



**KNOW YOURSELF & UNDERSTANDING OTHERS—
RESPECTING DIFFERENCE**

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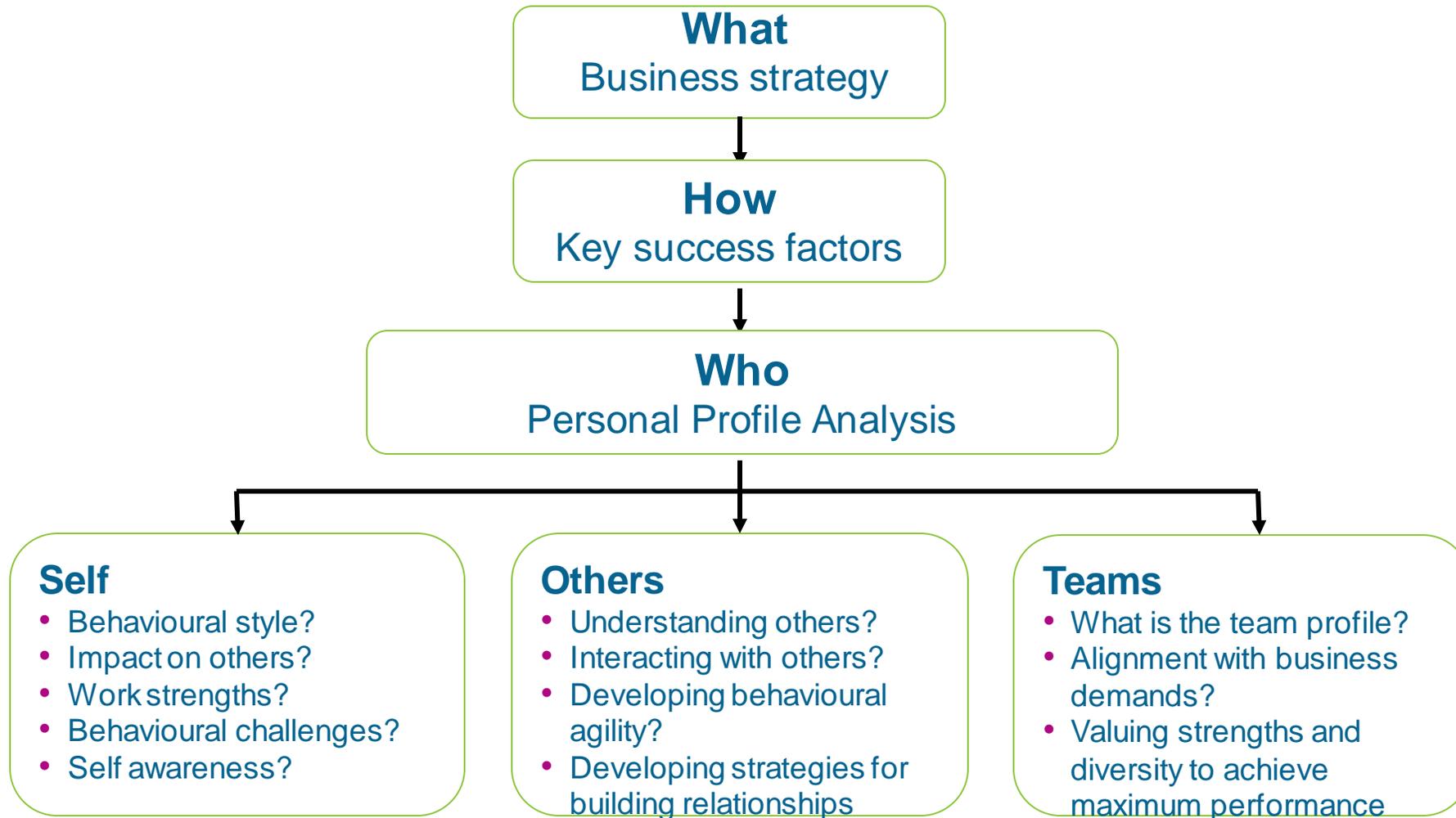
DRUCKER:

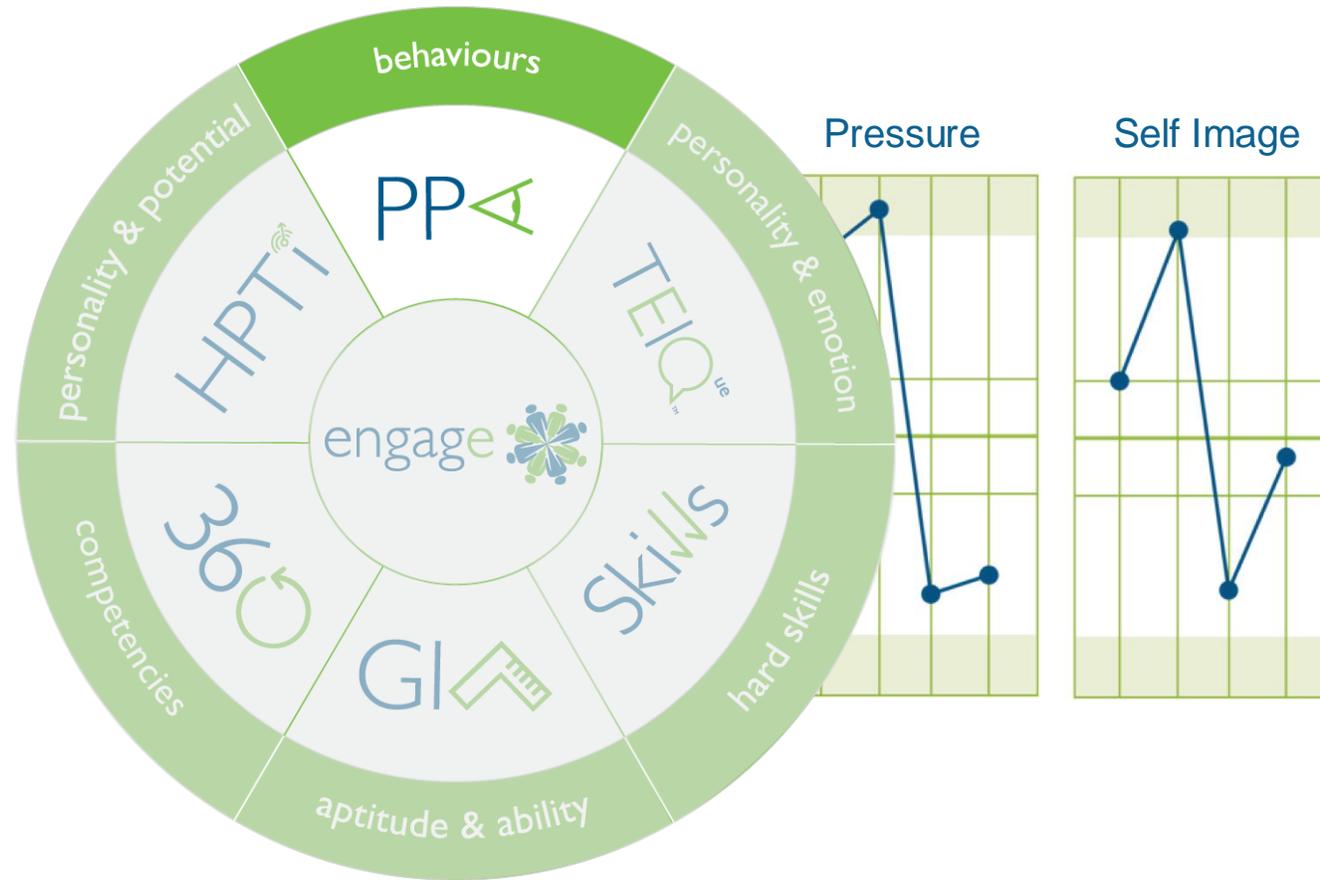
SELF-AWARE MANAGERS ARE LIKELY TO BE MORE EFFECTIVE ...

IN HIS 90'S PETER DRUCKER STATED:

'I WOULD NO LONGER TEACH PEOPLE TO BE BETTER BOSSES AND MANAGERS. I WOULD TEACH THEM TO BE SELF AWARE AND SELF MANAGERS - HOW TO UNDERSTAND THEIR OWN EMOTIONS SO THAT THEY CAN BEHAVE IN A ROLE APPROPRIATE WAY'

Aligning teams with business

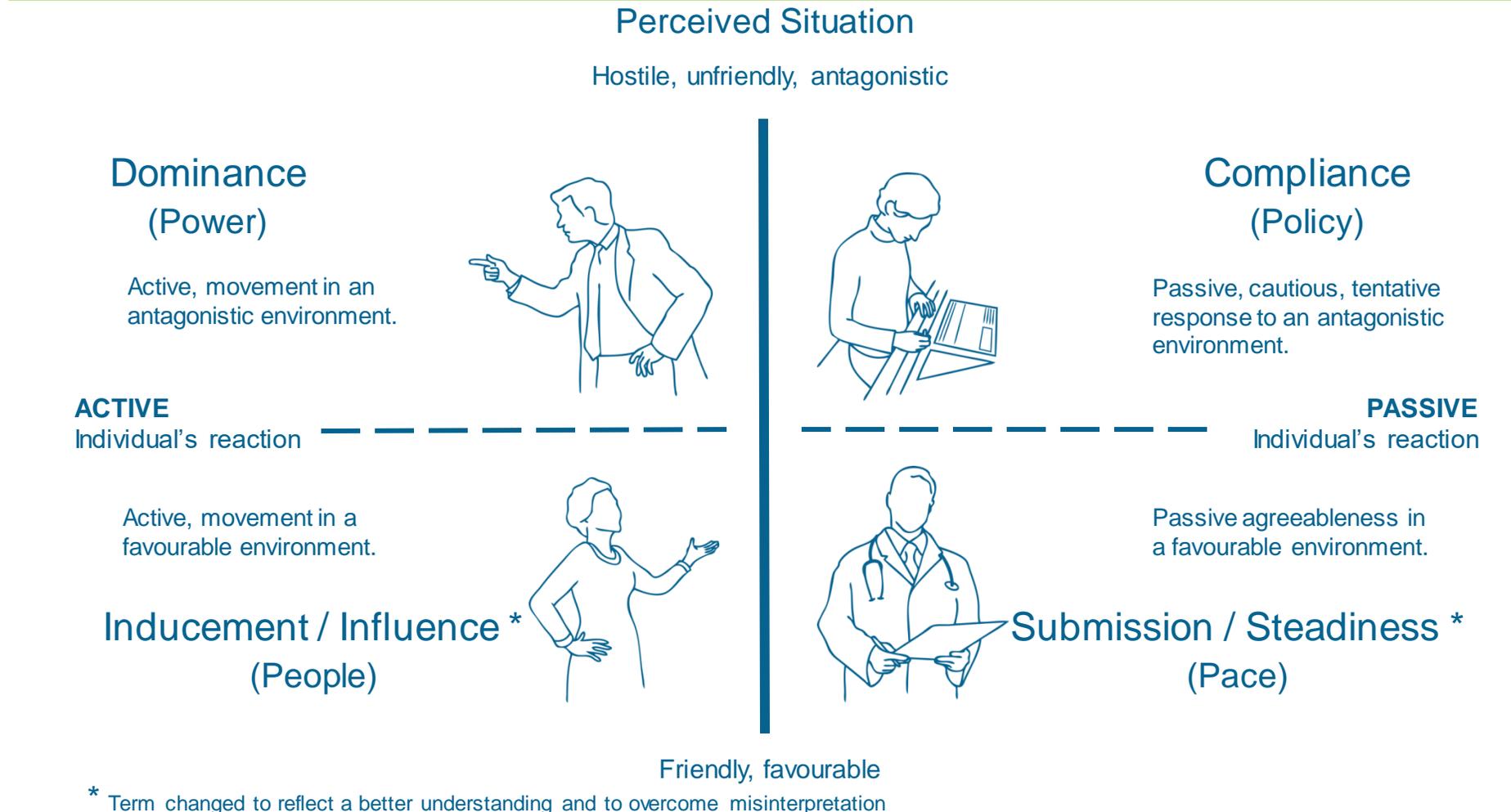




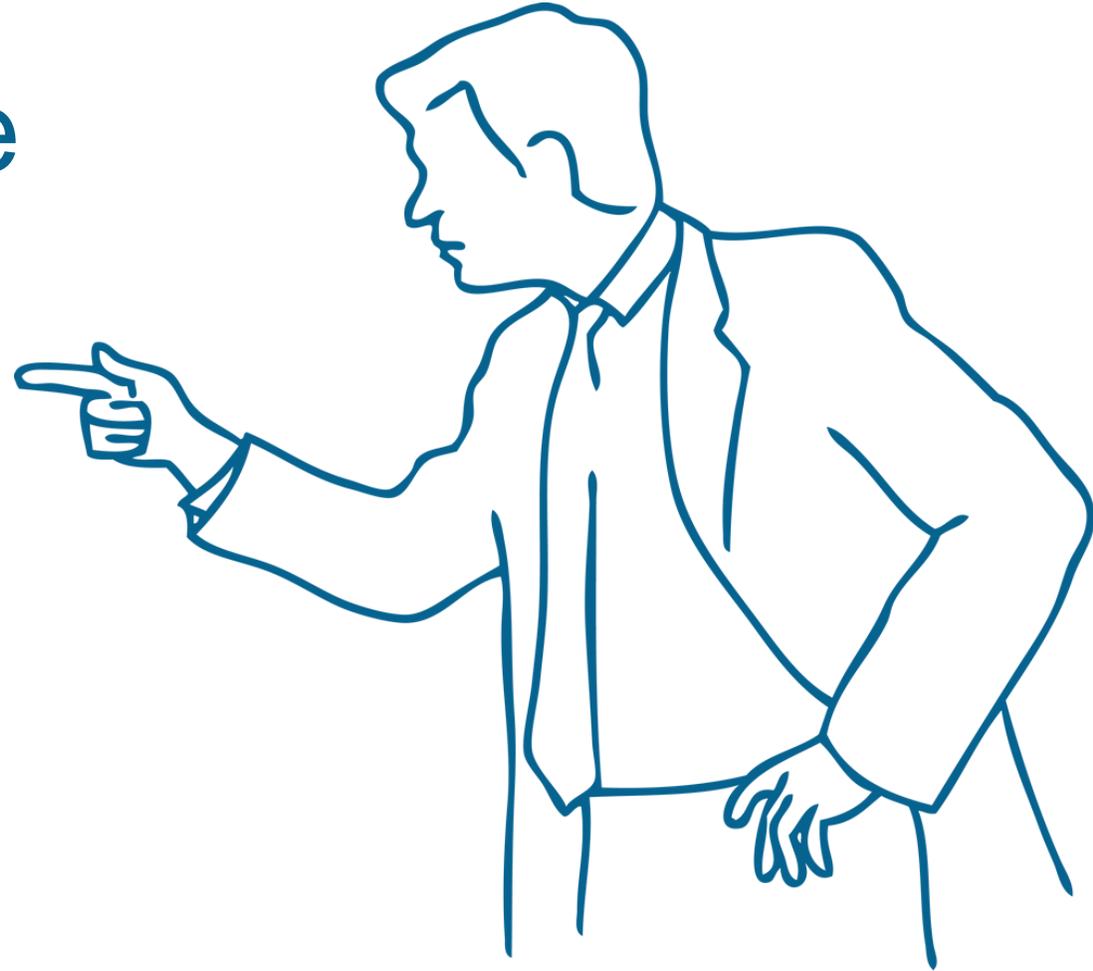
Marston, W. Moulton, (1928)

“Emotions of normal people”

Adapted/updated version of original theoretical framework



Dominance



VALUES TO THE ORGANISATION

DRIVE TO ACCOMPLISH RESULTS IN SPITE OF OPPOSITION OR ANTAGONISTIC CIRCUMSTANCES

HIGH “D”

- **GETTING RESULTS**
- **ACCEPTING CHALLENGE**
- **VENTURING INTO THE UNKNOWN**
- **MAKING DECISIONS**
- **QUESTIONING STATUS QUO**
- **TROUBLE-SHOOTING**
- **CREATING INSTANT SOLUTIONS**

Possible limitations of people with an above the line (high) D and how to support them

Limitations	Support needed
Oversteps prerogatives	Negotiate clear, demanding objectives and if necessary make aware that sanctions exist
Acts restlessly	Encourage a more even pace and use of time (channel energy)
Inspires fear in others	Identification of personal impact on others
Overrides people	Raise the awareness of the value of others to personal success
Can be blunt and sarcastic	Give an insight into the effect on others of sarcasm and overbearing behaviour
Sulks when not in the limelight	Help to discover the importance of identification with the group
Is critical and fault-finding	Identify lack of tolerance as a cause of lack of co-operation from others
May be inattentive to the little things	Provide administrative support
Is dissatisfied with routine work	Set deadlines
Resists participation as part of the team	Emphasise the importance of the co-operation of others in order to achieve both goals and team success

Influence



VALUES TO THE ORGANISATION

INFLUENCING OF PEOPLE TO ACT POSITIVELY AND FAVOURABLY.

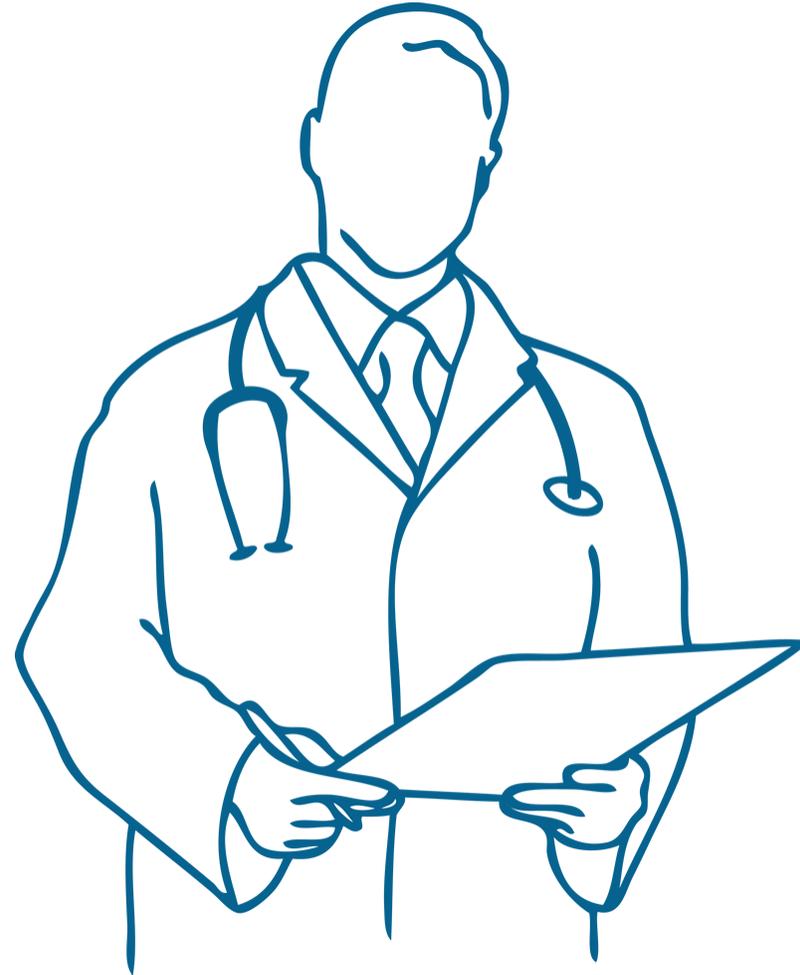
HIGH “I”

- MAKING FAVOURABLE IMPRESSIONS
- VERBALISATION
- MOTIVATING PEOPLE TO ACT
- GENERATING ENTHUSIASM
- RADIATING OPTIMISM
- CULTIVATING RELATIONSHIPS
- GAINING COMMITMENT
- BOOSTING MORALE

Possible limitations of people with an above the line (high) I and how to support them

Limitations	Support needed
Can be more concerned with popularity than tangible results	Point out that objectivity, not popularity gains respect and results
May oversell	Encourage the view that talking without listening is a wasted effort
Acts impulsively - "heart over mind"	Discuss the importance of emotional control
Can be inconsistent in drawing conclusions	Indicate that one cannot please all the people, all the time
Tends to make decisions based on surface analysis	Provide analysed data
Is unrealistic in appraising people	Encourage a more objective view of performance and potential
Can be inattentive to detail	Provide administrative support and closer supervision.
Trusts people indiscriminately	Suggest a more sceptical approach to people on first meeting
Has difficulty planning and managing time	Introduce the control of performance by work units, deadlines and use of time management
Can be superficial	Show them how to debate problems in a factual, logical and objective manner

Steadiness



VALUES TO THE ORGANISATION

STEADINESS IN PERFORMING WORK TO CONSISTENTLY PRODUCE IN A PREDICTABLE MANNER.

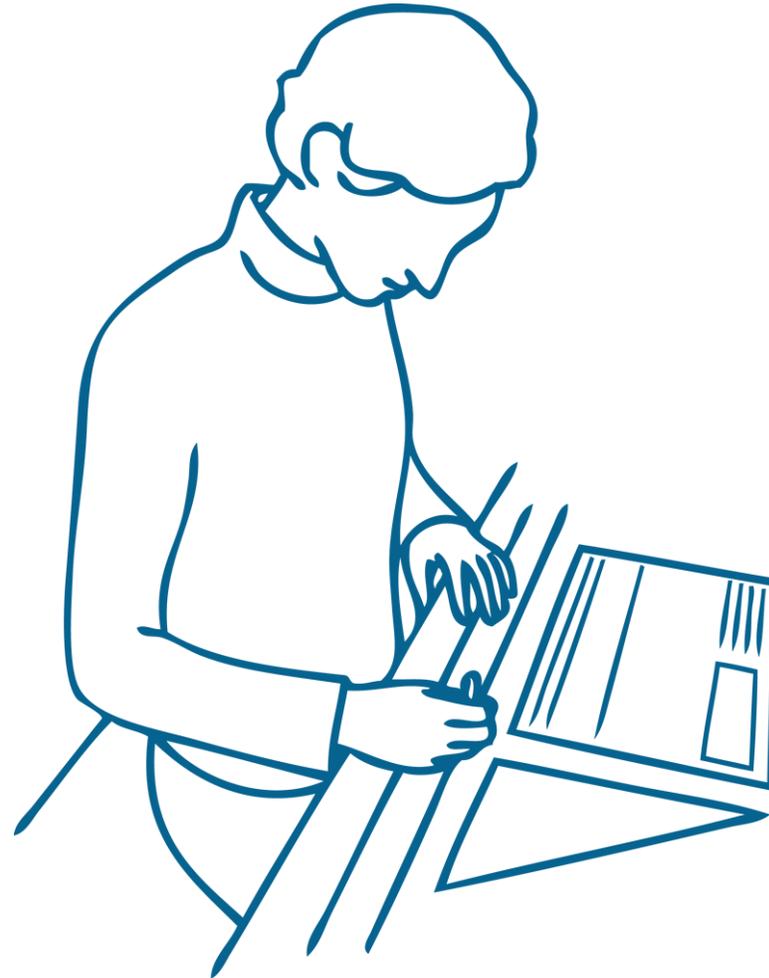
HIGH “S”

- **DEVELOPING SPECIALIST SKILLS**
- **CONCENTRATING ON THE JOB IN HAND**
- **COMPLETING TASKS THOROUGHLY**
- **MAINTAINING CONSISTENCY**
- **ADHERING TO PROCEDURE**
- **SUPPORTING OTHERS**
- **PROVIDING A SERVICE**
- **LISTENING ATTENTIVELY**

Possible limitations of people with an above the line (high) S and how to support them

Limitations	Support needed
Strives to maintain the status quo	Point out the benefits of change and the dangers of stagnation
May take a long time to adjust to change	Give support and encouragement through periods of change
Can have trouble meeting deadlines	Provide and demonstrate proven shortcut methods
May need help getting started on daily assignments	Give practice in the prioritising of objectives
Can be lacking in imagination	Introduce new people, new groups and new ideas in a non-threatening manner
Is relaxed and contented with things as they are	Encourage participation in free wheeling discussions (brain- storming)
Can hold a grudge	Indicate that long-term resentment can negatively affect long-term prospects
Tends to wait for orders before acting	Encourage a sense of urgency
Can be too relaxed	Use a sense of urgency to raise the feeling of achievement in getting things done

Compliance

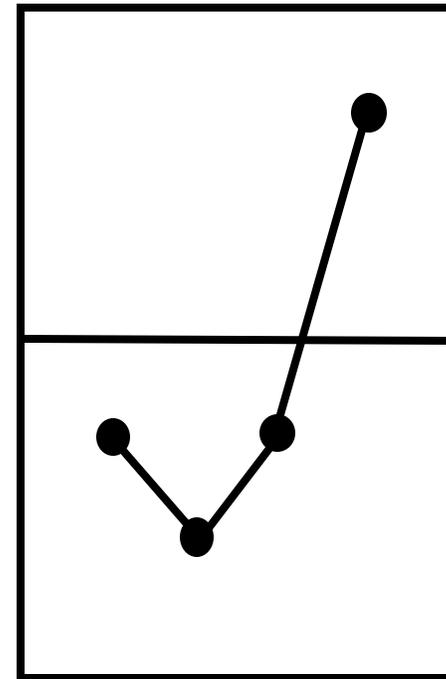


VALUES TO THE ORGANISATION

COMPLIANCE WITH EXACTING STANDARDS TO AVOID ERROR, TROUBLE OR DANGER.

HIGH “C”

- CONCENTRATING ON DETAIL
- FOLLOWING SOP'S
- BEING DIPLOMATIC WITH PEOPLE
- ASSESSING TROUBLE AND RISK
- ENFORCING QUALITY AND DIRECTIVES
- MONITORING AND CONTROLLING
- FACT & FAULT FINDING
- IMPROVING STANDARDS



Possible limitations of people with an above the line (high) C and how to support them

Limitations	Support needed
Can be over-reliant on rules	Encourage more independence
Hesitates to act without precedent	Remove the threat of retribution for error
Is bound by procedures and methods	Provide clear direction
Can get bogged down in detail	Set realistic time schedules
May resist acceptance of responsibility	Emphasise value to the organisation
Wants full explanation before changes are made	Provide with written confirmation of changes
Can pass the buck	Emphasise the organisation's reliance on expertise
Yields position to avoid controversy	Encourage the view that confrontation does not necessarily lead to conflict, trouble and hassle
Can be defensive when threatened	Provide rebuttal arguments and practice their use
Can be suggestible and easily led	Support the questioning of the motives of others

ATTITUDE CONTROLS BEHAVIOUR



BEHAVIOUR BREEDS BEHAVIOUR



WE CAN CHOOSE OUR BEHAVIOUR



WE CAN USE OUR BEHAVIOUR



TO HINDER

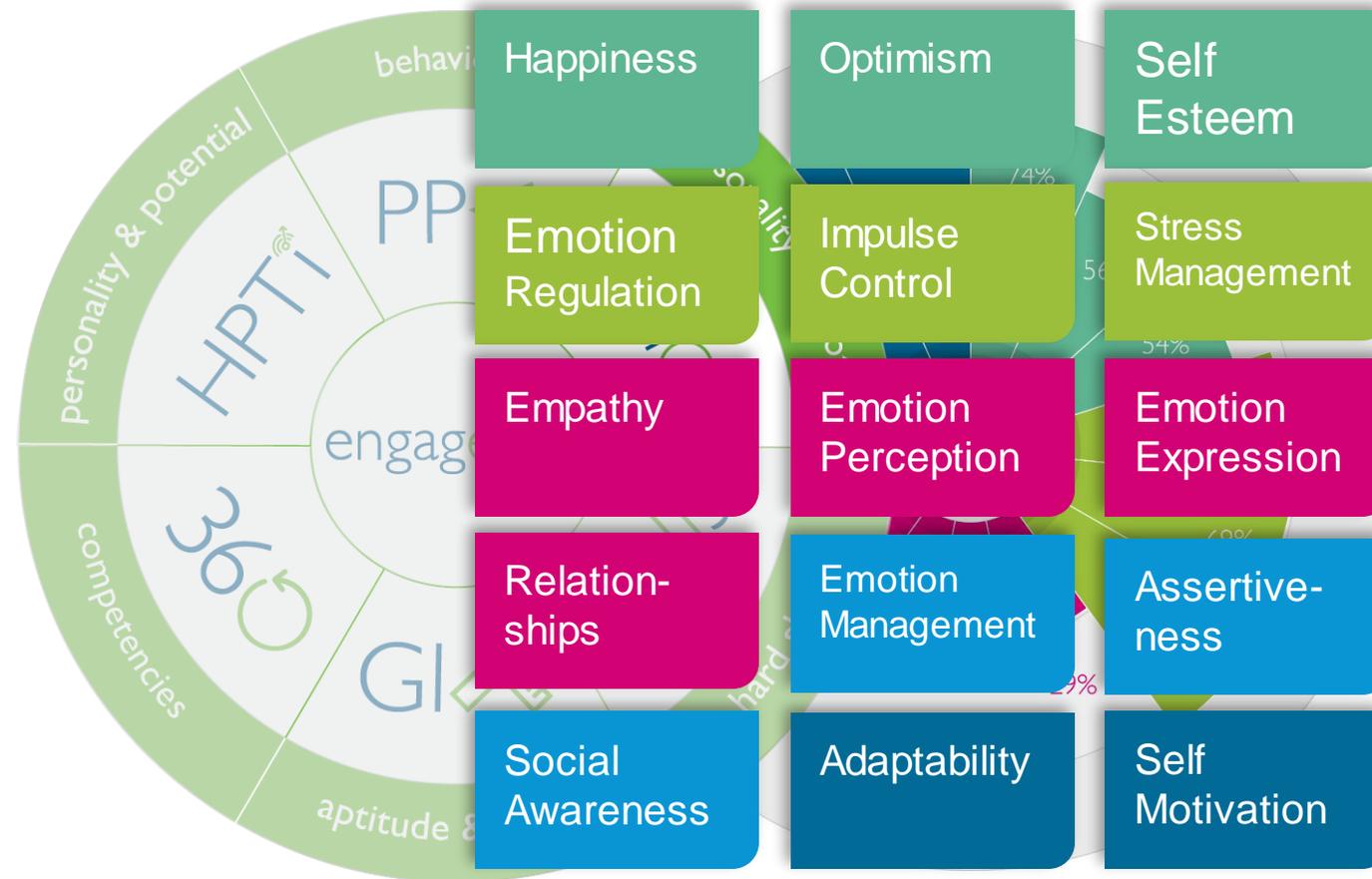


TO HELP

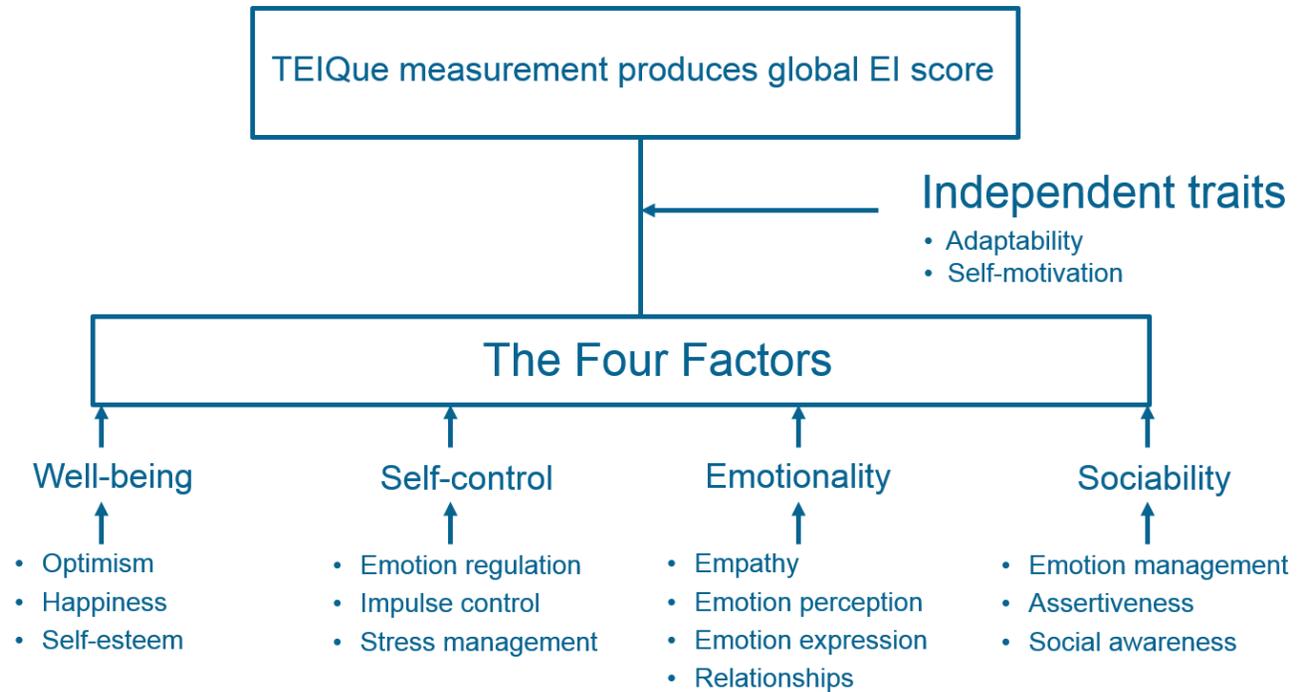
What is Emotional Intelligence:

The capacity to harmonise thought and emotion

- Be self-aware
- Perceive emotions in others
- Modify behaviour
- Motivate oneself
- Persist in the face of frustration
- Control impulses



The TEIQue Model



ARISTOTLE:

Anyone can become angry - that is easy. But to be angry with the right person, to the right degree, at the right time for the right purpose and in the right way – that is not easy!”