



Emotional Intelligence & Leadership Styles

Learner Name: Example

Date & Time Completed: 3/20/2020

As part of the Ashorne Hill Manager of Managers Programme, you recently completed a questionnaire on Emotional Intelligence & Leadership Styles. This report provides a reference to your results, indicating your current level in key areas of Emotional Intelligence and corresponding ability in different Leadership Styles.

You can use this information for self reflection and to help you prioritise the areas that you'd like to develop.

Part 1 - Emotional Intelligence:

Your Emotional Intelligence is indicated by your score in 4 key 'domains'.

65%

Moderate Self Awareness

You have a moderate sense of how you are feeling about yourself and the situations you encounter. This awareness corresponds to how you view your abilities and your sense of self confidence.

75%

Above Average Social Awareness

This means that you are skilled at reading social cues and orientate yourself appropriately. You can empathise with others and recognise their needs and effectively navigate workplace politics.

55%

Moderate Self Management

This means that you have an ability to control your emotions and act more objectively in some situations. This helps you to be more consistent in your approach and adaptable to changing circumstances.

65%

Moderate Social Skill

You are moderately skilled in communication and make meaningful connections. You can manage others and deal with conflicts. With the right audience you are influential and inspiring.

Part 2 - Leadership Styles:

Your Emotional Intelligence affects your ability, and consequently your readiness, to use the 6 Leadership Styles.

Breakdown by Style:

Coercive (-) 60%

Your score in associated competencies indicates that you have some Coercive Leadership ability. The Coercive style has limited application so you may not wish to prioritise developing in this area.

Review your competencies in these related domains: Self Awareness, Self Management.

Pacesetting (-) 60%

Your score in associated competencies indicates that you have some Pacesetting Leadership ability. Remember that the Pacesetting style has limited application so you may not wish to prioritise developing in this area.

Review your competencies in these related domains: Self Awareness, Self Management.

Authoritative (+) 65%

Your score in associated competencies indicates that you have some Authoritative Leadership ability. The Authoritative style is particularly effective in times of change and when a shared sense of direction and purpose is critical for success. Continue to work on improving your competencies in the relevant domains.

Review your competencies in these related domains: Self Awareness, Social Awareness.

Affiliative (+) 65%

Your score in associated competencies indicates that you have some Affiliative Leadership ability. The Affiliative style is particularly effective at forging new teams, healing rifts, raising morale and creating a sense of belonging. Continue to work on your competencies in the relevant domains.

Review your competencies in these related domains: Social Awareness, Social Skills.

Democratic (+) 70%

Your score in associated competencies indicates that you have some Democratic Leadership ability. The Democratic style encourages engagement and is particularly useful for achieving buy-in to a new approach. Continue to work on improving your competencies in the relevant domains.

Review your competencies in these related domains: Social Awareness, Social Skills.

Coaching (+) 65%




Your score in associated competencies indicates that you have some Coaching Leadership ability. The Coaching style encourages engagement and is particularly useful for achieving buy-in to a new approach. Continue to work on improving your competencies in the relevant domains.

Review your competencies in these related domains: Self Awareness, Social Skills.




Part 3 - Competencies:

Competencies underpin both the domains and the leadership styles. By understanding your ability in different competencies and targeting areas for improvement, you can in turn extend and enhance your skills as a leader.







Your Self Awareness Competencies:

	<p>Some Emotional Awareness - You can generally recognise your emotions and how they impact your behaviour and others.</p> <p>Tip: Whenever you feel negative emotions arising, ask yourself 'What is this emotion telling me?'. Emotions can generate physical sensations and change our breathing patterns. Try to be aware of these physical changes.</p>
	<p>Reliable Self Assessment - Your ability to self assess your strengths and weaknesses is quite accurate most of the time.</p> <p>Tip: Dedicate short periods of time for regular reflection and stick to it. Whether things went well or badly, consider what you did, and what attitudes drove your actions.</p>
	<p>Quite Self Confident - You generally believe in your own intrinsic value and abilities.</p> <p>Tip: If you don't feel confident about something that truly matters to you, seek to change it. Create a plan for developing your skills through new experiences, and give yourself plenty of preparation time before each one.</p>


Your Social Awareness Competencies:

	<p>Quite Empathetic - You pick up on how other people are feeling and take an active interest.</p> <p>Tip: Be curious about other people. When you meet someone, ask them about themselves. Actively listen and try to be aware of non verbal cues such as tone of voice, micro expressions and body language.</p>
	<p>Quite Service Orientated - You recognise customers' needs and respond appropriately where possible.</p> <p>Tip: Try to ensure you have a good knowledge of the wider service provision so you can proactively work with customers to develop relationships and enhance their experience.</p>
	<p>Very Organisationally Aware - You are tuned into the hierarchy and politics of your organisation and negotiate them skillfully.</p> <p>Tip: How are the relationships of key stakeholders developing? Who makes the important decisions, and who influences them? Can you use your insight to influence situations to generate a cohesive and aligned approach in your organisation?</p>

Your Self Management Competencies:

	<p>Moderate Self Control - You can generally keep disruptive emotions in check giving you more choice in how you act.</p> <p>Tip: Whenever you feel yourself reacting emotionally to a situation, try to take 3 slow intentional breaths. Then if you feel calm enough, explain to others what you would like the outcome of the situation to be.</p>
	<p>Quite Trustworthy - You are fairly consistent in demonstrating honesty and integrity and are seen as being reliable in most circumstances.</p> <p>Tip: Try to be aware of where you 'bend the rules'. People find it easy to trust others whose behaviours and words are consistent. - Ensure that you manage expectations, and don't promise what you can't deliver.</p>
	<p>Quite Conscientious - You are generally able to manage yourself and your responsibilities effectively.</p> <p>Tip: Which areas could you prioritise more effectively? Appraise the importance and urgency of each task before prioritising, this will avoid getting caught up in firefighting.</p>
	<p>Highly Adaptable - You respond very effectively to changing circumstances overcoming obstacles and difficulties.</p> <p>Tip: Significant changes or potential changes that we cannot control can still be difficult to manage, so be aware that although you may be adaptable, you may find some changes need patience to get yourself through them.</p>
	<p>Low level of Drive - You generally demonstrate a lack of motivation and will to get things done.</p> <p>Tip: Goals are important to motivation, and most powerful when aligned to our values and strengths. Can you set yourself a goal that align with your interests and the needs of your organisation?</p>
	<p>Moderate Initiative - You act on opportunities when there is a good chance of success.</p> <p>Tip: Look for an opportunity to do something that you feel is important even if it's not identified elsewhere in the organisation, then try to bring others onboard at the appropriate time.</p>

Your Social Skills Competencies:

	<p>Sometimes Develop Others - You sometimes provide feedback and guidance designed to support the development of others.</p> <p>Tip: Can you enhance the support you give to others? Try to give feedback when you see or become aware of a specific action or behaviour, make it timely and specific, it should focus on the effects of the person's behaviour.</p>
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	<p>Moderately Influential - You have a range a means at your disposal to persuade or influence others.</p> <p>Tip: Remember that influencing is a two-way street, you have to give people space to get onboard. Next time that you need to influence, present yourself confidently, be prepared and energetic but don't oversell it.</p>
	<p>Good Communicator - You are skilled both at active listening and getting your message over in clear, convincing and appropriate ways.</p> <p>Tip: Do your facial expressions, eye contact and body language support the words you are saying? You may need to vary these cues according to who you are talking to and the cultural context.</p>
	<p>High Visionary Leadership - You are skilled at inspiring people to action by communicating a compelling vision.</p> <p>Tip: A compelling vision doesn't have to have all the answers, but it does need to be meaningful to everyone. Ask colleagues to explain the vision to you to find out if any aspects particularly inspire them.</p>
	<p>Sporadic Change Catalyst - In certain circumstances you'll see an opportunity for change and take the lead.</p> <p>Tip: Consider opportunities for innovation. Start small to build-up momentum and get others involved at the earliest opportunity. Being a Change Catalyst doesn't mean doing it yourself.</p>
	<p>Sometimes Build Bonds - You maintain existing relationships and sometimes take the initiative in expanding your network.</p> <p>Tip: Ask open questions and make a point of remembering significant things people have told you. Communicate a genuine interest through open body language and eye contact.</p>
	<p>Active in Collaboration - You engage fully in teamwork and collaboration and appreciate its value.</p> <p>Tip: Foster rapid development of team identity by putting time and effort into sharing views and building consensus upfront, without focusing immediately on a particular task.</p>
	<p>Adequate Conflict Manager - You have the capability to diffuse conflicts and achieve satisfactory resolutions in certain circumstances.</p> <p>Tip: Use Active Listening to demonstrate your desire to understand peoples' point of view, and then calmly and assertively outline your perspective to seek a compromise, or a collaborative 'win-win' outcome.</p>