



TOPICS OF DISCUSSION

Intellectual Intelligence(IQ)

vs



- Emotional Intelligence (EQ)

- EQ in Organisations

- How to develop EQ in the workplace

- EQ and workplace challenges

- 4 Dimensions of EQ

- EQ and Leadership

- EQ in action

- Conflict Management



Seminar exercise

Organizations Today...

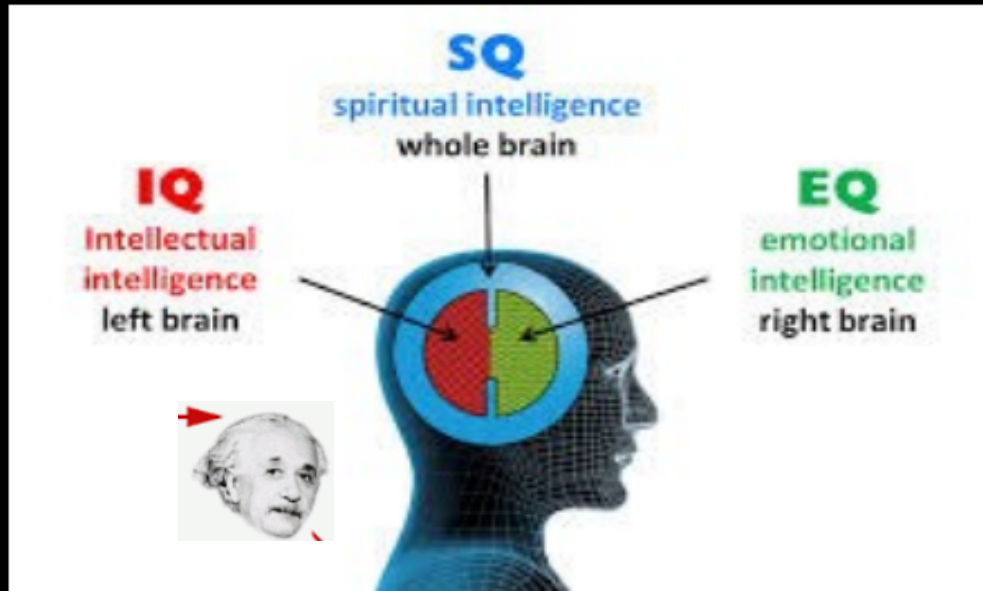
- VUCA environment (volatile, uncertain, constantly changing, and ambiguous)
- Increasing expectations
- Limited resources
- Boundryless; Flat
- Multiple generations
- Lower engagement



In light of these characteristics **EQ** emerges not as something "nice" to have, but as an increasingly important set of "must-have" skills.

Intelligence

Although experts differ on an exact definition of intelligence, most agree that intelligent behavior has at least two components:



1. The ability to learn from **experience**.
2. The ability to adapt to the surrounding **environment**.

What are the type of
Intelligence ??

Factors of General Intelligence Tests

1. **Verbal Comprehension** - vocabulary, verbal analogies
2. **Number** - mathematical operations
3. **Space** - visual-spatial and mental transformation
4. **Associative Memory** - rote memory
5. **Perceptual Speed** - quickness in noticing similarities and differences
6. **Reasoning** - skill in inductive, deductive, and math problems

Emotions

“Emotions are important because if we did not have them, nothing else would matter... Emotions are the essence of life. They are the stickiest glue that bonds us to others and the sharpest sword that tears us apart. Emotions allow us to make meaning of everything. The point of doing, having or being anything is to feel better. Making people objectively better off does nothing for them unless it also makes them subjectively better off.”

— Mack (2009)

“Emotions are information. Emotions give us information that is impossible to perceive in any other way.”

— Curtis (2013)

EMOTIONS



What are emotions?

Emotions are psychological states comprised of thoughts, feelings, physiological changes, expressive behaviors, and inclinations to act.

Types of emotions ??

Four (Six) Basic Emotions

- Happy
- Sad
- Afraid/surprised
- Angry/disgusted

Distinctions (biologically-based facial signals) between fear and surprise (wide-open eyes) and between anger and disgust (wrinkled nose) develop at later age, more for social reasons than survival ones.



"Just because you've got the emotional range of a teaspoon doesn't mean we all have"

(Harry Potter and the Order of the Phoenix)

Goleman (1995-2003) has popularized the concept of emotional intelligence and formulated EI in terms of a *theory of job and work performance*



“Emotional Intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and our relationships.”

Emotional Intelligence: Definition

“an array of non-cognitive capabilities, competencies and skills that influence one’s ability to succeed in coping with environmental demands and pressures”

— Reuven Bar-On (1997)

“the capacity for recognizing our own feelings and those of others for motivating ourselves, and for managing emotions well in ourselves and in our relationships”

— Daniel Goleman (1998)

“the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth.”

— Salovey & Mayer (1997)

El is about perceiving, understanding, using, and managing emotions

What is Emotional Intelligence ? (EQ)



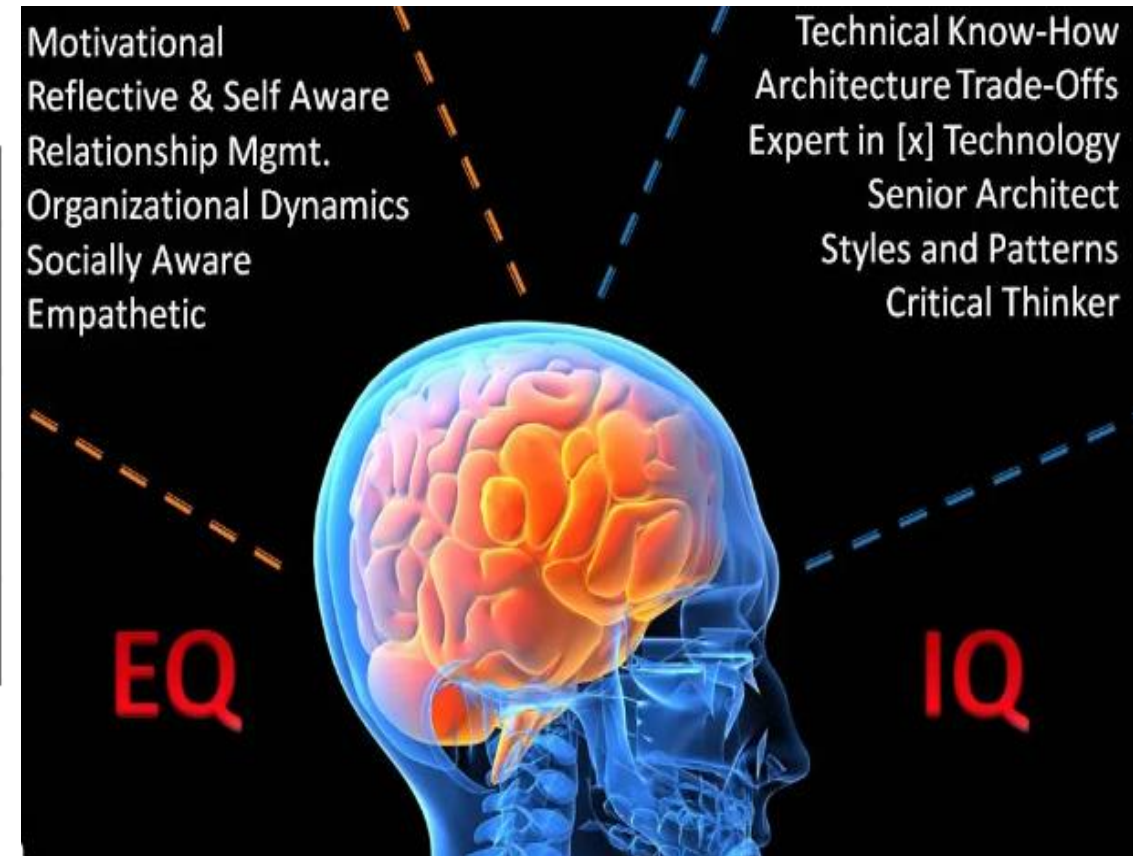
Wikipedia

Emotional intelligence or (EQ) is the ability to identify, assess, and control the emotions of oneself, of others, and of groups.

Generally, it's being able to correctly perceive and respond appropriately to the underlying emotions of the people you come in contact to.

Difference between Emotional Intelligence and Cognitive Intelligence (EQ vs. IQ)

EQ	IQ
<ul style="list-style-type: none">• Focus: Developing an understanding of and an ability to manage emotions	<ul style="list-style-type: none">• Focus: developing one's cognitive abilities; more academically oriented
<ul style="list-style-type: none">• Can be enhanced throughout one's life	<ul style="list-style-type: none">• Generally thought to be largely established at birth and cannot be enhanced
<ul style="list-style-type: none">• Recently understood to be an important predictor of one's potential for success	<ul style="list-style-type: none">• Has been traditionally used to predict potential for one's success
<ul style="list-style-type: none">• Promotes positive relationships; Increases self-motivation and drive	<ul style="list-style-type: none">• Enables development of technical skills and abilities; Enables conceptual thinking



Understanding EQ in Yourself and the Workplace

Emotional Intelligence is not just about managing emotions:



It involves engaging a distinct combination of emotional, personal and interpersonal skills and competencies that are essential to your leadership and management success.

Why Focus on EQ at Work?

“Every organization is an emotional place because it is a human invention, serving human purposes and dependent on human beings to function...Emotion is what creates and sustains a system in its current form”

— Reynolds & Vince (2004)

“Empirical reviews have claimed a surprisingly strong relationship between job performance and self-reported emotional intelligence”

— Joseph, Jin, Newman, & O'boyle (2015)

“EI is a key ingredient of effective complex project leadership”

— Rezvani et al. (2016)

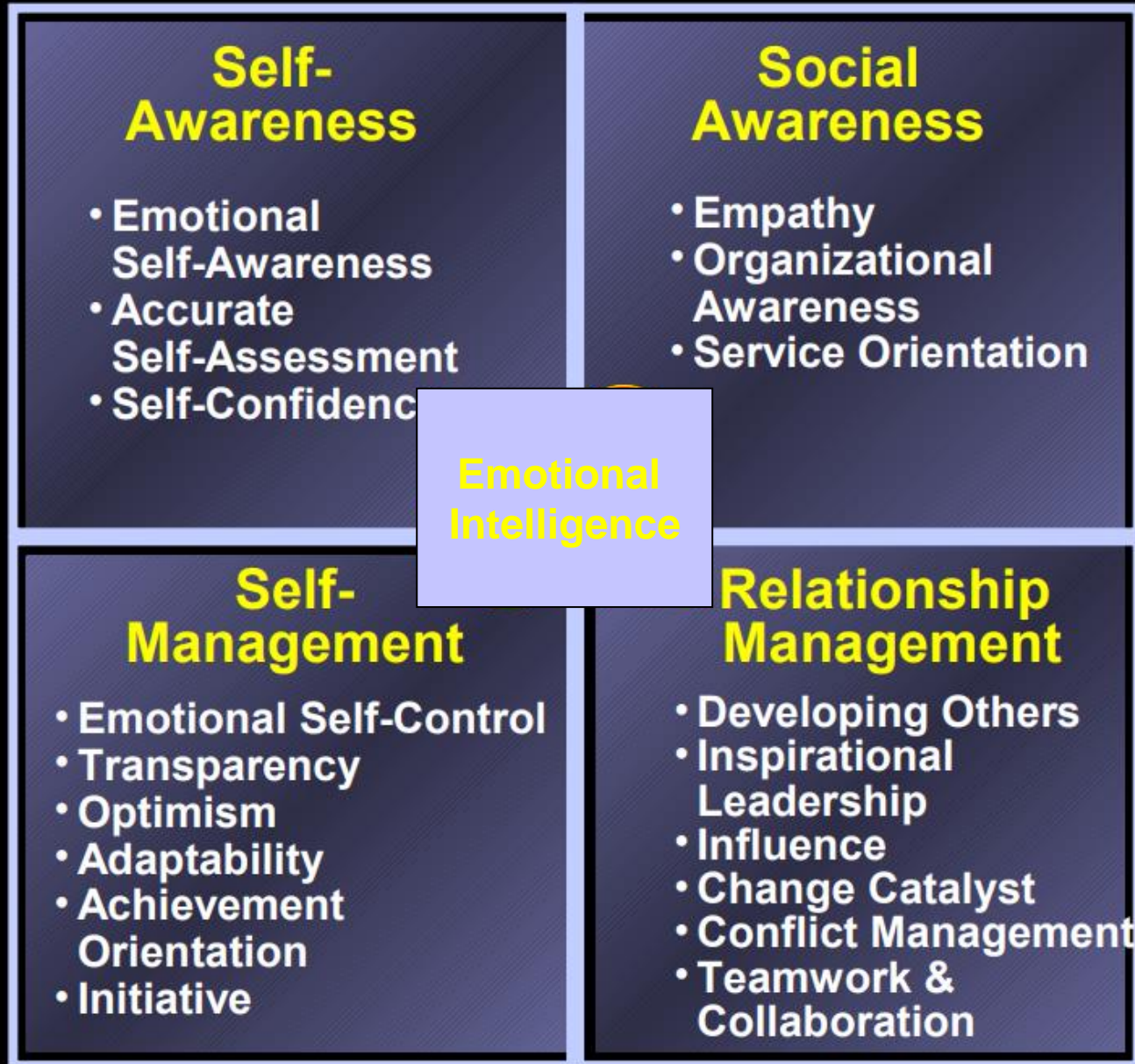
“EI is argued to have important implications for the selection of employees in organizations”

— Kluemper, McLarty, Bishop, & Sen (2018)

Emotional Expressions & Organizations

- Organizations are emotionally laden yet emotions are often restricted
 - Management attempts to regulate emotions
 - Not acknowledged or valued (even devalued)
- Emotions define work relationships
 - Organizational display rules dictate appropriate emotion display; Socially, we are taught that some emotions are (in)appropriate to express
 - Emotional labor (Grandey, 2003):
 - Surface acting: A process through which employees alter their outward expressions, yet leaving their internal feelings intact (faking emotions).
 - Deep acting: A process through which employees change their internal feelings to align with organizational expectations, producing more natural and genuine emotional displays (changing the emotions felt to the emotions displayed).
- Gender differences: Women are more emotional than men (e.g., while men and women both report feeling sadness at the same levels, women tend to display overt signs of sadness while men tend to withdraw). The observed gender-based emotional differences seem to primarily stem from internalized social gender roles, rather than biology.

The Twenty EQ Competencies



EXAMPLES OF EQ TESTING

The Quick Emotional Intelligence Self-Assessment

Circle the number that most closely represents your agreement with the following statements:

(0 = Never, 2 = Sometimes, 4 = Always)

Statements	Score
Emotional Awareness	
• I am able to stand apart from my thoughts and feelings and examine them	0 1 2 3 4
• My feelings are clear to me at any given moment	0 1 2 3 4
• Emotions play an important part in my life	0 1 2 3 4
• My moods impact the people around me	0 1 2 3 4
• I find it easy to put words to my feelings	0 1 2 3 4
• My moods are easily affected by external events	0 1 2 3 4
• I can easily sense when I'm going to be angry	0 1 2 3 4
• I readily tell others my true feelings	0 1 2 3 4
• I find it easy to describe my feelings	0 1 2 3 4
• Even when I'm upset, I'm aware of what's happening to me	0 1 2 3 4
TOTAL	_____

Statements	Score
Social Emotional Awareness	
• I consider the impact of my decisions on other people	0 1 2 3 4
• I can tell easily tell if the people around me are becoming annoyed	0 1 2 3 4
• When people's moods changes, I sense it	0 1 2 3 4
• I am able to be supportive when giving bad news to others	0 1 2 3 4
• I am generally able to understand the way other people feel	0 1 2 3 4
• My friends can tell me intimate things about themselves	0 1 2 3 4
• It is hard for me to see other people suffer	0 1 2 3 4
• I usually know when to speak and when to be silent	0 1 2 3 4
• I care what happens to other people	0 1 2 3 4
• When people's plans change, I understand	0 1 2 3 4
TOTAL	_____

Emotional Management

• I accept responsibility for my reactions	0 1 2 3 4
• I find it easy to make goals and stick with them	0 1 2 3 4
• I am an emotionally balanced person	0 1 2 3 4
• I am a very patient person	0 1 2 3 4
• I can accept critical comments from others without becoming angry	0 1 2 3 4
• I maintain my composure, even during stressful times	0 1 2 3 4
• If an issue does not effect me directly, I don't let it bother me	0 1 2 3 4
• I can restrain myself when I feel anger towards someone	0 1 2 3 4
• I control urges to overindulge in things that could damage my well being	0 1 2 3 4
• I direct my energy into creative work or hobbies	0 1 2 3 4
TOTAL	_____

Relationship Management

• I am able to show affection	0 1 2 3 4
• My relationships are safe places for me	0 1 2 3 4
• I find it easy to share my deep feelings with others	0 1 2 3 4
• I am good at motivating others	0 1 2 3 4
• I am a fairly cheerful person	0 1 2 3 4
• It is easy for me to make friends	0 1 2 3 4
• People tell me I am sociable and fun	0 1 2 3 4
• I like helping people	0 1 2 3 4
• Others can depend on me	0 1 2 3 4
• I am able to talk someone down if they are very upset	0 1 2 3 4
TOTAL	_____

Scoring: Add up the scores for each domain to get a sense of one's emotional effectiveness. Measure the effectiveness of each competency by the following key:

0 – 24
25 – 34
35 – 40

Area for Enrichment: requires attention and development

Effective functioning: consider strengthening

Enhanced Skills: use as a leverage to develop weaker areas

There's No Crying in Baseball

How do you think the coach would score on his EQ Assessment?



<http://www.youtube.com/watch?v=gKCHvOvIHL0>

https://www.youtube.com/watch?v=6M8szlSa-8o&ab_channel=Movieclips

Class Exercise: Abusive Supervision

Best Leader/Worst Leader

In teams: Brainstorm the characteristics of a best leader. It can be characteristics of a leader you worked with in the past or characteristics of a leader you wish to work with. What would be the characteristics to describe the best leader?

Then think about the characteristics of the worst leader you ever had or the characteristics of a Leader you would not want to work for.

Now, ***how does it feel*** like working with these two leaders?

EQ is not...



- Letting your feelings run rampant
- Being nice regardless of what happens to you
- Specific to gender or genetically fixed
- IQ, knowledge or education based
- About anger management

EQ is being able to come into a relationship with your full self. Do you swallow your truth? Be able to speak your truth.

Four Domains of Emotional Intelligence

1. **Self-Awareness** (recognize your emotions)
2. **Self-Management** (manage your emotions)
3. **Social Awareness** (recognize others' emotions)
4. **Relationship management** (manage others' emotions)

1+2: Personal competencies that focus on us as individuals before delving into our interactions with others.

3+4: Social competencies that transport personal aptitude to an interactive and social realm.

Domain 1: Self-Awareness

- Self-awareness is the ability to accurately sense and identify personal feelings, along with the ability to understand and evaluate them. That is, how aware you are and how accurately you can assess your emotions.
- Self-awareness has to do with recognizing your internal states, preferences, attitudes, and resources.
- Another aspect of self awareness is recognizing how others respond to you. This is often challenging as we tend to see what we want to see, and to avoid the uncomfortable action of asking others for feedback.
- Without such reflection, we cannot truly understand who we are, why we make certain decisions, and what we are good at.
- Individuals who have high self-awareness are authentic, confident, welcome feedback, and perceive situations accurately.

Domain 2: Self-Management

- Self-management is the ability to understand your emotions and then use that understanding to turn situations to your benefit.
- Self-management is like an on-going inner conversation by which one finds ways to control emotional impulses and channel emotions in useful ways – use one's feelings to reason well and act intentionally.
- People who are good managers of their emotions are open to change, effective in mood management, consistent in stress management, they are intentional, productive, and behave in a reasonable and rational way.

Emotional Self-Control

- Emotional self-control is the ability to keep impulsive feelings and emotions and impulses in check. It is being able to restrain or withhold actions when provoked, when faced with opposition or hostility from other people, or when working under pressure.
- Individuals high in this competency:
 - Deal calmly with stress
 - Display impulse control and restraint
 - Stay poised and positive, even in trying moments
 - Think clearly and stay focused under pressure

Adaptability

- Adaptability is the ability to be flexible and work effectively within a variety of changing situations, embracing diversity and inclusion.
- Individuals high in this competency:
 - Can smoothly handle multiple demands, shifting priorities, and rapid change
 - Think outside of the box
 - Adapt plans, behavior, or approaches to fit major changes in situations

Initiative

- Initiative is about being ready to act on opportunities; the ability to identify a problem, obstacle, or opportunity and take action on it. People with initiative are consistently striving to do better, to experience new challenges.
- Individuals high in this competency:
 - Seek out fresh ideas from a wide variety of sources
 - Act rather than wait
 - Entertain original solutions to problems, and generate new ideas
 - Are risk taking (rather than risk averse)

Strategies to Manage Emotions

Description	Sample Activities
Cognitive strategies	Challenging your thoughts or letting them go
Physical strategies	Meditation, yoga, guided imagery, breathing regulation, exercise, grounding
Withdrawal/avoidance	Step away from person, situation or activity
Pleasurable activities	Humour, hobbies, socialising
Emotional dialogue	Venting, talking with others
Indirect tension relaxant	TV, chocolate, coffee, movies
Direct tension relaxant	Medication

Domain 3: Social Awareness

- Social awareness is about putting oneself in others' shoes; it refers to how people handle relationships taking account of others' feelings, needs, and concerns.
- It is the ability to recognize and appropriately respond to the emotions and feelings of others.
- People who are high in social awareness read and respond to non-verbal cues.



Empathy

- Empathy is about understanding other people: the ability to capture unspoken or partly expressed feelings and perspectives, and take an active interest in others' concerns.
- Empathic people are able to pick up on emotional cues, and they take account not only of what people are saying but also why they are saying it.
- Empathic people thoughtfully consider other's feelings (among other factors) when taking decisions.
- Individuals high in this competency:
 - Are sensitive to emotional cues and good listeners
 - Accurately read others' moods or nonverbal cues
 - Respect and relate well to people of diverse backgrounds

With-holding

- With-holding negative feelings one has towards others that inhibit his/her free expression.
- With-hold exercise:
 - Identify a person with whom you have a 'with-hold'.
 - Discuss with your partner the nature of the 'with-hold'.
 - What are the benefits and costs involved in withholding emotions?
- Addressing a with-holder:
 - Listen
 - Take in whole picture
 - Ask Questions, without judgement
 - Reflect
 - Don't interrupt

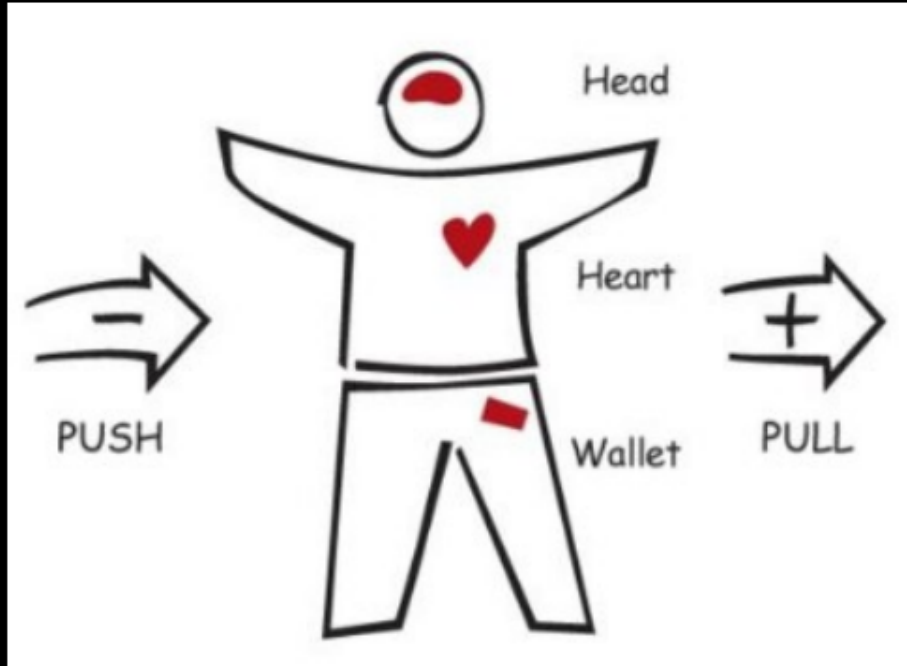
Domain 4: Relationship Management

- Relationship Management is the capacity to induce desirable responses in others.
- Don't confuse "management" with "manipulation" or "control."
- By managing relationships you can get the best out of others, communicate and build bonds with them, inspire and help them change and grow.



The Stake Prime

When you're up to something big that requires enrolling a large group, there will be a mix of all three types of people. You must address each of their unique ways of listening.



Three basic ways that people listen:

Analytical people listen with their *Heads*.


Emotional people listen with their *Hearts*.

Financially motivated people listen with their *Wallets*.

When the **STAKE** is stated powerfully, of its impact on the *Heart*, the *Head* and the *Wallet*, **CHANGE** and **TRANSFORMATION** become possible. A weakly stated STAKE keeps groups entrenched in the status quo.

Effects of Intelligence (EI) on Career Success

High **IQ** & **EI**



**CAREER
ADVANCEMENT**

High **IQ** low **EI**



**CAREER
DERAILMENT**

Customer Mistreatment

- Customer mistreatment refers to low quality interpersonal treatment (e.g., verbal abuse, unfair demands, and disrespectful behaviors) that employees receive from customers.
- Abusive behaviour on the part of customers is highly prevalent. For example, a study among hotels, bars and restaurants employees found that 82% witnessed or were the target of aggression from customers in the past year (Harries & Reynolds, 2003). Surveyed call centers employees reported an average of 7 hostile calls from customer per day (Grandey, et. al., 2004).
- Working with customer can be very demanding and often requires high amount of empathy and emotional involvement. In addition, the mantra 'the customer is always right' communicates the unequal power in the employee-customer transaction.

Emotional Intelligence and Leadership

- “Today’s business/public environments and people issues are far too complex to return to a top-down, power based style leadership.”

(Harshberger, 2007)

- “Emotional intelligence is correlated to charismatic or transformational leadership. Transformational leaders project a vision that their followers believe in, and inspire and motivate their followers. Transformational leaders stimulate their followers’ intellect, and provide individual consideration and succor to their followers.”
- “There is, however a dark side to charismatic leadership. Leaders can be manipulative and emotionally demanding.”

(Ashkanasy & Daus, 2002)

Some Applications of the EQ-i®

- Recruiting high performers
- **Retaining high performers**
- Teambuilding
- **Managing diversity**
- Leadership development
- **Coaching**
- Performance management
- **Risk management**
- Self development
- **Change management**
- Merger integration & re-shaping culture
- **Restructuring & realignment**
- Stress management
- **Career planning**

Emotionally Intelligent Leaders

Hay Group study on 4000 executives linked EI leadership to climate and performance



Conflict Management

- What is a conflict?
 - Any situation in which people have apparently incompatible goals, interests, principles or feelings; Task or person related.
- Conflict management is the ability to handle difficult individuals, groups of people, or tense situations with discretion. This involves addressing the conflict rather than trying to avoid it, and working to de-escalate bad feelings.
- Individuals high in this competency:
 - Focus on the issues rather than the people
 - Encourage debates and open discussion
 - Promote a win-win approach to negotiation
 - Communicate the positions of those involved in a conflict (including silent parties) to all concerned.

Developing Others

- Developing others is the ability to promote the long-term learning or development of others. It is about sensing others' development needs and helping them to improve performance.
- Individuals high in this competency:
 - Acknowledge and reward people's strengths, accomplishments, and development
 - Offer useful feedback and identify people's needs for development
 - Act as a mentor by giving timely coaching, and offering assignments that challenge and grow a person's skills.

EQ IN PRACTICE



Although emotional skills may come more naturally to some people, being influenced by factors such as **personality** and upbringing, **anyone can improve their emotional intelligence** with effort and practice.

How can you develop your EQ skills to



1. Take initiative
2. Act as a team player
3. Be flexible
4. Communicate effectively

How can you develop your EQ skills to

1. Take Initiative: Demonstrate responsibility and enthusiasm for your job by striving to go the extra mile.



Do tasks without being asked by someone else. Look around, This starts by finishing work without constant reminders from your supervisor.

And if you are already in a leadership role, this means setting the example what needs to be done, and do it. Be the owner

How can you develop your EQ skills to

2. Act as a team player: This means not only being cooperative, but also displaying strong leadership skills when necessary.



Practice leading in small group discussions by asking your teammates questions and bringing quieter members into the conversation.

How can you develop your EQ skills to

3. Be flexible: Employees who can adapt to any situation are dependable no matter what is thrown at them.



Be open and agreeable to other people's suggestions, respect difference of opinions, accept your mistakes, and show empathy to others.

Understand constraints and reasons why someone is unable to stick to a plan and then work to create a new plan if necessary. You do not want to be called a "stuck up" as a manager. Adopt agile methods. Be prepared for any breakdowns.

How can you develop your EQ skills to

4. Communicate effectively: Communicate clearly through written, oral, and nonverbal communication. Be concise



Articulate well, be a good listener, and use appropriate body language at all times.

Get to a discussion, write down the key points and send them all over Email, so that people can sign off to what was being said, and everyone is on the same page.

APPLYING EQ TO ADDRESS CHALLENGES IN THE WORKPLACE



Strategic Leadership – Applying EQ to Address Workplace Challenges

An organization that collectively exhibits effective EQ builds capacity for sustainable organizational change and performance.



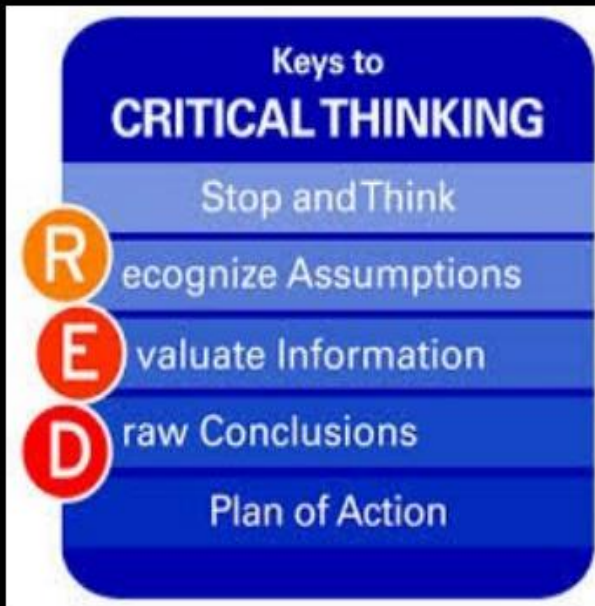
- Critical thinking skills
- Influencing even when you do not have authority
- Supporting the effectiveness and success of your change initiatives
- Responding to the intense emotions that accompany transition and change

Applying EQ to Address

Workplace Challenges

Critical thinking skills

The word “critical” often misleads us to think that critical thinking is only based on soul-less data, information and evidences.



According to Rudd, Baker and Hoover (2000), critical thinking is a “reasoned, purposive and introspective approach to solving problems or addressing questions”.

Introspection when solving problems as a team includes acknowledging the thoughts of others, one of the key elements of emotional intelligence.

Applying EQ to Address

Workplace Challenges

Influencing even when you do not have authority
With authority, you can simply “order” to do what you want. That may not be the most effective leadership strategy; you’ll get what you ask for.



But, how to influence someone over whom we have no control, power or authority?

- First, respect other people’s opinions or thoughts.
- Don't tell people they are wrong.
- Be more inclusive, less divisive.
- Be conversational, not argumentative.
- Listen more, talk less.

Applying EQ to Address

Workplace Challenges

Influencing even when you do not have authority

True influence can be seen in great leaders.

They represent a segment of the population who depends that he or she will stand up for their rights, their beliefs and their needs.



I like how Rick Warren used a biblical example to explain influence:

"The purpose of influence is to 'speak up for those who have no influence.' It's not about you."

(proverbs 31:18)

Applying EQ to Address

Workplace Challenges

Supporting the effectiveness and success of your change initiatives



Change management focuses on people, and is about ensuring change is thoroughly, smoothly and lastingly implemented

When initiating a change, the first step is to dig down further to define your specific objectives.

Applying EQ to Address

Workplace Challenges

Supporting the effectiveness and success of your change initiatives



Typically, these will cover :
Sponsorship, - senior level directly or indirectly

Buy-in, -from those involved and affected

Involvement, -people from design and implementation

Impact, how the changes will affect people.

Communication, -Telling everyone who's affected about the changes

Readiness, - to adapt, ensuring they have the right information, training and help

Applying EQ to Address

Workplace Challenges

Responding to the intense emotions that accompany transition and change.



Going through transitions that accompany change can be thriving and also difficult. Mastering the art of change over the course of a lifetime provides a great advantage to alter your responses to change in order to create a more satisfying experience.

These are basic 5P's of things to consider that can help you negotiate and navigate your course to the intense emotion that accompany transition & change.

**WHAT DO YOU THINK THE 5 P's MAY BE
???**

Applying EQ to Address Workplace Challenges

Responding to the intense emotions that accompany transition and change.

Keep things in perspective and practice the **5 P's**



- Patience,
- Persistence,
- Practical,
- Positive , and have a
- Purpose.

In addition, keeping an open mind and being curious about the possibilities that change promises, being flexible, staying motivated, and having a sense of **humor** will buoy your resiliency and help you persevere.

Moving Forward – Setting Clear Action Plans for Ongoing EQ Engagement

Your EQ learning and development does not end here and now. We must set clear intentions and action plans in maintaining and moving forward.



- Integrating your new ways of thinking and acting to enhance your leadership effectiveness back at the office
- Building on your strengths and identifying strategic areas for development
- Clarifying your vision of success and developing a customized development action plan

Setting Clear Action Plans for Ongoing EQ Engagement

Manager Model



- Empathy
- Self Control
- Self Confidence

-
- Developing Others
 - Holding People Accountable
 - Team Leadership

-
- Results Orientation
 - Initiative
 - Problem Solving

-
- Influencing Others
 - Fostering Teamwork

EQ in Action



What positive and/or negative examples do you see of emotional intelligence?

<http://youtu.be/CiXTwfiqyk>

[\(31\) catch me if you can almost caught scene - YouTube](#)

Catch Me if You Can – scene demonstrates prime example of a person with a very high EQ and social awareness and excellent ability to manage his emotions. Movie is a true story based on the life of Frank Abignale (played by Leonardo Di Caprio) who became notorious in the 1960s



He passed \$2.5 million forged checks across 26 countries over five years, beginning 16 years old. He became one of the most famous impostors ever, assumed no less than eight separate identities as an airline pilot, a doctor, a US Bureau of Prisons agent, and a lawyer.

He escaped from police custody twice (once from a taxiing airliner and once from a US Federal Penitentiary before he was 21 years old. He served fewer than five years in prison before starting to work for the FBI with He is a consultant and lecturer at the academy and field offices for the FBI – with Agent Carl Hanratty (Tom Hanks character)

Developing EQ Involves

- Revising responses to feelings
- Changing thinking patterns
- Altering behavior and trying new things
- *Coaching can be instrumental in the process*



Emotions and Leaders: Key Questions

1. What emotional resources do leaders need to thrive amidst chaos and turbulent change?
 2. How do leaders create an emotional organizational climate that fosters (a) creativity, (b) change, (c) performance, and (d) lasting relationships?
 3. How to square traditional beliefs about leadership (bold, brave, tough, goal-oriented) with the growing sense of democracy and independence in the workforce?
- “In politics, it is much safer to be feared than to be loved.” (Machiavelli)

LEADERSHIP STYLES: FOSTERING EQ

1. Transformational Leadership:

- Transformational leaders inspire and motivate their teams by creating a vision for the future and encouraging creativity and innovation. They focus on individual development, fostering a sense of purpose and shared values.

2. Servant Leadership:

- Servant leaders prioritize the well-being and development of their team members. They focus on serving others, empowering team members, and fostering a collaborative and inclusive environment.

3. Adaptive Leadership:

- Adaptive leaders are flexible and able to respond effectively to change. They thrive in dynamic environments, encourage learning and experimentation, and can adjust their approach based on the needs of the situation.

4. Authentic Leadership:

- Authentic leaders are genuine, self-aware, and true to their values. They build trust by being transparent, open, and honest, creating a positive organizational culture.

5. Agile Leadership:

- Agile leaders embrace the principles of agility and adaptability, often associated with agile project management methodologies. They focus on quick decision-making, collaboration, and iterative approaches to problem-solving.

6. Collaborative Leadership:

- Collaborative leaders emphasize teamwork, communication, and cooperation. They create a culture of collaboration, breaking down silos and encouraging cross-functional interaction.

7. Inclusive Leadership:

- Inclusive leaders value diversity and ensure that all team members feel included and heard. They promote equity, diversity, and inclusion, recognizing the strength that comes from diverse perspectives.

8. Digital Leadership:

- In the era of digital transformation, digital leaders understand and leverage technology to drive innovation and organizational success. They are comfortable with digital tools and data-driven decision-making.

9. Resilient Leadership:

- Resilient leaders can navigate through challenges, setbacks, and uncertainties effectively. They foster a resilient mindset within their teams and help individuals and organizations bounce back from adversity.

Effective leaders often integrate various aspects of these emerging styles based on the specific needs of their teams and organizations. Leadership is a dynamic and context-dependent concept, and successful leaders may draw from a combination of styles to adapt to different situations.

SEMINAR EXERCISE

https://www.youtube.com/results?search_query=apple+sustainability+report

- Choose a leader
- Why ?
- What leadership style ?
- EQ competencies ?
- What Outcomes/Actions/
- Deliverables/Achievements?

