energy

Gets results

Likes change; initiates it the most

Thrives on crisis and controversy



Directors' limitations

Frequently frustrated with others

Can take themselves too seriously

Dominant and Impatient

Tells rather than discusses

Pushy and controlling

Critical - Not likely to praise others



The Socializer at their best

Talkative

Fun-loving

Optimist

Thrive on being where the action is

“Idea-guy”

Fast-paced, energetic, outgoing

Seeks attention, admiration and acceptance

Seeks results through persuasion



Socializers' limitations

Short attention spans, especially when stressed

Tend to speak before thinking

Short on follow-through

Easily bored and always needing new stimulation

Can come off as evasive or phony / not genuine

Craves approval more than achievement



Relaters at their best

Trustworthy and genuine

Peaceful and stable

Give credit to others

Good listeners

Dependable and accommodative

Realistic and reliable

Giving than taking



Relaters' limitations

Avoid conflict

Want to please others

Prefer status quo

Slow in accepting change

Can't easily say 'no'



Thinkers at their best

Thrive on details and discipline

Fact-oriented

Accurate and rational

Organized

Independent and analytical

Explorative

Prefer facts to people



Thinkers' limitations

Fussy perfectionists

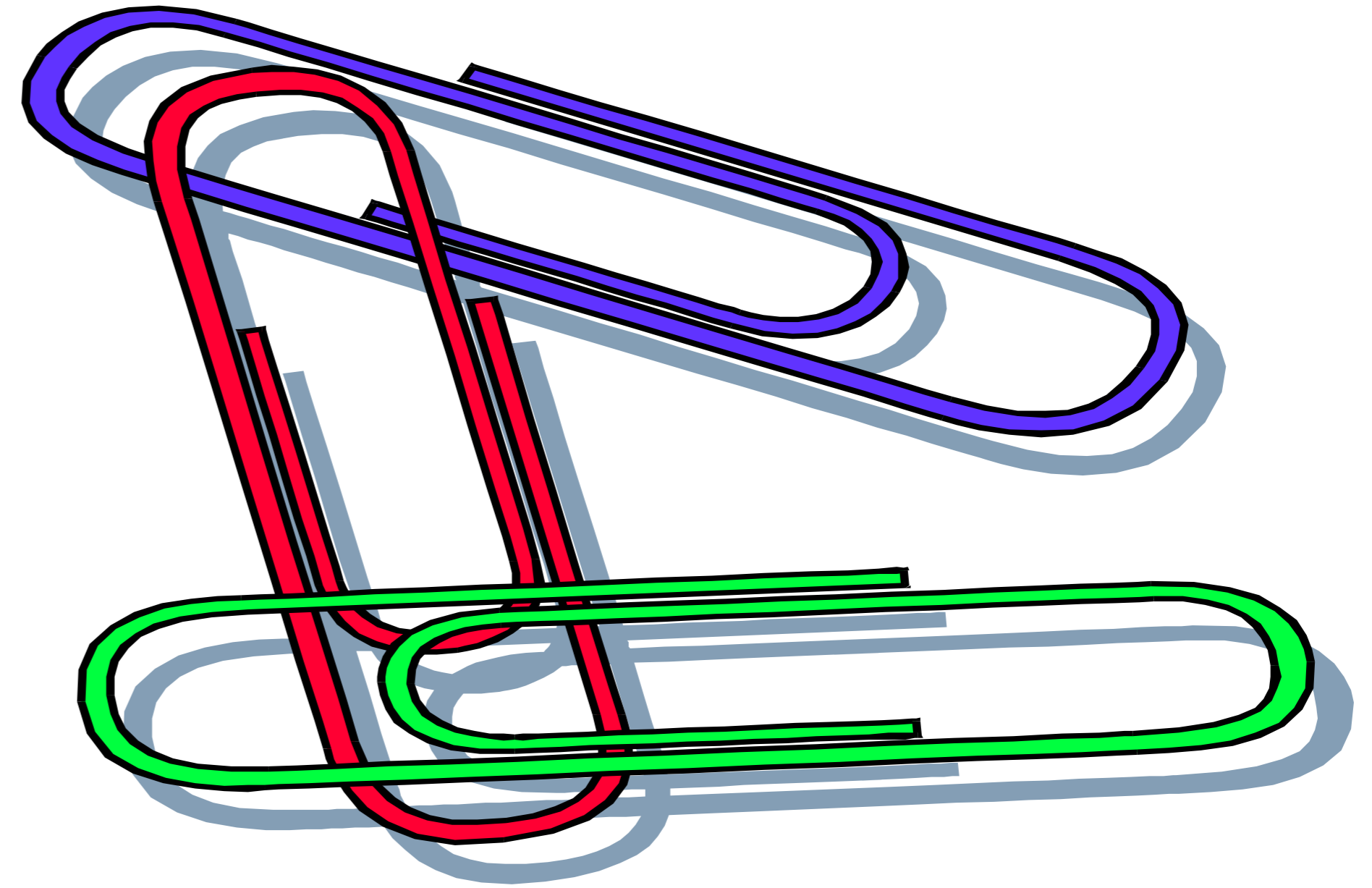
Demand clarity and choosy

Compulsive organization

Comfortable in isolation

Less emotional more rational





Remember:

We are all connected to one another.



Adaptation...

...The Key to Success

Adapting to Directors

Support their goals and objectives when possible

Keep your relationship businesslike

Use facts, not feelings

Be precise, efficient, and well organized

Get to the point quickly

Stress competitive results and growth opportunities

Adapting to Socializers

Support their opinions, ideas and dreams when possible

Be upbeat, stimulating, and fast paced

Try not to argue

Be enthusiastic, spontaneous, and casual

Spare the details

Adapting to Relaters

Support their feelings by showing personal interest when possible

Assume they'll take things personally

Allow time to gain trust

Discuss personal feelings when you disagree

Move at a slower, informal pace

Show that you are actively listening

Give assurances that risks will be minimized

Adapting to Thinkers

Support their organized, thoughtful approach when possible

Show commitment through actions

Be detailed, accurate and logical

List advantages and disadvantages of any plan

Provide solid evidence

Adhere to established procedures

Give assurances that decisions won't backfire on them

**Will:
Know How**

Low Skill, High Will

- **Guide / Coach**
- **Support / Handhold**
- **Advise / Encourage**

High Skill, High Will

- **Delegate**
- **Empower**
- **Invest**

Low Skill, Low Will

- **Direct**
- **Supervise**
- **Regulate**

High Skill, Low Will

- **Excite / Resolve**
- **Mentor / Elevate**
- **Motivate / Enrich**

Skill: Know How



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