

The New Leaders.
(Goleman, Boyatzis & McKee; Little, Brown).
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Emotional Intelligence and Leadership

In *The New Leaders*, the authors make a strong case for the claim that the primary task of leaders is to manage the emotional life of their organisations so that people feel positive about their work.

To do this, leaders use a range of leadership styles that are likely to generate resonance at a deep level with the people working with or for them.

Each style can be analysed in terms of the Emotional Intelligence competencies that it requires, and also how precisely it builds resonance.

Typically, leaders are adept at, or comfortable with, one or two of the styles. Those who strive for excellence in leadership may need to develop the ability to lead effectively using at least four of the six styles – **Visionary, Coaching, Affiliative, Democratic**, and avoid over-using the most frequently-used styles, which are also the most risky: **Pace Setting and Commanding**.

Creating Resonance

The leader who creates resonance is the one who engages with people, emotionally, where they are, and also stimulates them to move in a positive emotional direction - to feel better. Thus when times are good, such leaders are up-beat, but always looking to build on success; when things are not so good, they are honest and open in their assessment, but intent on helping people move forward into better times.

The leader who is naively up-beat, or the one who joins the depressed state of the followers and stays there, are both creating dissonance and the result will be debilitating. Each of the six leadership styles analysed produces resonance in a different way. Given that different approaches to resonance are likely to work with different people and in different situations, it is important that leaders do not rely too heavily on one or two styles.

The Leadership Repertoire

Leaders need to create resonance with people. Resonance stems from whole sets of coordinated activities that comprise leadership styles.

'The best most effective leaders use one or more of six distinct approaches to leadership and skilfully switch between the various styles depending on the situation'

The **six styles** are:

- ☞ Visionary style,
- ☞ Coaching style,
- ☞ Affiliative style,
- ☞ Democratic style,

These all create resonance that boosts performance.

The other 2 styles:

- ☞ Pacesetting style and
- ☞ Commanding style

These can be useful but should be applied with caution.

Emotional Intelligence

Emotional Intelligence is the name given to a set of skills or competencies that an individual uses to manage his own emotional well-being and his relationships with others.

Leaders who display these competencies - which can all be learned and indeed become habitual - have a far higher likelihood of inspiring others through their leadership.

The emotional intelligence competencies are:

1. Personal Competence:

These capabilities determine how we manage ourselves.

Self-awareness

- Emotional self-awareness: Reading one's own emotions and recognising their impact; using "gut sense" to guide decisions
- Accurate self-assessment: Knowing one's strengths and limits
- Self-confidence: A sound sense of one's self-worth and capabilities

Self Management

- Emotional self-control: Keeping disruptive emotions and impulses under control
- Transparency: Displaying honesty and integrity; trustworthiness
- Adaptability: Flexibility in adapting to changing situations or overcoming obstacles
- Achievement: The drive to improve performance to meet inner standards of excellence
- Initiative: Readiness to act and seize opportunities
- Optimism: Seeing the upside in events

2. Social Competence:

These capabilities determine how we manage relationships.

Social Awareness

- Empathy: Sensing others' emotions, understanding their perspective, and taking active interest in their concerns
- Organisational awareness: Reading the currents, decision networks, and politics at the organisational level
- Service: Recognising and meeting follower, client, or customer needs

Relationship Management

- Inspirational leadership: Guiding and motivating with a compelling vision
- Influence: Wielding a range of tactics for persuasion
- Developing others: Bolstering others' abilities through feedback and guidance
- Change catalyst: Initiating, managing, and leading in a new direction
- Conflict management: Resolving disagreements
- Building bonds: Cultivating and maintaining a web of relationships
- Teamwork and collaboration: Cooperation and team building

Style	Visionary	Coaching	Affiliative	Democratic	Pace-Setting	Commanding
Description	Articulates a purpose that is true for the leader and attained to values shared by the people led	Explores employees' goals and values and helps them to expand their repertoire of abilities	Fosters harmony and promotes personal relationships to build emotionally robust teams	Involves team members in decision making and works hard to understand and reconcile differences.	Leads from the front by setting and achieving challenging goals - and expecting others to do so.	Demands immediate and unquestioning obedience and may use threats to ensure compliance.
How it builds resonance	Moves people toward shared dreams	Connects what a person wants with the organisation's goals	Creates harmony by connecting people to each other	Values people's input and gets commitment through participation	Meets challenging and exciting goals	Soothes fears by giving clear direction in an emergency
Impact on Climate	Most strongly positive	Highly positive	Positive	Positive	Because too frequently poorly executed, often highly negative	Because so often misused, normally highly negative
When Appropriate	When changes require a new vision, or when a clear direction is needed	To help an employee improve performance by building long-term capabilities	To heal rifts in a team, motivate during stressful times, or strengthen connections	To build buy-in or consensus, or to get valuable input from employees	To get high-quality results from a motivated and competent team	In a crisis, to kick-start a turnaround, or with problem employees
Emotional Competencies Needed	Inspirational leadership, self-confidence, self-awareness, empathy and transparency	Developing others, emotional self-awareness and empathy	Teamwork and collaboration, empathy, conflict management	Teamwork and collaboration, conflict management, influence	Achievement, initiative, however, emotional self-control, and empathy to avoid inherent risks...	Influence, achievement and initiative - and as with pace-setting, emotional self-control, and empathy are also essential

Becoming a Resonant Leader – The Five Discoveries

Can we learn to be effective leaders? In The New Leaders they are very clear that leaders are made and not born. A key to this is to have good information, about what is going on in the organisation, about themselves and their own impact. This can be information from others, but it can also be self-assessment as a continuous process to sustain learning that lasts, - that then becomes habit.

The first discovery

My ideal self – who do I want to be?

The second Discovery

My real self – Who am I – What are my strengths and gaps?

The third discovery

My learning agenda – How can I build on my strengths while reducing my gaps?

The fourth discovery

Experimenting with and practicing new behaviours, thoughts, feelings to the point of mastery.

The fifth discovery

Developing supportive and trusting relationships that make change possible.

The Emotional Reality of Teams

As well as individual leaders needing to have high EQ (emotional Intelligence), teams that perform well also have EQ competence. These groups make better decisions. Groups are smarter decision makers than individuals, but only when they exhibit the qualities of Emotional Intelligence. Every team member contributes to this, but the leader holds more sway in the emotional life of a team. Therefore the group leader sets the tone.

A leader who wants to create an emotionally intelligent team needs to :

- Help the team raise its self awareness.
- Create the emotional tone in the team
- Listening to what is really going on in the team
- Model and encourage group norms of empathy and a focus on others
- Set ground rules

'Teams cannot lead with resonance if the team's norms hold them captive.'

The Emotional Reality of Organisations and Change.

Finally, the leader works in an organisational context. How do we create emotionally intelligent organisations?

Discovering the emotional reality.

- Respect the group's values and the organisations integrity – what is the sacred centre of the organisation that remains intact?
- Slow down in order to speed up – bringing people in to discuss change, systems, culture is essential to change.
- Start at the top with a bottom up strategy - top teams need to be committed to creating resonance around a vision or ideal.

Visualising the ideal.

- Look inside – this is how to create a vision that will resonate to others
- Attune the vision to the values
- Put people first, then strategy.- change needs to relate to what people want and need.

Sustaining Emotional Intelligence.

- Turn vision into action.
- Create systems, practices and procedures that sustain emotionally intelligent practices.
- Manage the myths of leadership.

It is the leaders responsibility to create emotionally intelligent organisations. To identify its cultural norms, to explore the vision of what could be, to attune people and the vision towards action and change.