

Leadership - That Gets Results

Dr. Fuad Hameed Rai
Turn Around Consultant

Dr. Rai managed his first organisation as a head of the organisation at the age of 32 years managing more than 1000 employees from 1999 to 2002. Since then he has developed new companies taken them into profit as well as turned around companies going in loss into profit making ventures. He travels all over the world lecturing and conducting training workshops to improve organizational productivity.



What do effective leaders do?

- 1. Leaders set Strategy
- 2. They motivate
- 3. They create a mission
- 4. They build a culture

Seasoned Business Persons will
Respond

The Leaders Only Job Is To Get
Results

But How?

- To get coaching by an expert by creating business persons who can turn bold objectives be they
 - - Strategic
 - - Financial
 - - Organisational
 - - Or all three into reality

Virtually no large scale research has
demonstrated which precise
leadership behaviour yields positive
results

- Leadership experts offer advise based on inference; experience and instinct.
- Sometimes that advise is right on target.
 - Sometimes its not.

Research by Consulting Firm Hay / McBer

Drawn on a random sample of 3,871 executives selected from a database of more than 20,000 executives worldwide takes much of the mystery out of effective leadership.

The Research found Six Distinct Leadership Styles

- Each springing from different components of emotional intelligence.
- Styles taken individually, appear to have a direct and unique impact on the working atmosphere of a company, division or team and in turn on its financial performance.

- The most important finding is that Leaders with best results do not rely on only one leadership style; they use most of them in a given week - seamlessly and in different measure - depending on the business situation at hand.
- Imagine the styles, then, as the array of clubs in a golf pro's bag. Over the course of game, the pro picks and chooses clubs based on the demands of the shot. Sometimes he has to ponder his selection, but usually it is automatic.
- The pro senses the challenge ahead, swiftly pulls out the right tool, and elegantly puts it to work. That's how impact leaders operate, too.

Different Clubs in a Golf Pro's Bag



What are the six styles of leadership? Not New For Veterans.

- **COERCIVE LEADERS** demand immediate compliance
- **AUTHORITATIVE LEADERS** mobilise people towards a vision
- **AFFILIATIVE LEADERS** create emotional bonds and harmony
- **DEMOCRATIC LEADERS** build consensus through participation
- **PACESETTING LEADERS** expect excellence and self direction
- **COACHING LEADERS** develop people for the future

- Close your eyes and you can imagine a colleague who uses any of these styles.
- What is new in this research, are its implications for action.
- First, it offers a fine grained understanding of how different leadership styles affect performance and results.
- Second, it offers clear guidance on when a manager should switch between them.
- It also strongly suggests that switching flexibly is well advised. New, too, is the research's finding that each leadership style springs from different components of emotional intelligence.

Guess which Leadership Style
is this?



Guess which Leadership Style
is this?



Guess which Leadership Style is this?



Guess which Leadership Style
is this?



Guess which Leadership Style
is this?



Guess which Leadership Style is this?



- Late David McClelland, a noted Harvard University psychologist, found that leaders with strengths in a critical mass of six or more emotional intelligence competencies were far more effective than peers who lacked such strengths.
- When he analysed the performance of division heads at a global food and beverage company, he found that among leaders with this critical mass of competence, 87% placed in the top third for annual salary bonuses based on their business performance.

- Their divisions on an average outperformed yearly revenue targets by 15% to 20%.
- Those executives who lacked emotional intelligence were rarely rated as outstanding in their annual performance reviews, and their divisions under performed by an average of almost 20%.

What Is Emotional Intelligence?

- Emotional Intelligence is the ability to identify and manage your own emotions and the emotions of others. It is generally said to include three skills:
- 1. Emotional awareness, including the ability to identify your own emotions and those of others;
- 2. The ability to harness emotions and apply them to tasks like thinking and problems solving;
- 3. The ability to manage emotions, including the ability to regulate your own emotions, and the ability to cheer up or calm down another person.

WHAT I SEE

WHAT I DO

**PERSONAL
COMPETENCE**

**SELF-
AWARENESS**

**SELF-
MANAGEMENT**

**SOCIAL
COMPETENCE**

**SOCIAL
AWARENESS**

**RELATIONSHIP
MANAGEMENT**



Based on Daniel Goleman's groundbreaking work in the area of EQ, he identified four areas as shown below

		Recognition	Regulation	
Personal Competence	Self-Awareness	<ul style="list-style-type: none"> ✓ Self-confidence ✓ Awareness of your emotional state ✓ Recognizing how your behavior impacts others ✓ Paying attention to how others influence your emotional state 	Self-Management	<ul style="list-style-type: none"> ✓ Getting along well with others ✓ Handling conflict effectively ✓ Clearly expressing ideas and information ✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully
	Social Competence	Social Awareness	<ul style="list-style-type: none"> ✓ Picking up on the mood in the room ✓ Caring what others are going through ✓ Hearing what the other person is "really" saying 	Relationship Management

Four Areas Of Emotional Intelligence

Self Awareness	Self Management	Social Awareness	Relationship Management
<ul style="list-style-type: none">*Know your story & how it affects you*Make peace with your past*Know your beliefs, your emotions & your behavior patterns*Know your relationship patterns	<ul style="list-style-type: none">*Learn skills for breathing & relaxation*Complete your basic emotional healing work*Learn skills for soothing & motivating yourself*Maintain healthy eating & exercise	<ul style="list-style-type: none">*Understand nonverbal social signals*Develop a positive view of others*Understand basic human emotional needs*Understand "games" & personal integrity	<ul style="list-style-type: none">*Develop skills for reflective listening & empathy*Learn skills for healthy assertiveness*Learn conflict resolution skills*Develop skills for support & affirmation of others



Ask yourself these questions:

- Can I always explain my actions?
- Do others see me as I see myself?
- Do I stay calm in the midst of chaos?
- Do I get easily irritated?
- Do I genuinely care about how others feel?
- Do I get along well with all of my co-workers?
- Do I often get stressed?

Self Awareness

- Emotional Self Awareness
- Actual Self Assessment
- Self Confidence

Self Management

- Self Control
- Trustworthiness
- Conscientiousness
- Adaptability
- Achievement Orientation
- Initiative

Social Awareness

- Empathy
- Organizational Awareness
- Service Orientation

Social Skill

- Visionary Leadership
- Influence
- Developing Others
- Communication
- Change Catalyst
- Conflict Management
- Building Bonds
- Teamwork and Collaboration

	1. COROCIVE	2. AUTHORITATIVE	3. AFFILIATIVE	4. DEMOCRATIC	5. PACESETTING	6. COACHING
Leaders Modus Operandi	Demands Immediate Compliance	Mobilizes people towards a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sts high standards for performance	Develop people for the future
The Style in a Phrase	“Do what I tell you“	“Come with me“	“People come first“	“What do you think?“	“ Do as I do, now“	“Try this“
Underlying Emotional Intelligence Competencies	Drive to achieve, initiative, self control	Self Confidence, empathy, change catalyst	Empathy, building relationships, Communication	Collaboration, team leadership, communication	Conscientiousnes s, drive to achieve, initiative	Developing others, empathy, self awareness
When the Style Works Best	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 motivate people during stressful circumstances	To build by 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
Overall Impact on Climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Affiliative Leadership Style

	Authoritative	Affiliative	Democratic	Coaching	Coercive	Pacesetting
Flexibility	++	++	++	+	--	-
Responsibility	+	+	+	+	--	+
Standards	++	++	+	++	+	-
Rewards	+++	+++	++	++	-	--
Clarity	+++	++	++	++	-	--
Commitment	++	++	+	+	-	-
Overall impact on work climate	Most Strongly Positive	Positive	Positive	Positive	Negative	Negative

Source: Daniel Goleman, 2006. Leadership that gets results. Harvard Business Review, March-April

Skill Development Exercise

- Please divide into two groups

Acknowledgements

- Work done by Daniel Goleman, Harvard Business Review On Leadership
- HSMC team
- Research-Analysis-Innovation / Implementation Foundation
- Prof. Hammed A K Rai
- Aliezeh F Rai
- Nawal F Rai

- Contact:
- Dr. Fuad H Rai For a Training Workshop to be arranged for your staff / organization on 0092(0)3361900000 or email on drfuadrai@yahoo.co.uk

