



# Leadership Experiences

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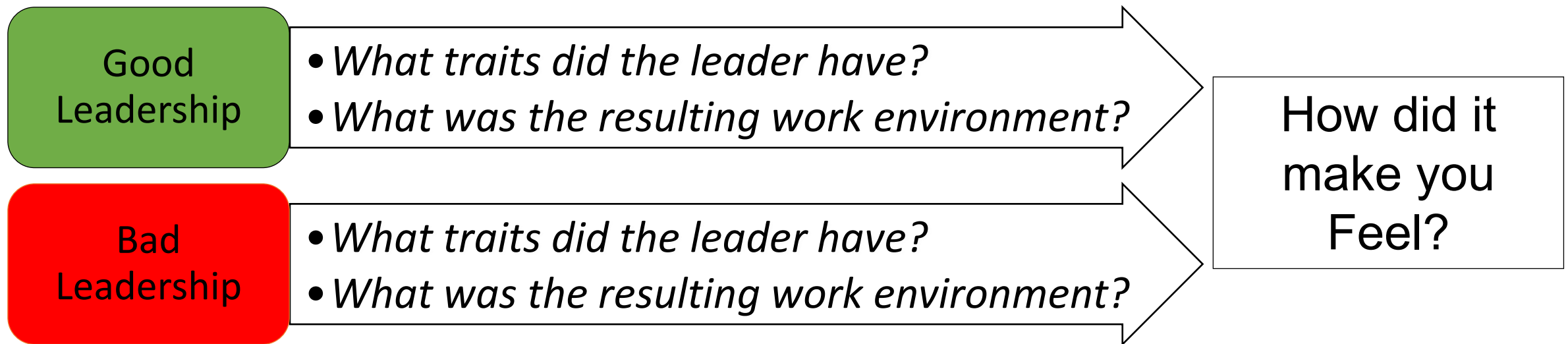
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# Session Aim and Scope

- Aim: Recognise the requirement for emotional intelligence in leadership.
- Scope:
  - Leadership Experiences
  - Emotional Intelligence in Leadership
  - Questions and Discussion

# Your Leadership Experiences

- In pairs, think about and discuss a good and a bad leadership experience that you have personally been through
- How did it make you feel?



# Good and Bad Leadership (feelings from previous courses)

## Good

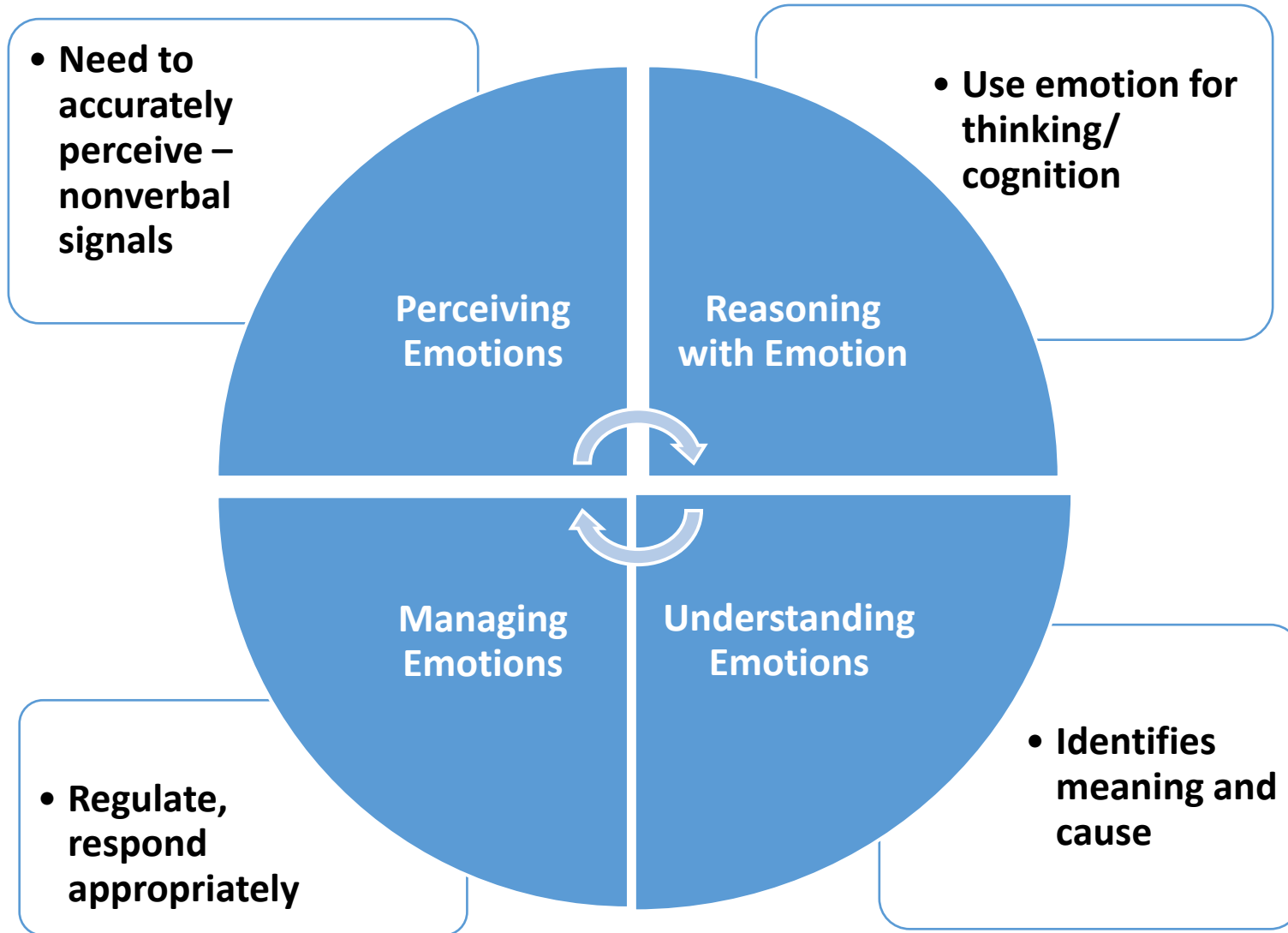
- Encouraged, participative, direction
- Valued
- Motivated
- Trusted
- Sense of direction, Confident
- Cared for, Focussed
- Proud, Part of a great vision/plan
- A team
- Sense of belonging, Fearless
- Successful, stress free
- At ease, at home, no panic/pressure
- Challenged (+ve), Respected
- Happy, eager, initiative
- Inspired
- Empowered, self confidence

## Bad

- Compromised
- Disgraced and demeaned
- Discouraged
- Frustrated
- Disunited
- Unappreciated, Demotivated
- Distrust
- Lost, Dissatisfied, Discarded
- Manipulated
- Risk averse
- Fear and panic, Insecure
- Pawn/tool for leader's selfish motives
- Divided
- Ambiguous – lack of clarity
- Abused, dominated, disorganised, confused
- Inconsistent

# **Emotional Intelligence in Leadership**

# Emotional Intelligence (Salvoney & Mayer, 1990)



It is the ability to perceive and express emotions, to use emotions to facilitate thinking, to understand and reason with emotion and to manage emotions within oneself and with others.

Defence Forces, 2023

## Emotional Intelligence in Leadership (Aloysius, 2010)

- **Self Awareness** – internal state, resources, intuition, strengths & weaknesses
- **Self Regulation** – managing internal state, impulses, feelings, no panic
- **Self Motivation** – emotional ability to reach goals, internal motivation
- **Empathy** – aware of others feelings, needs, concerns when decision-making
- **Social Skills** – builds rapport, inducing desirable responses from others
- The competencies of a Transformational Leader are similar to those of Emotional Intelligence. In that attitude is more important than knowledge
- Ask yourself the following questions:
  - What are my strengths and weaknesses?
  - Can I read others emotions, if so how?

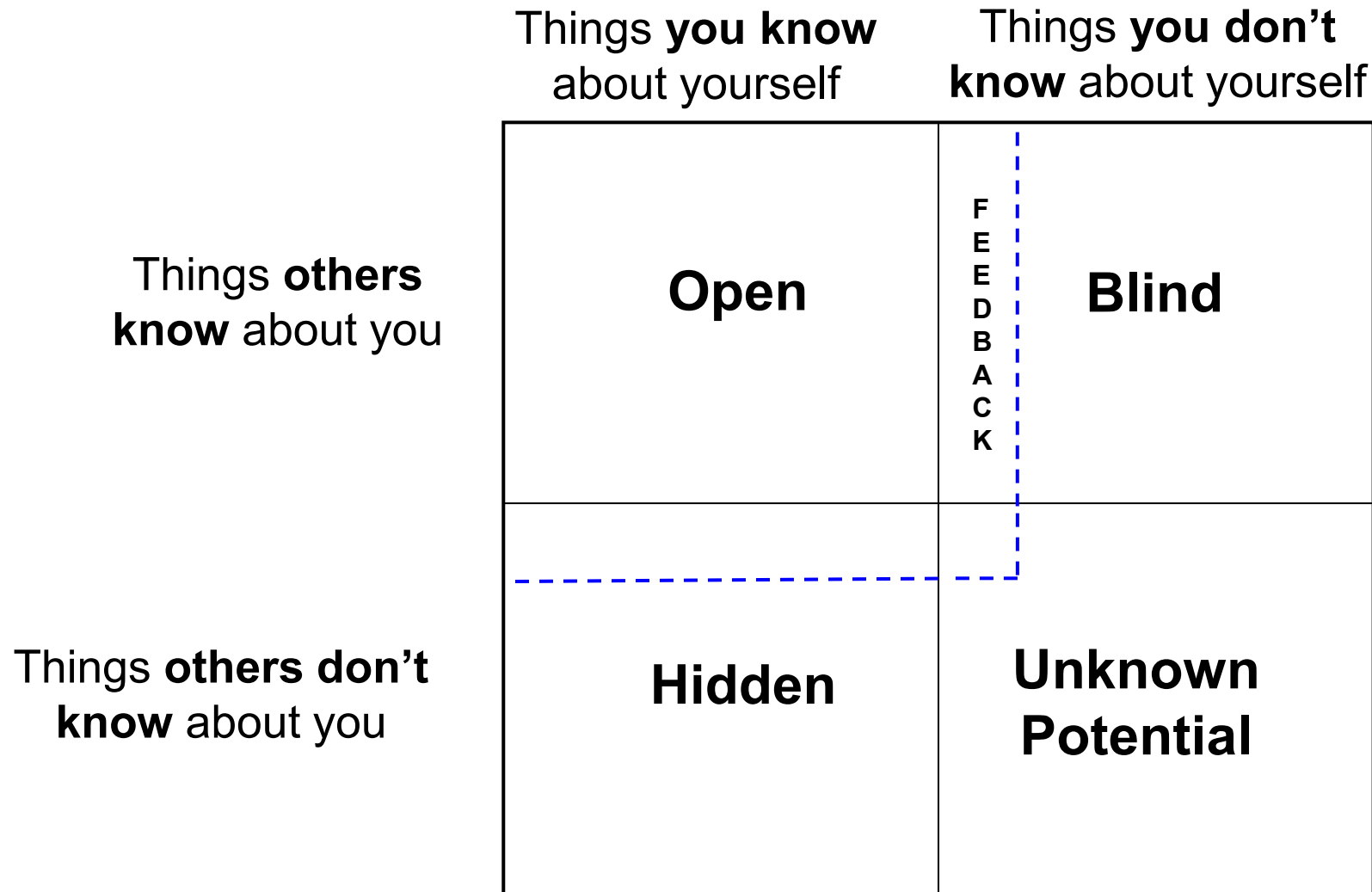
# Self-Awareness

- Pick 10 words that you think best sum you up.
- Ask somebody else who knows you to do the same.
- Swap around and discuss the results.

Able	Energetic	Loving	Searching
Accepting	Extroverted	Mature	Self-assertive
Adaptable	Friendly	Modest	Self-conscious
Bold	Giving	Nervous	Sensible
Brave	Happy	Observant	Sentimental
Calm	Helpful	Organised	Shy
Caring	Idealistic	Patient	Silly
Cheerful	Independent	Powerful	Spontaneous
Clever	Ingenious	Proud	Sympathetic
Complex	Intelligent	Quiet	Tense
Confident	Introverted	Reflective	Trustworthy
Dependable	Kind	Relaxed	Warm
Dignified	Knowledgeable	Religious	Wise
Empathetic	Logical	Responsive	Witty



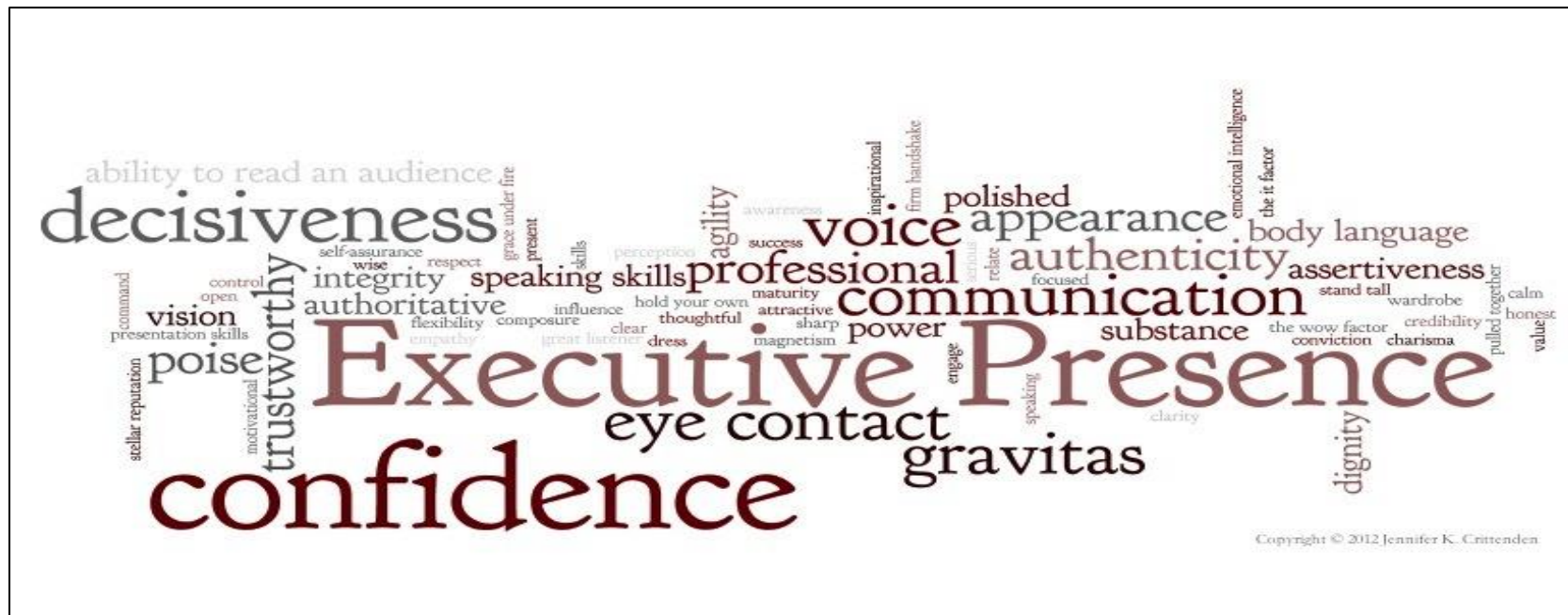
# JoHari Window (Luft & Ingham, 1955)



# Leadership Presence and impact

*Personal impact is the understanding of how your actions are perceived by and impact others.*

Managers Digest, 2017



# Presence and Impact (RMAS, 2017)

## Key Aspects:

- Understand Situation
- Self Confidence
- Empathy
- Interpersonal skills
- Inspire audience



## Impact Discussion

Lt Col Tim Collins OBE Iraq War Eve of Battle Speech

As you watch the DVD think about the following:

1. Why was Lt Col Tim Collins speech so powerful?
2. Why did he choose the language used?
3. When do you think it would be appropriate to make a similar speech?



## Impact Discussion

Lt Col Tim Collins OBE Iraq War Eve of Battle Speech

When you watched the DVD what did you think about the following:

1. Why was Lt Col Tim Collins speech so powerful?
2. Why did he choose the language used?
3. When do you think it would be appropriate to make a similar speech?

**Thank You**  
**Any Questions?**

# References

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