

Transforming Leaders to improve performance

The EBW Emotional Intelligence System for Business

Understand the Impact - Know the Full Potential



www.ebwonline.com

EBWTM
Emotions & Behaviours at Work

The EBW System puts the power of leadership into the palms of your hands.

The EBW System benchmarks you against 2500 international leaders and tells you how to adopt and demonstrate your best leadership style.

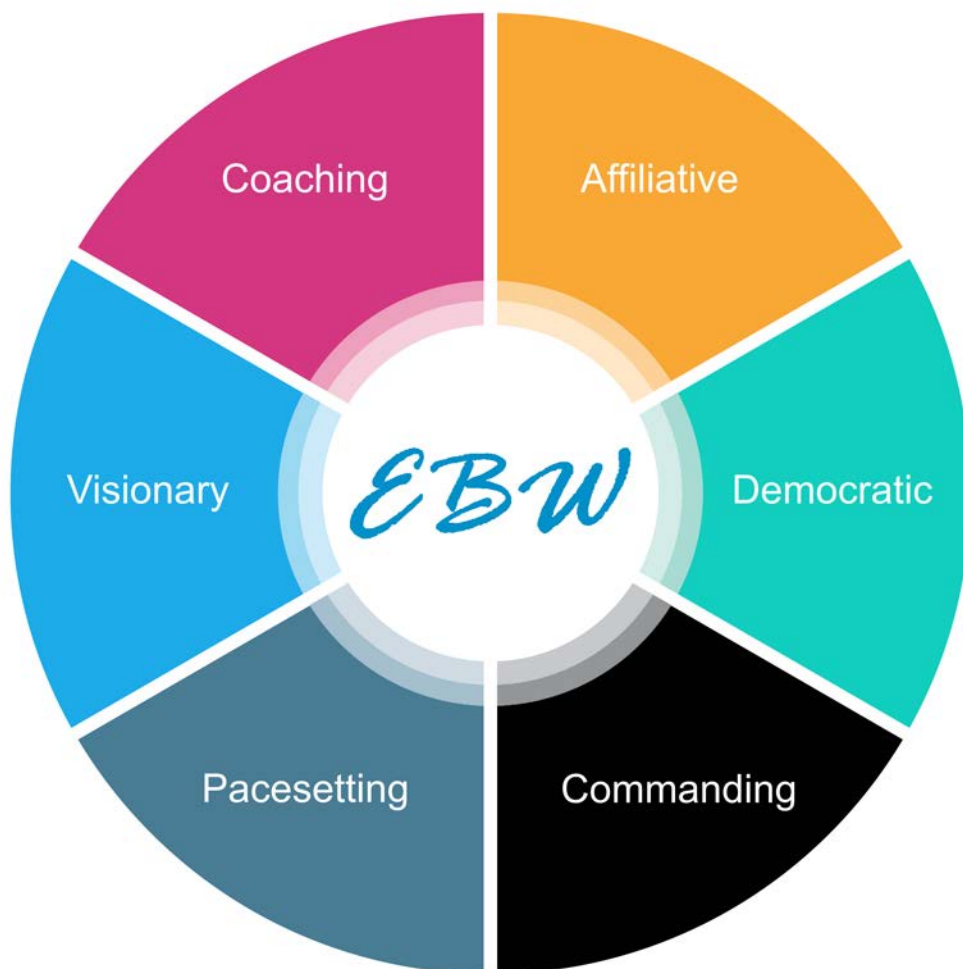
- 1) Consider what leadership style you need
- 2) Discover the 6 leadership styles
- 3) Learn the EBW leadership process that transforms leaders and teams



Contact your EBW Certified Facilitator for a Leadership Discovery Call Today

With a practitioner network based on 6 continents, all of whom are licensed to use the EBW System we guarantee the EBW Emotional Intelligence approach empowers leaders and teams to transform themselves and their organisations.

What is your Leadership Style?



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.

Each style has a distinct effect on the working atmosphere of a company, division, or team, and, in turn, on its financial performance.

Discover your leadership style with EBW, learn to be a better leader.



Goleman's Visionary Leader

Overview

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.

This leadership style is about self confidence, empathy and being a change catalyst. The style can be summed up by the phrase "come with me".

Overall, it is argued that it has a highly positive impact on the organisational climate.

How does it work?

It moves the organisation or team towards a shared goal or dream.

When does it not work?

This approach may not work when a leader is trying to motivate more experienced experts or peers who know more than him or her.

When is it best?

This style is best when a new direction is needed or a new vision.

What would the Visionary 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



Goleman's Coaching Leader

Overview

The coaching leader connects to organisational 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.

This leadership style is about developing others, empathy and self awareness. The style can be summed up by the phrase "Try this".

Overall, it is argued that it has a positive impact on the team /organisational climate.

How does it work?

It develops people so they are ready for the future.

When does it not work?

It is least effective when teammates are defiant and unwilling to change or learn, or if the leader lacks proficiency as it can appear like they are micromanaging.

When is it best?

It is best used when individuals need to build long-term capabilities.

What would the Coaching 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
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Goleman's Affiliative Leader

Overview

The affiliative leader creates people connections and harmony within the organisation. It is a very collaborative style which focuses on emotional needs over work needs.

This leadership style is about empathy, building relationships, and communication. The style can be summed up by the phrase "People come first".

Overall, it is argued that it has a positive impact on the team /organisational climate.

How does it work?

It creates harmony and builds emotional bonds.

When does it not work?

It is least effective when used exclusively, because a sole reliance on praise and nurturing can foster mediocre performance and a lack of direction.

When is it best?

The affiliative approach works best in times of stress, when teammates need to heal from a bad project/experience, or when the team needs to rebuild trust. It is often used alongside visionary leadership.

What would the Affiliative 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
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Goleman's Democratic Leader

Overview

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

This leadership style is about collaboration, team leadership and communication. The style can be summed up by the phrase "what do you think?".

Overall, it is argued that it has a positive impact on the team/organisational climate.

How does it work?

It forges consensus through participation.

When does it not work?

It is not the best choice in an emergency situation, when time is of the essence for another reason or when teammates are not informed enough to offer sufficient guidance to the leader.

When is it best?

The democratic style is most effective when the leader needs the team to buy into or have ownership of a decision, plan, or goal, or if he or she is uncertain and needs fresh ideas from qualified teammates.

What would the Democratic 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
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Goleman's Pace-setting Leader

Overview

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.

This leadership style is about conscientiousness, drive to achieve and initiative. The style can be summed up by the phrase "Do as I do now".

Overall, it is argued that it has a negative impact on the team/organisational climate (because it is often poorly done).

How does it work?

It sets high standards for performance.

When does it not work?

It does not work well when people lack drive and need guidance. Pace-setting leaders get short term results but over the long term this style can overwhelm team members and squash innovation.

When is it best?

The pace-setting style works best when the team is highly motivated and skilled, and the leader needs quick results.

What would the Pace-setting 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
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Goleman's Commanding Leader

Overview

The Commanding Leader soothes fears and gives clear direction 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 leadership style is about the drive to achieve, initiative and self control. The style can be summed up by the phrase "Do what I tell you".

Overall, it is argued that it has a negative impact on the team/organisational climate.

How does it work?

It demands immediate compliance.

When does it not work?

It does not work well when leaders need an empowered, innovative and supportive team because it can alienate people and stifle flexibility and inventiveness.

When is it best?

This approach is best in times of crisis when you need unquestioned, rapid action (to kick start a turnaround) and with problem employees who do not respond to other methods.

What would the Commanding Style look like on the EBW?

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EBW Leadership Development Process

Module One - What is leadership success?



Module Two - EBW Business EQ Assessment

Find your benchmark against international leaders



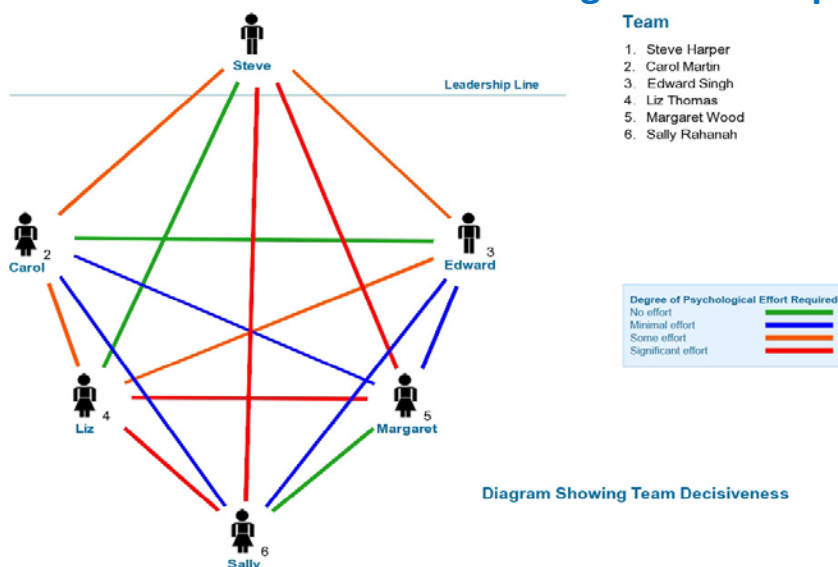
Module Three – Discover & build leadership style

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Module Four – Understand & create the right leadership impact



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