Leadership – Self, others, thought

Karen Brosnan
Styles party

Consider first your team’s style and then the other 3 personalities:

1. What does your dominant style wear?
2. What vehicle do they drive?
3. What do they bring?
4. Party piece?
Driver/ Task        D (Extrovert)
• Tendency to alter the environment in a way which will achieve goals
• Planned. Defined goals and results
• Seen as self assured and driven
• When their vision is shared, they are seen as heros and leaders who meet challenges with courage
• Effective. High Output. Needs it done now!
• Can withstand greater stress levels
• Can be: Dominant, arrogant, ego-centric, impatient, insensitive.

Analytical          A (Introvert)
• High IQ
• Attention to detail. Formal
• Avoids being influenced by environment and others
• Standards, governance, honesty
• Avoids emotional intensity and unpredictability
• Logical analysis– needs to be right Intelligence in different forms. Fine Art
• Logical, linear, micro focus
• **Resists change**, slow decision maker

Creativity/ Ideas    C (Extrovert)
• Enthusiastic, entertaining,
• Creative – thinks outside the box
• Strategic, Blue sky/ big picture focus
• Spontaneous exploration and expression of ideas and feelings, external processing
• Network = net worth
• Connector: Attempts to influence others/outcomes
• Communicates well on feet. Charming
• Needs to be able to provide solutions
• Lacks discipline, poor time management

Amiable/People      B (Introvert)
• Intuitive, reads Non Verbal Cues
• Strong tendency to adapt to people and surroundings
• Needs/promotes harmony and comfort for self and others.
• Practical, friendly and naturally warm manner
• Desire to support others
• Needs self and others to be respected
• Stubborn if challenged
• Indirect, passive, takes things personally
Emotional Quotient (EQ) measures how a person recognises emotions in himself/others & manages these emotional states to work better as a group or team.

Intelligence Quotient (IQ) is a value that indicates a person’s ability to learn, understand and apply information and skills in a meaningful way.

The difference is what part of a person’s mental abilities they measure: understanding emotion or understanding information.
“In a very real sense, we have 2 minds 1 that thinks and 1 that feels” (Goleman)
Low Emotional Intelligence

- Aggressive
- Demanding
- Egotistical
- Bossy
- Confrontational

High Emotional Intelligence

- Assertive
- Ambitious
- Driving
- Strong-Willed
- Decisive

Low Emotional Intelligence

- Easily Distracted
- Glib
- Selfish
- Poor Listener
- Impulsive

High Emotional Intelligence

- Warm
- Enthusiastic
- Sociable
- Charming
- Persuasive

Low Emotional Intelligence

- Resistant to Change
- Passive
- Un-Responsive
- Slow
- Stubborn

High Emotional Intelligence

- Patient
- Stable
- Predictable
- Consistent
- Good Listener

Low Emotional Intelligence

- Critical
- Picky
- Fussy
- Hard to Please
- Perfectionistic

High Emotional Intelligence

- Detailed
- Careful
- Meticulous
- Systematic
- Neat
## Improving communication

### Driver Needs:
- Logical and balanced position
- Direct/Bottom line focus – They think and respond quickly
- No soft stuff, niceties, long-winded explanations

### Analytical Needs:
- Communication in writing
- Take time to speak thoughtfully, precisely and pause for thinking, don’t interrupt
- Give them time/space to reflect
- Evidence of effectiveness

### Ideas Needs:
- Humour and Stories
- To be ‘sold’ ideas in terms of network/other players
- You can talk over them and they’ll join in.
- Cynicism exhausts them - optimists and want ways around obstacles

### Amiable Needs:
- Respectful, calm, considered
- Social engagement; ‘cup of tea’
- Identification of how other people will be impacted
- Give them space to process intuitively
Managing your style

1. What are the core strengths of your dominant style?
2. What is your value to a team?
3. How do you come across to other styles?
4. How can you manage the excesses of your personality?
Different Intelligences

- Logical, Linguistic, Spatial
- Musical, Kinetic
- Interpersonal, intrapersonal, cultural

**Cultural Intelligence:**
- Perspective
- Imagine
- Act
Change happens for 2 reasons:

- Piper Alpha disaster in the North Sea - the only survivors were those who leapt off the rig in defiance of instructions and into the sea which was freezing cold and alight with oil. The burning platform forced a reappraisal of existing rules and the status quo.
Luck is what happens when preparation meets opportunity

Seneca circa 8AD
Locus of Control

- **Internal Locus of Control**: A belief that outcomes (positive or negative) are brought about by our own behavior. (Self Efficacy)

OR

- **External Locus of Control**: A belief that outcomes (positive or negative) are under the control of other people, fate, or luck. (Limiting belief)
Limiting Beliefs

- Limiting beliefs are those which constrain us in some way. Just by believing them, we do not think, do or say the things that they inhibit.

- They are often about our selves and our self-identity but may also be beliefs may also be about other people and the world in general.
Empowering Beliefs about People

- People are not their behaviors.
- People do the best they can with the resources they have in the moment.
- No unresourceful people, only unresourceful states of mind
- Always 2 sides
- All communication is either an empowering response or a response born of fear.
Dr Richard Wiseman found lucky people use 4 basic principles:

- Maximise chance opportunities (network)
- Listen to lucky hunches (Intuition)
- Expect good fortune (Resilience)
- Turn bad fortune into good luck (Coping)
Maximise Chance Opportunities

- Low Scores: 3 4 5 6 7 8
- Medium Scores: 9 10 11
- High Scores: 12 13 14 15
Maximise Chance Opportunities

- Build and maintain a strong network
- Have a relaxed attitude towards life
- Open to new experiences
Listen to Lucky Hunches

Low Scores: 2, 3, 4
Medium Scores: 5, 6, 7
High Scores: 8, 9, 10
Listen to Lucky Hunches

- Listen to gut feelings and hunches
- Take steps to boost your intuition

Good luck is often with the man who doesn't include it in his plans.
Expect Good Fortune

- Low Scores: 0 - 35
- Medium Scores: 36 - 60
- High Scores: 61 - 80
Expect Good Fortune

- Expect good luck to continue in the future
- Attempt to achieve their goals, and persevere in the face of failure
- Expect interactions with others to be lucky and successful
Turn Bad Fortune Into Good Luck

Low Scores: 4 5 6 7 8 9 10
Medium Scores: 11 12 13 14 15 16
High Scores: 17 18 19 20
Turn Bad Fortune Into Good Luck

- See the positive side of bad luck
- Convinced any ill-fortune will, in the long run, work out for the best
- Don’t dwell on ill-fortune
- Take constructive steps to prevent more bad luck in the future

"Oh, and we won a tenner on your numbers this week"
KUBLER-ROSS CHANGE CURVE

1 Shock
2 Denial
3 Anger
4 Apathy
5 Experimenting
6 Optimistic
7 Normal