

Quick Reference on Great Leadership (2)

Emotional Intelligence: A Foundation for Great Leadership

Self-Awareness	the ability to recognize and understand your moods, emotions, and drives, as well as their effect on others.
Self-Regulation	the ability to control or redirect disruptive impulses and moods the propensity to suspend judgement – to think before acting
Motivation	a passion to work for reasons that go beyond money or status a propensity to pursue goals with energy and persistence
Empathy	the ability to understand the emotional makeup of other people skill in treating people according to their emotional reactions
Social skill	proficiency in managing relationships and building networks an ability to find common ground and build rapport

Source: D. Goleman (November-December 1998).
"What Makes a Leader?" *Harvard Business Review*: 95.

Leadership for Different Situations

	<i>Coercive</i>	<i>Authoritative</i>	<i>Affiliative</i>	<i>Democratic</i>	<i>Pacesetting</i>	<i>Coaching</i>
<i>The leader's modus operandi</i>	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future.
<i>The style in a phrase</i>	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now."	"Try this."
<i>Underlying emotional intelligence competencies</i>	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
<i>When the style works best</i>	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
<i>Overall impact on climate</i>	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Source: D. Goleman (March-April 2000). "Leadership That Gets Results." *Harvard Business Review*

