



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?

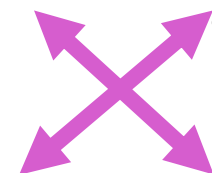


Driver/ Task D (Extrovert)

- 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

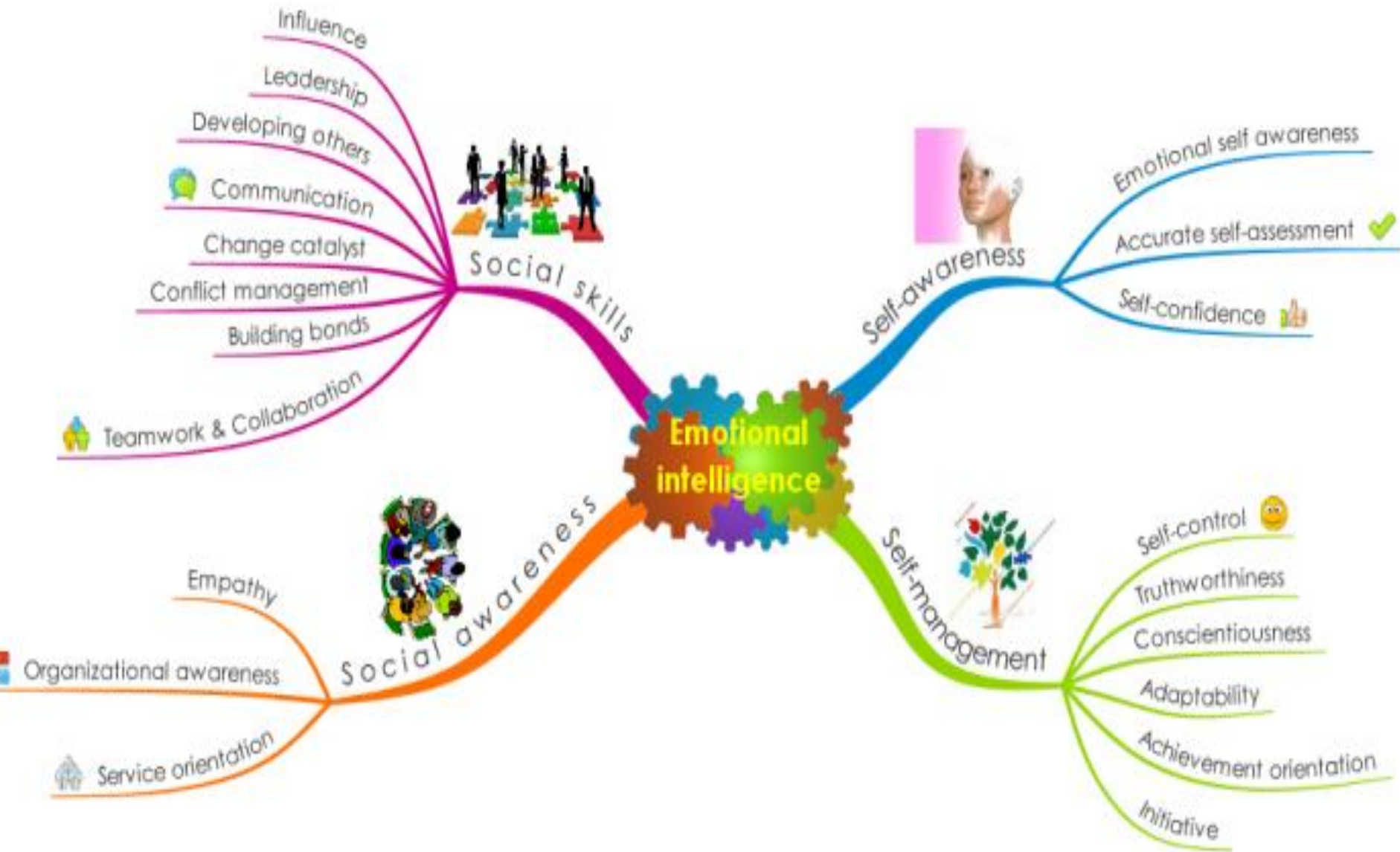


EQ/IQ



- **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

High Emotional Intelligence

Aggressive
Demanding
Egotistical
Bossy
Confrontational



Assertive
Ambitious
Driving
Strong-Willed
Decisive

Easily Distracted
Glib
Selfish
Poor Listener
Impulsive



Warm
Enthusiastic
Sociable
Charming
Persuasive

Resistant to Change
Passive
Un-Responsive
Slow
Stubborn



Patient
Stable
Predictable
Consistent
Good Listener

Critical
Picky
Fussy
Hard to Please
Perfectionistic



Detailed
Careful
Meticulous
Systematic
Neat

D

C

B

A



Improving communication



Driver

Needs:

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

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

Analytical

Needs:

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

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

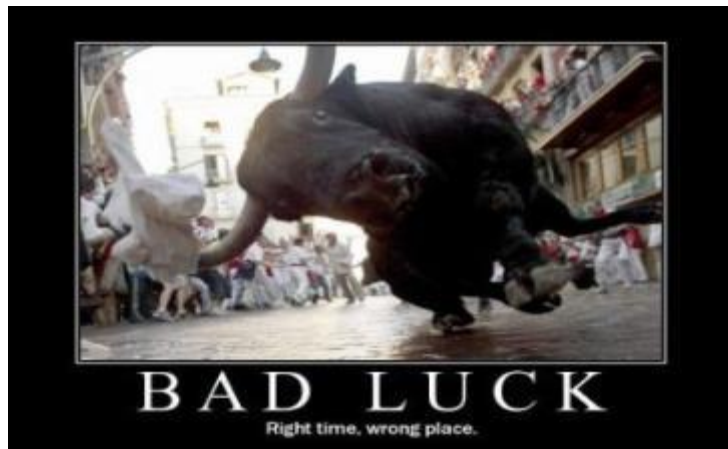


- People are not their behaviors.
- People do the best they can with the resources they have in the moment.
- No unresourceful people, only unresourceful states of mind
- Always 2 sides
- All communication is either an empowering response or a response born of fear.

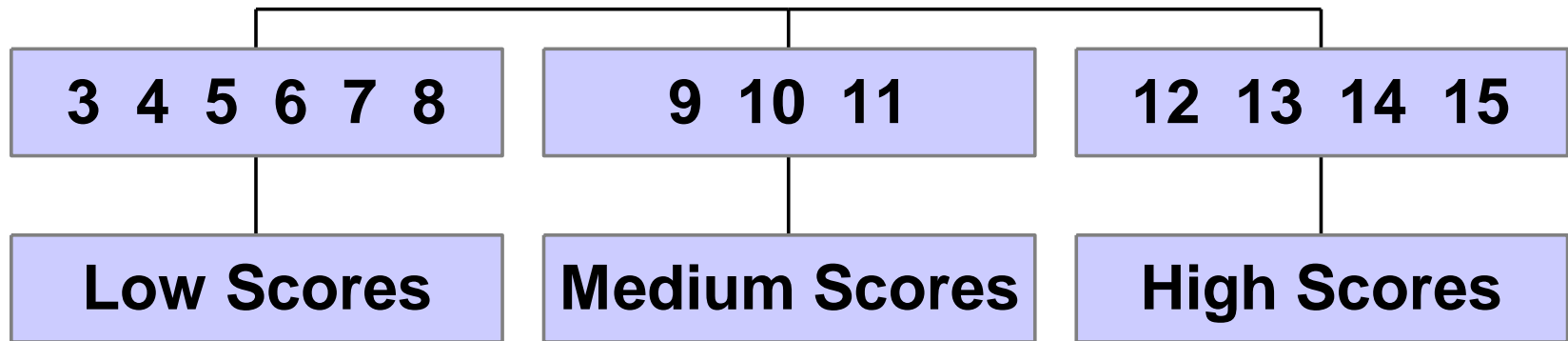
● ● ● | Dr Richard Wiseman found lucky people use 4 basic principles:



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



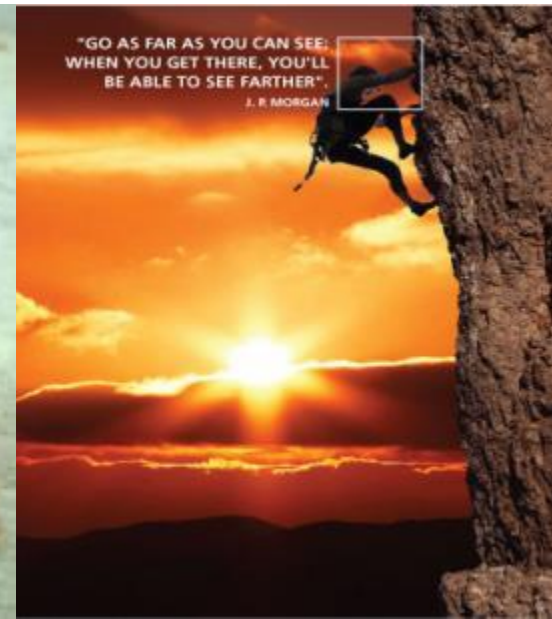
Maximise Chance Opportunities



Maximise Chance Opportunities

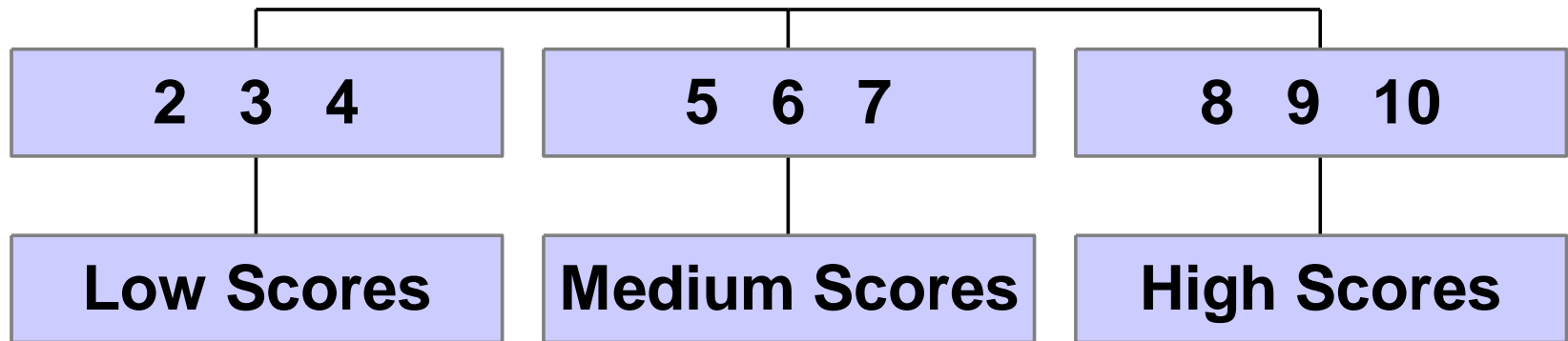


- Build and maintain a strong network
- Have a relaxed attitude towards life
- Open to new experiences





Listen to Lucky Hunches



Listen to Lucky Hunches

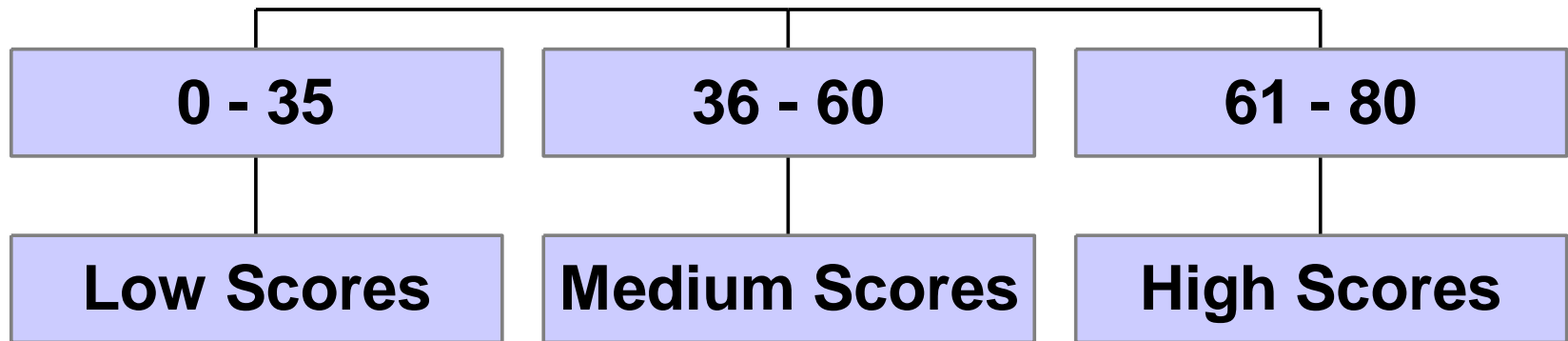


- Listen to gut feelings and hunches
- Take steps to boost your intuition





Expect Good Fortune





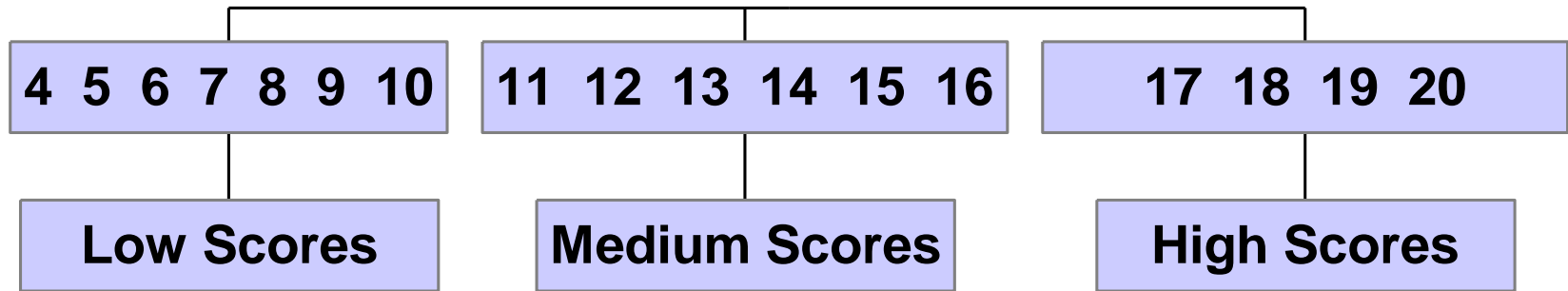
Expect Good Fortune



- 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



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

