



The Emotionally Intelligent Leader



When Military Intelligence meets Emotional Intelligence

An Emotional Intelligence Personal Profiling
for

Andrew Jones

Mobile Team Challenge Ltd

Unleash the Potential of Your People

www.mtceurope.co.uk



Summary

The Emotions and Behaviours at Work, assessment is a validated psychometric measure that provides feedback on a person's Emotional Intelligence at work. It has been created to assist with the assessment and development of personnel.

Who is the report written for?

The information contained in this report is STRICTLY PRIVATE & CONFIDENTIAL and is to be used solely to develop Andrew. The following report has been generated using a general population norm group and is intended to summarise the results from the Emotional Intelligence profiling completed on the 14.09.2021. The report is written in a style that can be presented to Andrew.

Content

The report is divided into the following sections:

- Introduction to the Emotional Intelligence
- Guidance on the Interpretation of Feedback
- Executive Summary
- Feedback
- Interview Questions



Decisiveness
The capacity to make decisions, and take initiative



Motivation / Drive
Wants to achieve, has energy & ambition, optimistic and positive.



Influence
Able to persuade others, gets own views across – like a position of authority



Adaptability
Responds well to change, is flexible and adaptable. Keeps an open mind



Empathy
Team oriented, sensitive to others' needs, respectful, tolerant & patient



Conscientiousness
Meets deadlines, punctual, organised, tidy, dependable and self-disciplined



Stress Resilience
Copes with the day-to-day pressures of life with strong wellbeing



Self Awareness
Knowledge of personal strengths and areas for development

Emotional Intelligence at Work

This report explores a person's Emotional Intelligence at work (Business Emotional Intelligence). Business Emotional Intelligence explains peoples' capability to manage the critical emotions and underlying behavioural traits that predict occupational performance.

The key to a person's Business Emotional Intelligence is their ability to use their intrapersonal and interpersonal intelligence. Intrapersonal Intelligence is the ability that individuals have to manage themselves through knowing and understanding their feelings, needs, wishes, wants and behaviour. Whereas, Interpersonal Intelligence is the knowledge and ability that helps individuals to understand, engage, manage, and motivate other people. It includes being sensitive to others' emotions and psychological states and choosing the appropriate response by reading the relationship, being empathetic and communicating clearly to them.

The Emotions and Behaviours at Work Assessment

The E.I. profiling measures the emotional behavioural clusters (scales) that are the focus of Business Emotional Intelligence as well as providing feedback on how self-aware we are of them.

These emotional behaviours describe the way we tend to approach and interpret situations and people and this in turn impacts on the way that others see us. Many of these emotions and behaviours are predictive of how successful we will be in different situations and, whilst we may react differently depending on the context, our emotions and behaviours do tend to be quite consistent. However, they can change over time and this report provides a snapshot of a person's emotions and behaviours today, but this could change in the future.



Guidance on the Interpretation of Feedback

- The main purpose of completing the E.I. questionnaire and reading this report should be to stimulate your thinking about how your emotions and behaviours can impact on your working style.

As such, this report should not be treated as a definitive profile of your working style but as a starting point from which to explore your Business Emotional Intelligence in more depth.

- The report provides feedback under each emotional/behavioural scale. Your responses are compared to those typically given by people at work to generate feedback that is relevant to you.
- In reviewing your results, you should read the definition of each emotional behavioural cluster before going on to read how it relates to you.
- Much of the content and the feedback may sound familiar to you but be prepared to see some differences between how you view yourself and how the feedback from the report describes you.
- Consider the information in this report in conjunction with other information you have about your strengths and development needs.
- This report should be seen as a snapshot of your emotions and behaviours at the time you completed the profile. Although Business Emotional Intelligence are relatively stable, with the right coaching and training it is possible to develop certain aspects of your emotions and behaviours at work.
- Many people find it very useful to discuss their report with a certified E.I. Coach. A qualified E.I. Coach will be able to consider your emotions and behaviours as described in this report, and interpret the interactions between them and also other relevant factors, such as your job, and provide advice on how to develop your potential.

You should see this report as the starting point for your development and use it to feed into your own personal development plan

Executive Summary

This summary provides an overview of eight key emotional behavioural clusters that are the focus of the E.I profile. However, the feedback from each emotional behavioural cluster should be read and considered to maximise the value of the report.

Feedback Overview

Andrew likes taking on responsibility and being in control. He needs to get decisions made and is comfortable taking a stand on tough issues.

Andrew tends to be realistic and does not need to feel passionate about his work to be effective but may well be committed to it and will immerse himself in some areas.

Andrew likes to be heard and have an impact. He will be quite comfortable taking a leading role, persuading others and affecting outcomes.

Slightly more comfortable with uncertainty and change than most people, Andrew likes being creative and will be open to new ideas and approaches.

Recognising, and at times, being sensitive to others' feelings, needs and perspectives, Andrew enjoys working with others. He is likely to be quite approachable but will balance the needs of the task with his desire to help and support colleagues.

Andrew tends to be reliable, organised and consistent and to be concerned with meeting his commitments in a way that is acceptable to those around him.

Andrew is able to take on a reasonable amount of work stress but, like most people, a lot of pressure will have a negative effect on his performance and his management of his emotions.

Feedback Section

The feedback narrative in this section of the report is based on Andrew Stobbs's responses on the E.I. profile assessment. Each section starts with a definition of the area being assessed followed by the emotional behavioural indicators and colour ratings. The colour ratings indicate the User's need for these types of emotions and behaviours. In the 'Areas to Consider' sections there are questions for you to reflect on.

Decisiveness

Willingness to make decisions, the need for control and the level of comfort with decision making responsibility.

Emotional Behavioural Indicator



Feedback

You have scored on the right side of the Decisive Scale. People who score highly in this area are likely to seek positions of responsibility and be very comfortable making decisions. You are likely to be prepared to make decisions quickly and firmly and are relatively untroubled by having to make major decisions that will affect yourself and others. At times, you may be too eager to take responsibility and come to a conclusion to have things clear as soon as you can. Your need to make decisions may make you appear impatient and controlling to others who feel more comfortable with a more considered and collaborative approach to decision making.

As you also score on the right side of the Conscientiousness scale you are likely to want to ensure that you have observed the proper procedures and considered the relevant information when making decisions.

Areas to Consider

Decision Making

You are confident when making decisions and this can be reassuring for those around you, but there can be times when it is beneficial to take more time before committing yourself.

Questions

- Can you think of any situations when you were required to postpone making a decision longer than you would have liked? How did this affect you? Was the final decision any better than the one you would have taken initially? How did waiting for the decision affect those around you (e.g. your team) and what did you do (or could you have done) to deal with the uncertainty?
- How do you view those that do not make decisions as easily or readily as you? Do you assume they are weak or lack courage, or that they are too concerned with details? Why do they delay making decisions and can you learn anything from them in this area? How do they perceive you, bold and courageous, a person who knows their mind, or rash and insufficiently thoughtful? What do you think? How can you reconcile the way you see each other and learn something from each other's decision making style?
- Why do you find it relatively easy to make decisions? Is it because you have clarity of vision or is it because you like to get on with doing things? Do you find it uncomfortable to leave things hanging and prefer to have a decision made rather than have to delay it? Do you do it because of the expectations and needs of others, or is it easier to make the decision and get on with it than spend time researching and planning? Or are you just good at rapidly weighing up the evidence and getting on with it?

Motivation

Level of energy, passion, drive and enthusiasm for work, being optimistic and positive, the need for achievement and challenge.

Emotional Behavioural Indicator



Feedback

You have scored in the middle range of the Motivation Scale. Your score suggests you have a broadly positive attitude towards work, but you may have a tendency to see problems before you see opportunities. You can develop enthusiasm for tasks, when they take your interest and you are likely to be comfortable taking moderate and carefully considered risks, if you think you have the authority to do so. You can become de-motivated at times and lose focus, but you will usually persist with issues and attempt to overcome obstacles, especially when others are also excited about tasks or projects you are working on.

Areas to Consider

Direction and Focus

Your responses suggest that, whilst you enjoy some aspects of your work and are able to put a lot of energy and effort into it, it is not a central focus for you. Sometimes you may simply do what is needed and reach your targets rather than putting in the extra effort to exceed them.

Questions

- Think about some of the projects you have been involved in recently; those where you were very engaged and committed and those which were less exciting and engaging. What was the difference between those projects that you felt excited by and those that you were not? Is the difference to do with the type of work you were asked to do, the people you were working with or the way you felt about the client or your own organisation? Was it simply to do with your energy levels?
- What would be the benefits of putting in more effort to your work? Would it improve your output, your profile or your abilities? What would be the costs? What would you have to give up to put more into your projects e.g., time, energy, relationships or enjoyment?
- How do you tend to be seen by your colleagues? Do they see you more as the committed person or the person who just does the basic job? What are the costs of this? Are you seen as less effective, as having less potential or as someone with a good sense of perspective? How does it affect the work you are given and the opportunities you will get?

Influence

The drive to influence others and persuade them, to be heard and have an impact.

Emotional Behavioural Indicator



Feedback

You have a medium score on the Influence Scale. Those who score similarly to you, generally like having an impact and taking on roles that require them to persuade and influence others. You like to have an opportunity to express your ideas and opinions. At times, you may become impatient of highly consultative and democratic processes and feel dissatisfied in situations where you are unable to express your views.

Areas to Consider

Reasons to Lead

Being willing to have an impact and take a lead can enhance your credibility and reputation. It gives you an opportunity to put your ideas across although not everyone will necessarily like your ideas.

Questions

- Can you think of times when your decision to take the lead has helped you (e.g. your profile and reputation) and the organisation (e.g. by making things run more smoothly)? What were the costs of doing this e.g. taking up your time, adding extra pressure?
- Can you think of times when taking the lead has upset others? What can you do to manage this in the future?
- To what extent is prestige and the respect of others important to you? Would you be able to take on roles which diminished your impact if it was required? Are you able to 'swallow your pride' if necessary to achieve your goals (or because others expect it and it is the right thing to do)? Are you prepared to be proved wrong?

Influencing Others

Knowing when and being able to influence others is important in most modern roles.

Questions

- To what extent are you able to get your views across and have an impact on decisions that are made? Are you listened to in some areas, but not in others e.g. technical matters, personal advice, when giving instructions, on policy issues, on practical issues? Do people see you as credible in these areas? What is the impact of not having a voice on these matters? What can you do to have more influence on these issues?

Adaptability

The desire for, and enjoyment of, variety in the workplace; the capacity to keep an open mind and be flexible with different and creative approaches.

Emotional Behavioural Indicator



Feedback

Your responses to the E.I. profile indicate that you score in the middle range of the Adaptability scale, and you are relatively comfortable with novelty and change. People who score similarly to you like to learn and create new things (although the quality of their ideas will be dependent upon the person's ability). You may at times want to seek out new ways of working even when the benefits of existing systems and approaches have not been fully evaluated or when the usefulness of change and new approaches is not entirely clear.

Areas to Consider

Thinking Style

Being flexible in your thinking may mean you can develop new ideas and think about a problem differently from the rest of a team. Your thinking style may also help when influencing others as you may be able to consider unusual solutions. However, others may find it difficult to follow your thinking (especially when you are under pressure) as you may develop new ideas more quickly than they are comfortable with

Questions

- Can you think of a time when you had to create or develop a new project or way of working? What was your role and did you enjoy this work?
- Do the people around you feel more or less enthusiastic about change and new ideas as you? If not, do you try to explain your perspective to them or do you tend to assume that they will see the benefits of it anyway? What are the costs of not having people take the same position as you and what can you do about it?
- Reflecting on your colleagues thinking styles, who do you enjoy working with and why?

Working Environment

Your responses suggest you seem well suited to roles that involve some stability, but are prepared to accept a degree of uncertainty. In teams this means that you are likely to be equally comfortable with stable or changing events. Understanding how the working environment affects your performance enables you to adjust your behaviour to suit different situations

Questions

- Are you more comfortable with change in some situations than in others? What is the difference between these situations?
- High scorers may be more likely to find areas for improvement, whilst low scorers may be too accepting of the way things are. Which is more like you and what are the benefits and costs of this?
- When you are under pressure do you prefer things around you to be very stable or is this more likely to be the time when you will want lots of changes. How does this impact on the way you work and on those around you?

Empathy

The ability to recognise, be sensitive to and consider others' feelings, needs and perspectives. The need to understand, to help and work with others.

Emotional Behavioural Indicator



Feedback

You have scored in the middle range of the Empathy scale and your score suggests an interest in people and a capability to enjoy positive relationships with those around you, but you can balance this with the needs of the role. People who score like you can be sensitive to others' feelings and emotions, being able to recognise when they are uncomfortable or beginning to get upset, angry etc. They like to develop some relationships at work and can develop a rapport with many of those they meet but are content to keep some of their relationships on a purely professional footing. This suggests, you will generally prefer to avoid conflict, but will be prepared to deal with it where necessary. Like most people, you may find this difficult and will usually put effort into finding solutions and compromises to facilitate co-operative working relationships where possible.

Areas to Consider

Person Focus

Being able to focus on people enables you to be a supportive, approachable and caring colleague. However, in most roles, you also need to be able to be firm with people, break bad news and make decisions that will upset others.

Questions

- Think about situations where you feel you were too 'soft', allowing people to get away with things or focusing on their needs rather than the task you had to achieve? Why did you take this approach? What were the benefits of doing this? What would the potential costs of having taken a firmer line have been?
- Now think about a situation when you were relatively 'tough' with people? How did it affect your ability to achieve the immediate target? How has it affected your long term relationships with people and your ability to achieve subsequent targets?
- Do you give adequate consideration to how people feel about their work or do you spend too much time worrying about it? What are the benefits of the approach you tend to take and what are the costs e.g., are people likely to put themselves out for you? Do people take advantage of you?

Team Working

Your responses suggest you are comfortable working in teams, but are able to work in isolation and may be able to do this from time to time.

Questions

- What is the 'best' team you have worked in? What made it a good team? Was it because you had a clear role in it, because people got on, because it allowed you lots of room to work independently or because it was very supportive and lacking in conflict? What does this team tell you about your preferred style of working?
- How comfortable are you dealing with difficult people or in conflict situations? Do you tend to avoid conflict and, if so, what is the cost of that e.g. do you compromise too easily, avoid contact or spend a lot of time trying to improve the relationship which you should spend on getting the job done? Or are you too accepting of the conflict, allowing it to continue when you should be putting in the effort to resolve it?

Conscientiousness

The need to plan and have structure, be diligent and meet deadlines; the level of comfort with conforming and following the rules.

(The Emotional Behavioural indicator shows the overall score for Conscientiousness which consists of the Structure and Rules subscales).

Emotional Behavioural Indicator



Feedback

Andrew, your responses suggest you are likely to be most comfortable when you can plan out what you are going to do, where and when you are going to do it. You may be less comfortable working with people who prefer to act very spontaneously. You probably like to be clear about what the rules are and what is expected of you and will try to work within this framework. Whilst you may be able to work outside the rules where necessary, you are likely to find this quite uncomfortable.

Areas to Consider

Planning and Structure

People who score similarly to you on the Structure subscale like plans and knowing what is happening. This can mean that they find people who are not very organised difficult to work with. Similarly, people who do not have a similar score to you may think of you as inflexible (although this will be dependent on how you score on the Adaptability scale).

Questions

- Think about a time when you had to work with others to achieve a tight deadline? What was the most difficult aspect of this? What could you have done differently?
- What do you do when you are under pressure or very busy? Do you tend to get more organised and require more structure? How do you think others find working with you at these times? What could be the disadvantages of your working style for other people?
- How important is it to you that people are neat and tidy at work? What impact does it have on their work if they are not? Does it mean they are inefficient?

Challenging the Rules

People who score similarly to you on the Rules subscale are likely to feel more comfortable if they can follow the rules and social conventions. As such, you are likely to fit in more easily than most. However, people with a similar score to you find it difficult to challenge the 'status quo' and criticise the way things are done.

Questions

- How often do you challenge the way things are done in your organisation? When you have challenged things what difference has it made? Do you know when it would be appropriate to challenge the way things are done?
- Think about a time when somebody changed the rules to get a job done. How motivated were you to adopt their new ways? What impact did your attitude have on them and their changes?

Stress Resilience

The capability to relax and deal with the day-to-day pressures of work; the level of comfort with showing and managing emotions, e.g., can control/hide temper when provoked.

(The Emotional Behavioural indicator shows the overall score for Stress Resilience which consists of the Resilience and Emotional Control subscales).

Emotional Behavioural Indicator



Feedback

Your Stress Resilience score suggests, like most people, you are affected by the day-to-day pressures of work, but you do not seem to worry unduly about issues that arise or to become complacent about genuine areas of concern. Although aware of your emotions and prepared to express them, you may often prefer to keep them to yourself. Most of the time you will manage your emotions and present a professional image, but you may occasionally reveal more than you are comfortable with.

Areas to Consider

Managing Stress

People who score in the middle of the Resilience subscale as you do often have some strategies for handling stress and pressure, but these may not be effective all the time.

Questions

- How do you know you are under pressure? How do you manage pressure? What strategies do you find effective? Do they always work?
- What do you do when you have too much work or a problem you cannot solve?
- When stressed or under pressure do you get enough support from others? What could you do to ensure you are supported when under pressure? Would it help if you were supported more?

Working with Others

People who score in the middle of this Resilience subscale tend to recognise the times when they are not able to cope or work is becoming too much for them. Similarly, they will appreciate when others are under pressure and make sufficient allowance for them.

Questions

- Do you recognise when others are worried and stressed? What signs do you look for? What allowances do you make for them? Do you think you make too much or too little allowance for them? How would you know?
- How much do you worry about things at work compared to others? Do you think you worry too much or not enough? What are the benefits or disadvantages of worrying about things at work?

Understanding Emotional Behaviour

You have scored in the middle area of the emotional control subscale. People scoring in this area can generally manage their emotions, but like most people, may occasionally let their feelings show more than they should.

Questions

- Think of a time when somebody made you angry or upset. How did you deal with it? How effective were you in that situation? What difference would it have made if you had shown your feelings more or less? In hindsight, was there anything you may have done differently?
- How do you find working with people who are either happy to express how they feel or are highly controlled? How do you think they find working with you?
- Would there be any advantages/disadvantages of expressing your emotions more or less in your current role?

Self-Awareness

The Self-Awareness scale gives an index of the extent to which your rating of yourself is likely to correspond with the way that others would rate you on the E.I. scales. Those with high scores on the scale tend to have a better awareness of their own strengths and development needs, whilst low scorers may find their profile is not what they expected.

It was developed by statistically identifying questions that tend to be good predictors of the difference between how Users rated themselves and how others rated them. It is not therefore, based on a specific theory as to why these ratings may differ. You should use it purely to consider whether you have been realistic and honest with yourself in the way you answered the assessment questions.

Emotional Behavioural Indicator



Feedback

Andrew, people like you who score high on the self-awareness scale tend to see themselves broadly the way that others see them, identifying the same strengths and weakness as they do. This means they are likely to be aware of areas that they need to work on and so are less likely to pursue ineffective strategies in the mistaken belief that they are working.

Your high score on this scale suggests you may be better able to deploy your skills and abilities because you have greater insights into what is effective and so will be less affected by false modesty.

Self-awareness is often accompanied by introspection and self-monitoring and this facilitates development. An awareness of how you appear to others can also help minimise misunderstandings with others as you will be more sensitive to the impact you have on them.

Areas to Consider

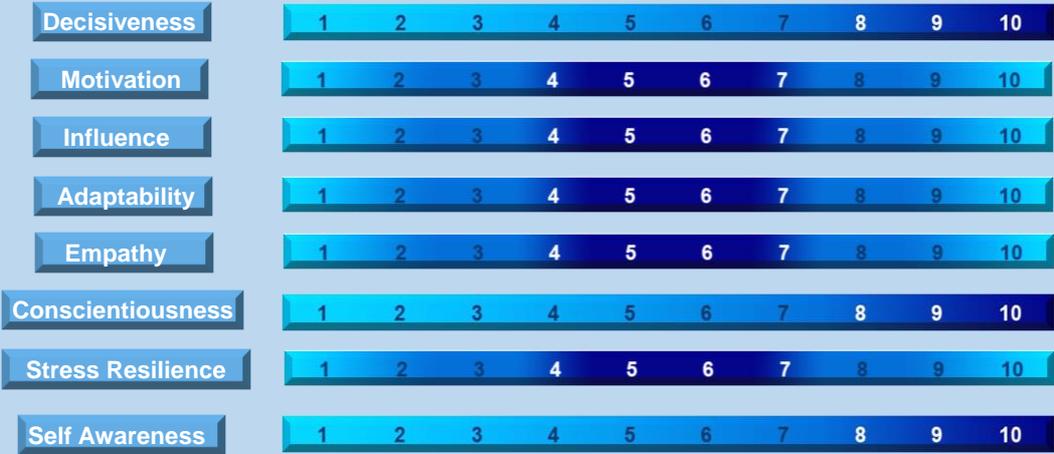
Understanding Your Day to Day Behaviour

Think about a time when you received feedback about your emotions or your behaviour that you were not aware about.

Questions

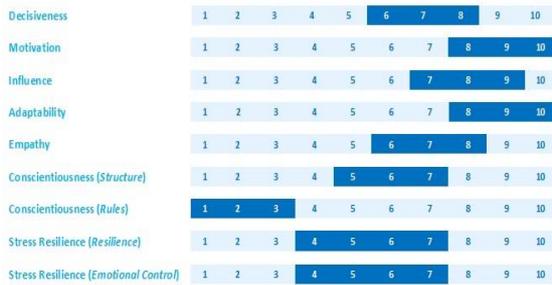
- How useful was that feedback? Do you think it would be useful to get more feedback? If so, what could you do to get more feedback?

Emotionally Intelligent Leadership Style Summary

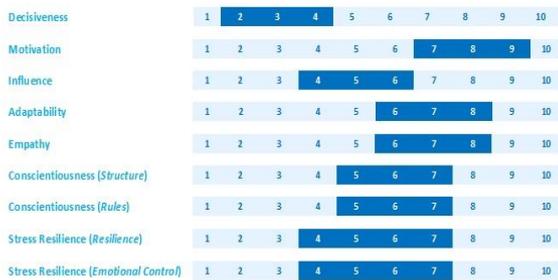


Andrew Stobbs – September 2021

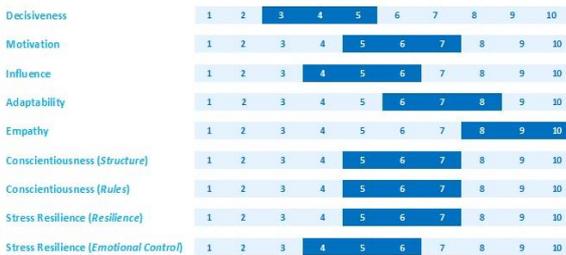
What would Visionary Style Look Like on an E.I. Profile?



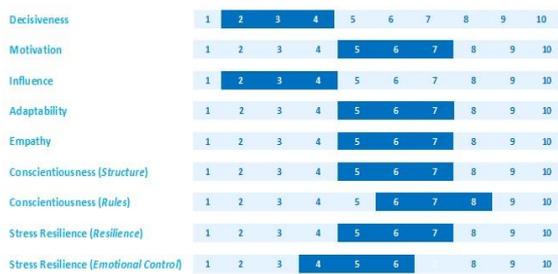
What would Coaching Style Look Like on an E.I. Profile?



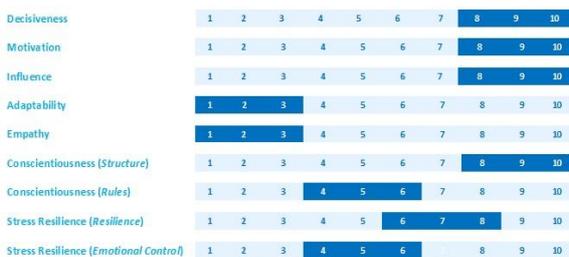
What would Affiliative Style Look Like on an E.I. Profile?



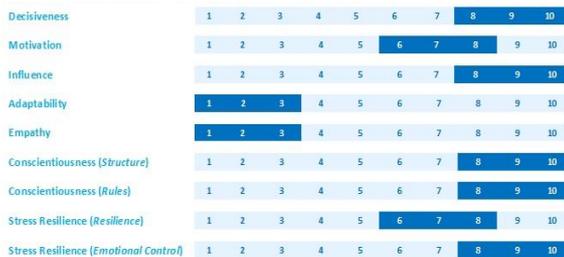
What would Democratic Style Look Like on an E.I. Profile?



What would Pace-Setting Style Look Like on an E.I. Profile?



What would Commanding Style Look Like on an E.I. Profile?



The 6 Emotionally Intelligent Leadership Styles



Daniel Goleman, Richard Boyatzis and Annie McKee, in *Primal Leadership*, describe six styles of leading that have different effects on the emotions of the target followers.

Daniel Goleman, the author of the book on 'Emotional Intelligence', has identified six different leadership styles, and he believes that good leaders will adopt one of these six styles to meet the needs of different situations. A key point of Goleman's argument is that good leaders must be emotionally intelligent or sufficiently sensitive and interpersonally aware to know which styles to adopt for different situations.

Goleman identifies 4 styles which encourage team harmony and inclusion, and 2 other styles which can potentially create dissonance and discord. The 4 styles encouraging team harmony are called visionary, coaching, affiliative and democratic, and they are described as follows:

- **Visionary** - moves people towards shared dreams, creates a sense of direction, encourages change
- **Coaching** - helps individuals improve their performance and align employee goals with those of the organisation
- **Affiliative** - builds relationships and teams, and helps to deal with problem situations between teams
- **Democratic** - helps to create buy-in or consensus by involving people and valuing their input

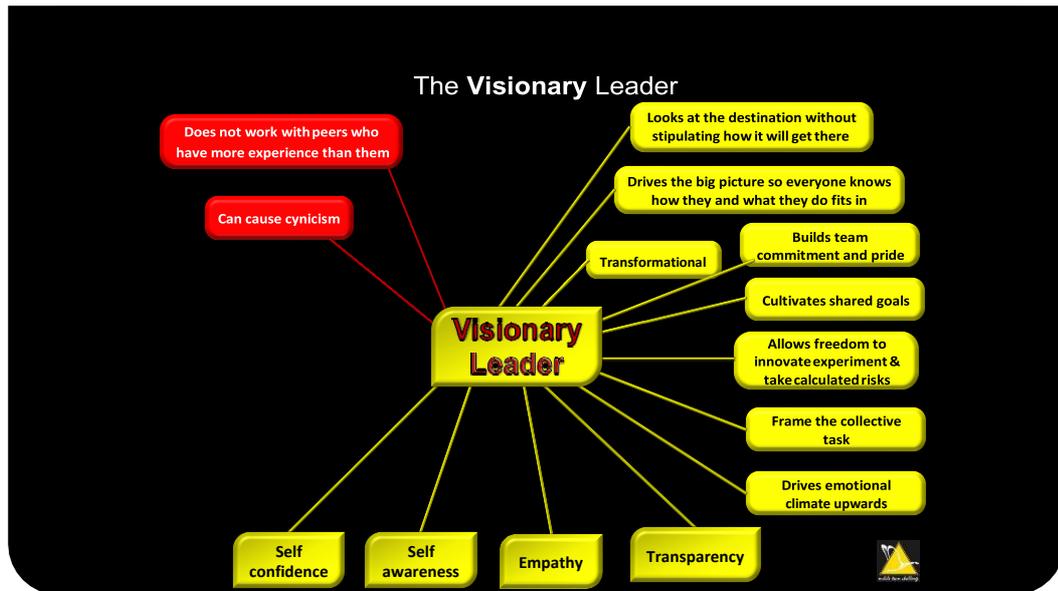
The other two leadership styles, pacesetting and commanding, are more directional, and focus more on the setting down of expectations, and they are described as follows:

- **Pacesetting** - sets challenges that high performers can achieve, and this can leave less competent people falling behind and obviously potentially uncomfortable and dissatisfied
- **Commanding** - gives direction when problems arise or calms things down in a crisis

The Visionary Leader

The Visionary Leader moves people towards a shared vision, telling them where to go but not how to get there - thus motivating them to struggle forwards. They openly share information, hence giving knowledge power to others.

They can fail when trying to motivate more experienced experts or peers. This style is best when a new direction is needed. Overall, it has a very strong impact on the climate.



What would Visionary Style Look Like on an E.I. Profile?

Decisiveness	1	2	3	4	5	6	7	8	9	10
Motivation	1	2	3	4	5	6	7	8	9	10
Influence	1	2	3	4	5	6	7	8	9	10
Adaptability	1	2	3	4	5	6	7	8	9	10
Empathy	1	2	3	4	5	6	7	8	9	10
Conscientiousness (Structure)	1	2	3	4	5	6	7	8	9	10
Conscientiousness (Rules)	1	2	3	4	5	6	7	8	9	10
Stress Resilience (Resilience)	1	2	3	4	5	6	7	8	9	10
Stress Resilience (Emotional Control)	1	2	3	4	5	6	7	8	9	10

The Coaching Leader

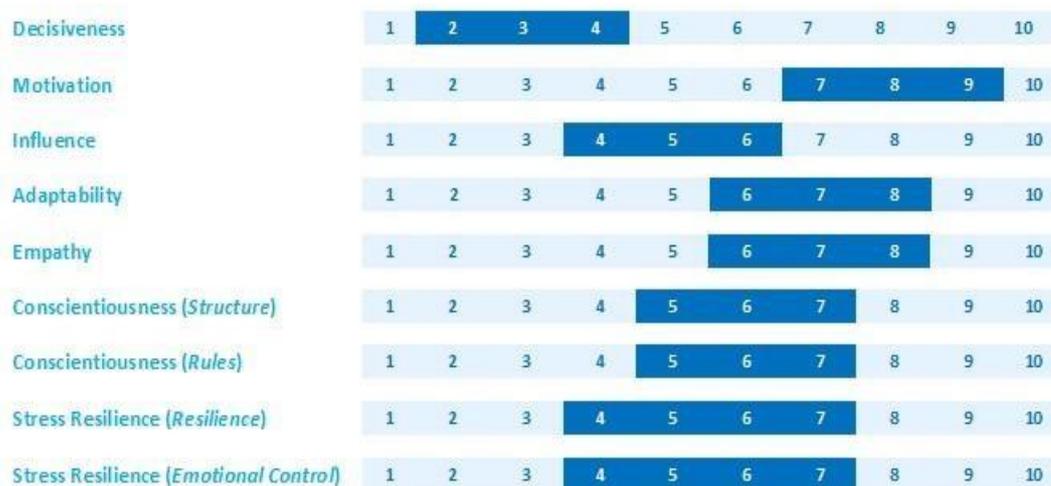
The Coaching Leader connects wants to organizational goals, holding long conversations that reach beyond the workplace, helping people find strengths and weaknesses and tying these to career aspirations and actions. They are good at delegating challenging assignments, demonstrating faith that demands justification and which leads to high levels of loyalty.

Done badly, this style looks like micromanaging.

It is best used when individuals need to build long-term capabilities. It has a highly positive impact on the climate.



What would Coaching Style Look Like on an E.I. Profile?



The Affiliative Leader

The Affiliative Leader creates people connections and thus harmony within the organization. It is a very collaborative style which focuses on emotional needs over work needs.

When done badly, it avoids emotionally distressing situations such as negative feedback. Done well, it is often used alongside visionary leadership. It is best used for healing rifts and getting through stressful situations. It has a positive impact on climate.



What would Affiliative Style Look Like on an E.I. Profile?

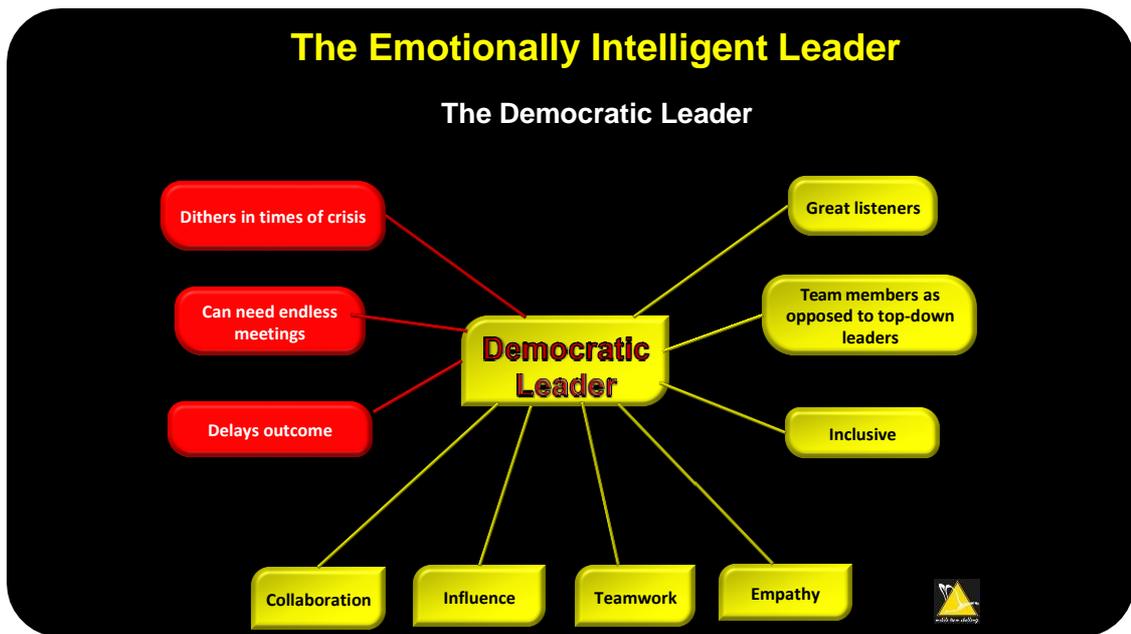
Decisiveness	1	2	3	4	5	6	7	8	9	10
Motivation	1	2	3	4	5	6	7	8	9	10
Influence	1	2	3	4	5	6	7	8	9	10
Adaptability	1	2	3	4	5	6	7	8	9	10
Empathy	1	2	3	4	5	6	7	8	9	10
Conscientiousness (Structure)	1	2	3	4	5	6	7	8	9	10
Conscientiousness (Rules)	1	2	3	4	5	6	7	8	9	10
Stress Resilience (Resilience)	1	2	3	4	5	6	7	8	9	10
Stress Resilience (Emotional Control)	1	2	3	4	5	6	7	8	9	10

The Democratic Leader

The Democratic Leader acts to value inputs and commitment via participation, listening to both the bad and the good news.

When done badly, it looks like lots of listening but very little effective action.

It is best used to gain buy-in or when simple inputs are needed (when *you* are uncertain). It has a positive impact on climate.



What would Democratic Style Look Like on an E.I. Profile?

Decisiveness	1	2	3	4	5	6	7	8	9	10
Motivation	1	2	3	4	5	6	7	8	9	10
Influence	1	2	3	4	5	6	7	8	9	10
Adaptability	1	2	3	4	5	6	7	8	9	10
Empathy	1	2	3	4	5	6	7	8	9	10
Conscientiousness (<i>Structure</i>)	1	2	3	4	5	6	7	8	9	10
Conscientiousness (<i>Rules</i>)	1	2	3	4	5	6	7	8	9	10
Stress Resilience (<i>Resilience</i>)	1	2	3	4	5	6	7	8	9	10
Stress Resilience (<i>Emotional Control</i>)	1	2	3	4	5	6	7	8	9	10

The Pace-Setting Leader

The Pace-setting Leader builds challenge and exciting goals for people, expecting excellence and often exemplifying it themselves. They identify poor performers and demand more of them. If necessary, they will roll up their sleeves and rescue the situation themselves.

They tend to be low on guidance, expecting people to know what to do. They get short term results but over the long term this style can lead to exhaustion and decline.

Done badly, it lacks Emotional Intelligence, especially self-management. A classic problem happens when the 'star techie' gets promoted.

It is best used for results from a motivated and competent team.

It often has a very negative effect on climate (because it is often poorly done).



What would Pace-Setting Style Look Like on an E.I. Profile?

Decisiveness	1	2	3	4	5	6	7	8	9	10
Motivation	1	2	3	4	5	6	7	8	9	10
Influence	1	2	3	4	5	6	7	8	9	10
Adaptability	1	2	3	4	5	6	7	8	9	10
Empathy	1	2	3	4	5	6	7	8	9	10
Conscientiousness (Structure)	1	2	3	4	5	6	7	8	9	10
Conscientiousness (Rules)	1	2	3	4	5	6	7	8	9	10
Stress Resilience (Resilience)	1	2	3	4	5	6	7	8	9	10
Stress Resilience (Emotional Control)	1	2	3	4	5	6	7	8	9	10

The Commanding Leader

The Commanding Leader soothes fears and gives clear directions by his or her powerful stance, commanding and expecting full compliance (agreement is not needed). They need emotional self-control for success and can seem cold and distant. This approach is best in times of crisis when you need unquestioned rapid action and with problem employees who do not respond to other methods.



What would Commanding Style Look Like on an E.I. Profile?

What would the Commanding Style look like on the EBW?

Decisiveness	1	2	3	4	5	6	7	8	9	10
Motivation	1	2	3	4	5	6	7	8	9	10
Influence	1	2	3	4	5	6	7	8	9	10
Adaptability	1	2	3	4	5	6	7	8	9	10
Empathy	1	2	3	4	5	6	7	8	9	10
Conscientiousness (Structure)	1	2	3	4	5	6	7	8	9	10
Conscientiousness (Rules)	1	2	3	4	5	6	7	8	9	10
Stress Resilience (Resilience)	1	2	3	4	5	6	7	8	9	10
Stress Resilience (Emotional Control)	1	2	3	4	5	6	7	8	9	10

How to Develop your Emotional Intelligence



MTC Europe You Tube Library: <https://youtu.be/cZa1gtPr2JE> - How to develop your Emotional Intelligence by Daniel Goleman

INTRAPERSONAL	INTERPERSONAL	ADAPTABILITY	STRESS MANAGEMENT	GENERAL MOOD
Emotional Self Awareness	Empathy	Reality Testing	Stress Tolerance	Optimism
Assertiveness	Social Responsibility	Problem Solving	Impulse Control	Happiness
Independence	Interpersonal Relationship	Flexibility		
Self Regard				
Self Actualisation				

The emotionally well-balanced person will be successful in anticipating adversity and its impacts—personally, professionally, relationally—as well as anticipating the potential response of others to adversity.

Your Emotional Intelligence Leadership Style

The 6 Emotionally Intelligent Leadership Styles



It is very rare to find that your E.I. profiles has an EXACT match against one of the 6 E.I. Leadership Style profiles. In fact, the more experience a leader has, the more rounded an approach a development of their styles shows is demonstrated.

Take a look at the descriptions of the individual styles on Pages 19-24 and assess if you feel that you are a closer match to any particular style.

How do YOUR 8 E.I. Behaviours Stack Up Under Pressure?

When MILITARY Intelligence meets EMOTIONAL Intelligence



Decisiveness

The capacity and preparedness to take decisions, accept responsibility and take the initiative. Provides clarity on issues and is prepared to be assertive.



Motivation/Drive

Wants to achieve, has energy, drive and enthusiasm, is ambitious, is optimistic and positive about things, less likely to become demoralised, is not cautious or hesitant.



Influence

Is able to persuade others, gets own views across, can get others to do things for them or to do what they want, is able to lead and likes to, likes a position of authority.



Adaptability

Responds well to change, is flexible and adaptable, keeps an open mind, likes variety, accepts others' input, likes novel and creative approaches.



Empathy

Team orientated, sensitive to others needs and can see their perspective, tactful, sympathetic, patient, gets on with others, is tolerant of other people, approachable.



Conscientiousness

Meets deadlines, is punctual, is tidy, works hard, is reliable, dependable, conscientious, self-disciplined, good at organising and can tend to conform and follow the rules.



Stress Resilience / Emotional Control

Copes with the day-to-day pressures of life, can control themselves e.g. can control temper when provoked.



Self-Awareness

This scale gives an index of the extent to which your rating of yourself is likely to correspond with the way that others would rate you.

