



# Inspiring small shifts in attitude to make a BIG difference in performance

## What is "Best Practice" Leadership?

*"In those fields which I have studied, EI is much more powerful than IQ in determining who becomes a leader."* Warren Bennis, 'On Becoming a Leader'.

**A big part of the answer is that it's authentic and emotionally intelligent**

Why? Because leaders who are principled and emotionally intelligent, consistently deliver outstanding performance by combining it with their other natural assets to have a success mindset. They engage and inspire their people so that leadership and responsibility for that success is spread throughout the organisation.

Emotional intelligence is a combination of attitude, skills and habits that distinguish outstanding leaders from merely competent managers.

It is made up of three parts:

**Intrapersonal Intelligence:** from a foundation of Self Regard, this is being intelligent in picking up what is going on inside us (Self Awareness) and doing what we need to do about it (Self Management).

**Interpersonal Intelligence:** from a foundation of Regard for Others, this is being intelligent in picking up what is going on in other people and between people (Other Awareness) and doing what we need to do about that (Relationship Management).

**Situational Intelligence:** from a foundation of Healthy Optimism, this is being intelligent in picking up what is going on around us (Situation Awareness) and doing what we need to do about it (Situation Management).

### And most recently ...

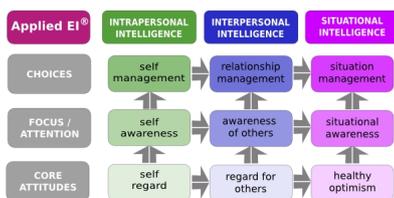
After years of research and development, we are now starting to see evidence-based findings coming through about the type of leadership that has the effect of raising employee engagement, and having a positive impact of morale, performance and productivity. So, no more theories, we now know the answers and need to get on with putting them into practice as quickly as possible.

Have a look at Best Practice under the Links tab and you'll find there The Real World Group's "Engaging Transformational Leadership" and The Alignment Partnership's "Leadership Transformations from the Inside Out". Brilliant research and development that shows us the way to go on leadership.

And while we're at it, let's not forget Steve Radcliffe's "Leadership Plain and Simple", and Rob Goffee & Gareth Jones' "Why Should Anyone Be Led by You, what it takes to be an authentic leader", still two of the best books ever written about leadership.

### Emotionally Intelligent Leadership Coaching and Development

All of my coaching and development work is based on a single coherent and comprehensive model of personal development co-authored in the UK by leading experts Tim Sparrow and Amanda Knight. This is so insightful for leadership development that their book "Applied EI - The importance of attitudes in developing emotional intelligence", is a 'must have' (See below for details)





This attitudinal approach was developed by Tim Sparrow and Amanda Knight in their book "Applied EI" which is available

## Why should organisations develop emotional intelligence?

Research has provided clear evidence that emotionally intelligent leaders are more successful. Many of these studies yield bottom-line results: At PepsiCo, for example, executives selected for EQ competencies generated 10% more productivity. High EQ sales people at L'Oreal brought in \$2.5 million more in sales. An EQ initiative at Sheraton helped increase market share by 24%.

One of the most important applications of EQ is in helping leaders foster a workplace climate conducive to high performance. These workplaces yield significantly higher productivity, retention, and profitability, and emotional intelligence appears key to this competitive advantage.

Organisations with emotionally intelligent leaders and employees achieve their desired results; they are effective and profitable. Their employees choose the most appropriate behaviour in a given situation and are likely to excel in performance; they are Self Aware and demonstrate effective Self Management.

Competitive advantage is created by having emotionally intelligent leaders, from line managers to the senior management team. Furthermore, research indicates that emotional intelligence becomes more and more critical to performance the further you go up the organisation, right up to the CEO.

**Look no further than the published works of Martyn Newman, "Emotional Capitalists - The New Leaders",<sup>1</sup> and Steve Radcliffe, "Leadership Plain and Simple" for ample evidence of this, and guidance about how to achieve it.**

**Why not have a look at these and other ground breaking articles about leadership that you'll find under the 'Links' tab?**