



Inspirational Leadership & the Impact of Emotional Intelligence



Horizons
Manager Development Programme

Our Objectives

To be able to

- Apply a flexible and effective leadership style to the ever changing demands of the workplace.
- Use the combined differing skills of the team to deliver improved outcomes.
- Take responsibility and be accountable for team actions and performance with confidence.
- Understand that every person in their team is different and the impact that this has on their management behaviour.
- Know what traits to look for in individuals beyond academic ability and the value this can add to the organisation.
- Develop a highly effective team by focusing on generational needs and motivators that increases stability and loyalty to the hotel.

What is Leadership?

Inspires a Shared Vision

Enables Others

Acts as a Trail-Blazer

Encourages both Head &

Heart

Inspires Trust

Acts Authentically

Asks 'what' & 'why'

Has a long-range perspective

Acts as an Innovator

Challenges

Transforms

Focuses on People

Focuses on Doing the Right

Thing

Is Committed to the Cause

Gives Purpose & Meaning



Concepts of Leadership

- The Heroic Leader
- The Powerful Leader
- The Symbolic Leader
- The Charismatic Leader



Beverly Alimo-Metcafe 1995



- Give Clear Directions
- Are Confident
- Are Career-Driven
- Have Clarity of Purpose
- Are Organised & Analytical



- Relate to Others on an Equal Level
- Are Strong & Supportive
- Are Concerned to take People with them
- Recognise that Delivery Relies on Others
- Are Self-Aware & Honest with their Own Values

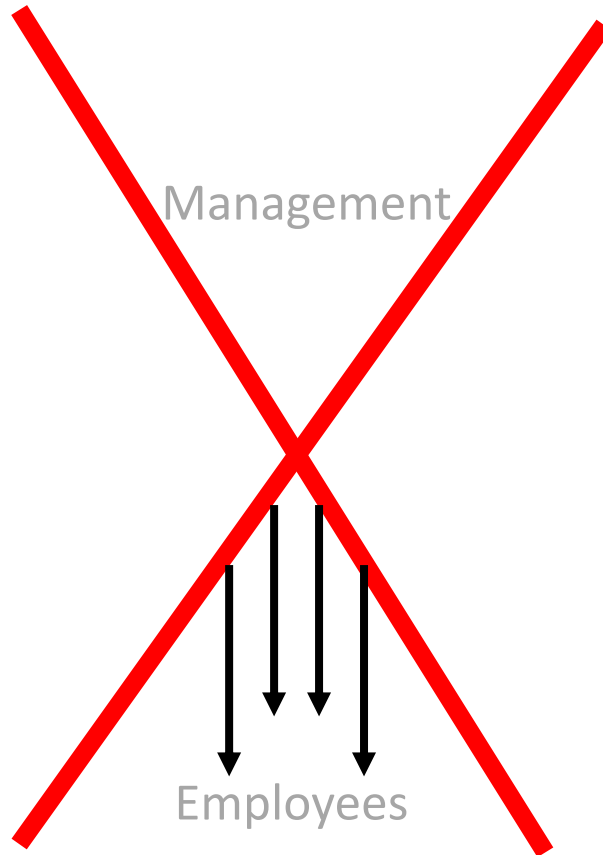
Leadership & Management

- Leadership is a relationship between leader and followers
- Management is a function that must be carried out in an organisation

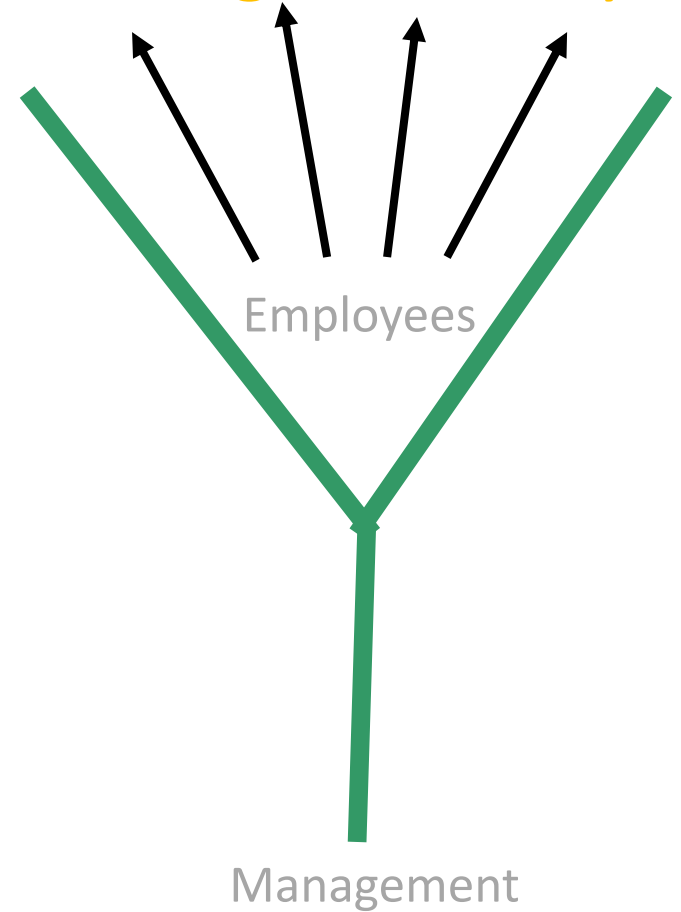
Michael Maccoby



Douglas McGregor -Theory X Y



authoritarian, repressive style.
Tight control, no development.
Produces limited, depressed culture.



liberating and developmental.
Control, achievement and continuous improvement achieved by enabling, empowering and giving responsibility.

John Adair's Action Centred Leadership

TM John Adair



Adair's three core management responsibilities:

- achieving the task
- managing the team or group
- managing individuals

Who Are We Leading?



Generations

Generations in the Workplace

Baby Boomers 1946-1964 (62-44)

Generation X 1965 – 1980 (43-28)

Generation Y 1981-1999 (27-9)

(Millennials)

Generation Z 2000 -



Generations

Environment of Parents Up Bringing
Lifestyle of Parents
Parents Desires for Children
Culture & Continent
Environment During Development
Current Environment



Baby Boomers

- A large post war generation
- Having to fight for what they have
- Having to go without
- Luxury goods are in short supply
- Created the long working hours culture



Generation X

- Reluctantly accepted the long working hours of their parents, but they don't like it
- Worried they may lose their job if they don't work hard and long
- A need to be seen to be at work
- A live to work generation who's lives revolve around work
- A need to build a career
- A need to own their own home

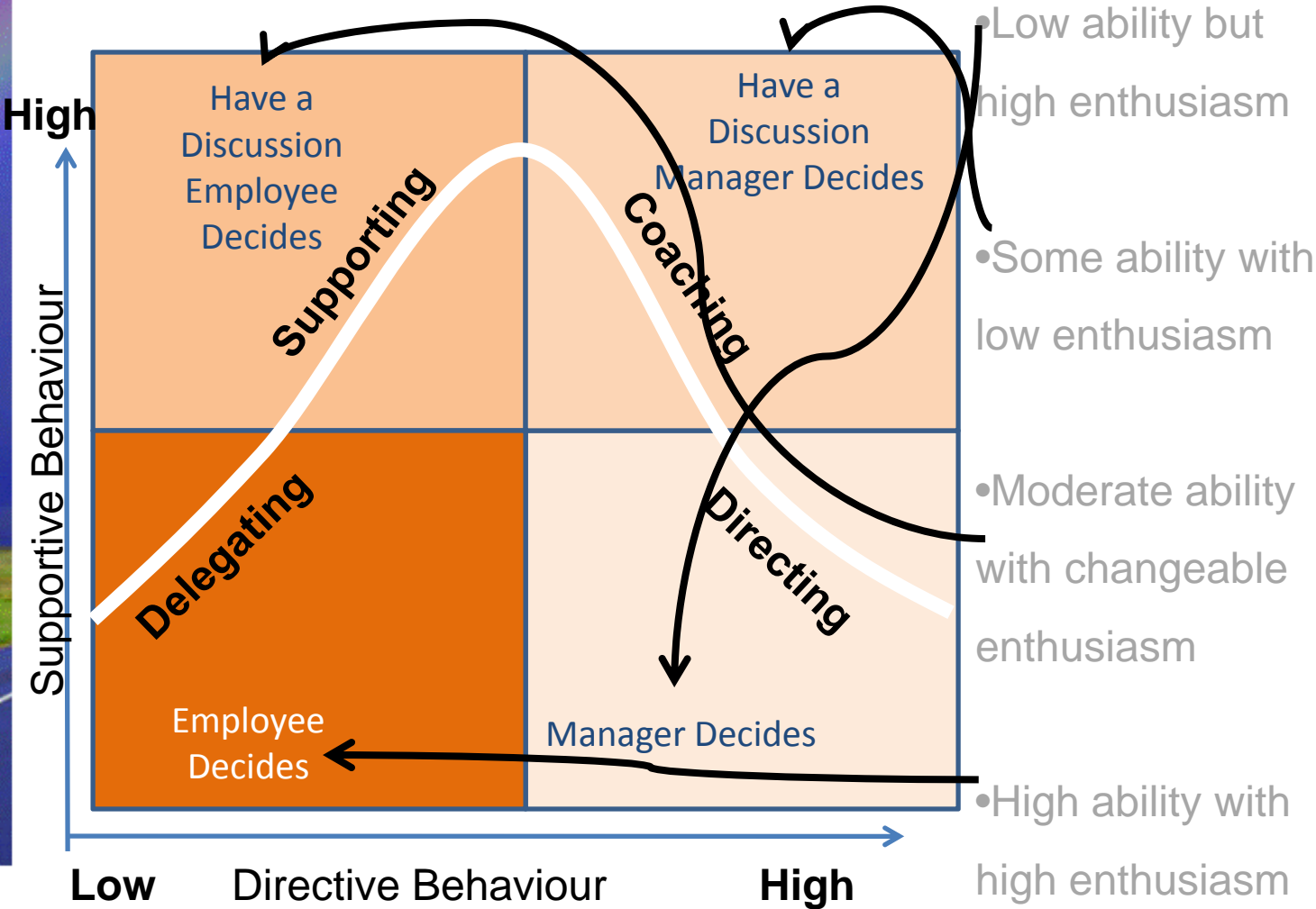


Generation Y

- Will Tackle Big Jobs with Confidence
- Impatience
- You Want to Know What They Are Thinking (They Believe)
- Speed of Communication is Important
- Parents can Butt into the Workplace
- Doing tasks in their time not Rigid Work Time
- Not work shy, but don't live to work
- A Large Generation who get on with Baby Boomers
- The X Generation does not always get on with Y'ers



Managing Your People



Emotional Intelligence (EQ)

Intelligence Quotient V'S Emotional Quotient

Cognitive
Academic Intelligence

Behavioural
Social & Inter-Personal Skills

The Essential Premise of EQ

- Understand yourself, your goals, intentions, responses, behaviour
- Understand others, and their feelings

EI – The Five Domains



- Knowing your emotions
- Managing your own emotions
- Motivating yourself
- Recognising and understanding other people's emotions
- Managing relationships (managing the emotions of others)

Johari Window



Known By-Self

Unknown By-Self

Known By
Others

Open Area

Blind Area

Unknown By
Others

Hidden Area

Unknown Area

Transactional Analysis

Eric Berne

We can communicate in one of three states

- As a Parent
- As a Child
- As an Adult



The state used would be based on past experiences



The Parent State

controlling,
disciplining,
restricting

Using words like:

- Right / wrong
- Good / bad
- Never / always
- You should / shouldn't...

nurturing,
helpful, caring,
loving

Using words like:

- What a shame.
- Take care
- Remember to...
- I'll help you...
- It won't take me long to..

The Adult State

all facts, logic, common sense

- The mature and deliberating part of personality.
- Actions and words are sensible and well-considered.
- Collects information, evaluates it, works out possibilities, takes and resolves problems in a logical, calm way.
- Concentrates on facts; not feelings and prejudices.



The Child State

free child

- Impulsive.
- Instinctive.
- Undisciplined.
- Demanding.

adapted child

Carrying the influences of our upbringing, e.g., “Doing as we are told”. Gives rise to:

- Guilt.
- Rebellion.
- Obedience.
- Compromise.



Multiple Intelligences

Howard Gardner

Intelligence Type

Linguistic

Logical-Mathematical

Musical

Bodily-Kinaesthetic

Spatial-Visual

Interpersonal

Intrapersonal

Capability & Perception

words and language

logic and numbers

music, sound, rhythm

body movement control

images and space

other people's feelings

self-awareness

7 Habits of Highly Effective People®

Dr Stephen Covey

Habit 1 - be proactive®

Habit 2 - begin with the end in mind®

Habit 3 - put first things first®

Habit 4 - think win-win®

Habit 5 - seek first to understand and then to be understood®

Habit 6 - synergize®

Habit 7 - sharpen the saw®



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