



# The Emotionally Intelligent Leader



**When Business Intelligence meets Emotional Intelligence**

An Emotional Intelligence Personal Profiling  
for

**Jenny Taylor**

**Mobile Team Challenge Ltd**

Unleash the Potential of Your People

[www.mtceurope.co.uk](http://www.mtceurope.co.uk)





## Summary

The Emotions and Behaviours at Work assessment (EBW) is a validated psychometric measure that provides feedback on a person's Emotional Intelligence at work. It has been created to assist with the assessment and development of personnel.

## Who is the report written for?

The information contained in this report is STRICTLY PRIVATE & CONFIDENTIAL and is to be used solely to develop Jenny. The following report has been generated using a general population norm group and is intended to summarise the results from the EBW completed on the 7.6.2025. The report is written in a style that can be presented to Jenny.

## Content

The report is divided into the following sections:

### Introduction to the EBW


- **Guidance on the Interpretation of Feedback Executive Summary Feedback**
- **Interview Questions**



**Decisiveness**  
The capacity to make decisions, and take initiative



**Motivation / Drive**  
Wants to achieve, has energy & ambition, optimistic and positive.



**Influence**  
Able to persuade others, gets own views across – like a position of authority



**Adaptability**  
Responds well to change, is flexible and adaptable. Keeps an open mind



**Empathy**  
Team oriented, sensitive to others' needs, respectful, tolerant & patient



**Conscientiousness**  
Meets deadlines, punctual, organised, tidy, dependable and self-disciplined



**Stress Resilience**  
Copes with the day-to-day pressures of life with strong wellbeing



**Self Awareness**  
Knowledge of personal strengths and areas for development

## Emotional Intelligence at Work

This report explores a person's Emotional Intelligence at work (Business Emotional Intelligence). Business Emotional Intelligence explains peoples' capability to manage the critical emotions and underlying behavioural traits that predict occupational performance.

The key to a person's Business Emotional Intelligence is their ability to use their intrapersonal and interpersonal intelligence. Intrapersonal Intelligence is the ability that individuals have to manage themselves through knowing and understanding their feelings, needs, wishes, wants and behaviour. Whereas Interpersonal Intelligence is the knowledge and ability that helps individuals to understand, engage, manage, and motivate other people. It includes being sensitive to others' emotions and psychological states and choosing the appropriate response by reading the relationship, being empathetic and communicating clearly to them.

## The Emotions and Behaviours at Work Assessment

The EBW measures the emotional behavioural clusters (scales) that are the focus of Business Emotional Intelligence as well as providing feedback on how self-aware we are of them.



These emotional behaviours describe the way we tend to approach and interpret situations and people and this in turn impacts on the way that others see us. Many of these emotions and behaviours are predictive of how successful we will be in different situations and, whilst we may react differently depending on the context, our emotions and behaviours do tend to be quite consistent. However, they can change over time and this report provides a snapshot of a person's emotions and behaviours today, but this could change in the future.

## Guidance on the Interpretation of Feedback

- The main purpose of completing the E.I. questionnaire and reading this report should be to stimulate your thinking about how your emotions and behaviours can impact on your working style.

As such, this report should not be treated as a definitive profile of your working style but as a starting point from which to explore your Business Emotional Intelligence in more depth.

- The report provides feedback under each emotional/behavioural scale. Your responses are compared to those typically given by people at work to generate feedback that is relevant to you.
- In reviewing your results, you should read the definition of each emotional behavioural cluster before going on to read how it relates to you.
- Much of the content and the feedback may sound familiar to you but be prepared to see some differences between how you view yourself and how the feedback from the report describes you.
- Consider the information in this report in conjunction with other information you have about your strengths and development needs.
- This report should be seen as a snapshot of your emotions and behaviours at the time you completed the profile. Although Business Emotional Intelligence are relatively stable, with the right coaching and training it is possible to develop certain aspects of your emotions and behaviours at work.
- Many people find it very useful to discuss their report with a certified E.I. Coach. A qualified E.I. Coach will be able to consider your emotions and behaviours as described in this report, and interpret the interactions between them and also other relevant factors, such as your job, and provide advice on how to develop your potential.

You should see this report as the starting point for your development and use it to feed into your own personal development plan



## Executive Summary

This summary provides an overview of eight key emotional behavioural clusters that form the focus of the EBW. However, the feedback from each emotional behavioural cluster should be read and considered to maximise the value of the report.

## Score Summary

The table below presents the current EBW sten scores for Jenny using general population norms. These sten scores must be interpreted by a certified EBW Partner.

<b>Decisiveness</b>	1	2	3	4	5	6	7	8	9	10
<b>Motivation</b>	1	2	3	4	5	6	7	8	9	10
<b>Influence</b>	1	2	3	4	5	6	7	8	9	10
<b>Adaptability</b>	1	2	3	4	5	6	7	8	9	10
<b>Empathy</b>	1	2	3	4	5	6	7	8	9	10
<b>Conscientiousness</b>	1	2	3	4	5	6	7	8	9	10
<b>Stress Resilience</b>	1	2	3	4	5	6	7	8	9	10

## Feedback Overview

Jenny will want to evaluate different options before taking responsibility and making a decision and is happy taking a lead from others.

Jenny tends to be quite ambitious and can be enthused and energised by her work, putting a fair amount of energy into it. She likes challenge and expects positive outcomes.

Jenny enjoys consultative roles or roles where she does not directly influence others or have a conspicuous impact on them.

Jenny values stability in her working environment and whilst she can adapt to changing situations, she is likely to have well defined views and will like clarity about processes and systems and what is required of her.

Balancing the needs of the task with a desire to help and understand others' feelings needs and perspectives, Jenny's focus is likely to be on the task whilst still trying to meet the needs of colleagues.

Jenny tends to be reliable, organised and consistent and to be concerned with meeting her commitments in a way that is acceptable to those around her.

Jenny is concerned about day to day work, managing pressure, and most of the time is comfortable expressing her emotions and letting others know how she is feeling.

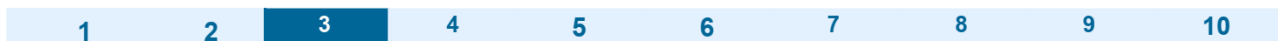
## Feedback

The sten scores and feedback narrative in this section of the report are based on Jenny's responses on the EBW assessment. Each section starts with a definition of the emotional behavioural cluster followed by the sten scores and feedback narrative. At the end of each section, there are some questions to consider based on the feedback narrative.

## Decisiveness

**Willingness to make decisions, the need for control and the level of comfort with decision making responsibility.**

### Score



## Feedback

Jenny's score on this scale suggests a low level of interest in taking on responsibilities or making decisions. She will prefer to have a lot of information and so be able to take a balanced perspective on issues, but this can sometimes mean she seems to procrastinate, postpones making decisions or does not give a clear lead on an issue.

Jenny will want to keep a range of options open, reacting to situations rather than dictating them and whilst this may enhance her flexibility it can prove frustrating for colleagues who would prefer a more direct solution. She may feel less comfortable than some being in situations where her decisions may be challenged and may at times want to avoid taking a decision that is controversial or radical.

In teams, Jenny's contributions are more likely to take the form of identifying issues and problems, reflecting and supporting others. It may be important for Jenny to work with colleagues who will help her identify when she has done enough and when she should move on to the next stage of an issue. She may, however, have a useful role to play in questioning the position of the group and identifying flaws in proposed decisions.

Roles that involve analysis, reflection, consultation and consensus may be more comfortable than those that directly involve personal responsibility and decision making, such as general or line management. That does not mean Jenny will not be able to excel in general or line management roles, but she is likely to feel more comfortable taking on expert roles where she provides advice rather than being the person making the decision.

It should not be assumed from this that the decisions that Jenny makes are bad ones, simply that she may feel relatively uncomfortable taking control or finalising her decisions without the requisite authority or enough information.

## Questions

Tell me about a situation in which you had to make a decision but lacked the information or clarity that you needed to be sure you were making the right decision.

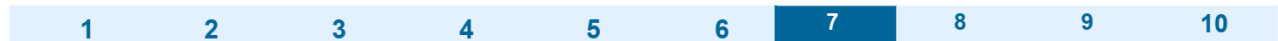
Tell me about a time when you had to take a position or present a decision that was unconventional or unpopular.

Describe a time when you had the opportunity to take on a lot of responsibility.

## Motivation

Level of energy, passion, drive and enthusiasm for work, being optimistic and positive, the need for achievement and challenge.

## Score



## Feedback

Jenny tends to be quite ambitious, having a positive attitude towards her work, seeing opportunities and solutions rather than problems. If she can take an interest in a task she is likely to become committed to what she is doing and have a high level of enthusiasm for it. She may also tend to be quite optimistic about her ventures, expecting things to work out well and may slightly underestimate the risks involved. This optimism may make her better able to cope with obstacles and she will not be easily deflected, although she may become frustrated by what she perceives to be a relative lack of commitment in others.

Jenny is a fairly self-motivated individual, who can use her passion and drive to get projects started. Her energy and enthusiasm for her favoured projects may help Jenny involve and motivate others, whilst her optimism could well encourage others to have confidence. However, at times Jenny may focus too much on her pet projects and insufficiently on broader matters and others may not share her enthusiasm.

If she does not feel engaged and challenged, she may direct her energies elsewhere. In teams, she can be useful for raising the energies of her colleagues.

## Questions

Tell me about a time when you felt enthusiastic about the work you were doing.

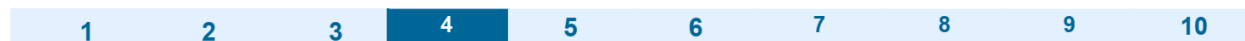
Describe a time when you persevered with a project that you thought might fail.

Describe a time when you had to do some work that didn't stimulate you.

## Influence

The drive to influence others and persuade them, to be heard and have an impact.

### Score



## Feedback

Jenny's responses in this area suggest that she enjoys consultative roles and will be more comfortable responding to others' ideas and opinions than putting forward her own. She is likely to be comfortable in passive roles in which she can keep a relatively low profile and this may diminish her ability to directly persuade and influence others, but she may use more subtle methods to communicate her views.

Jenny's preference for consultative roles does not necessarily mean that she will seek junior roles, rather that she will be less inclined to enjoy or pursue those aspects of the job that involve directly influencing others.

Whilst Jenny's ideas and input may be important and valuable, she may be reluctant to put these across at times. As such, she may diminish her value to the organisation and will need active encouragement to put forward her contribution. She may also be unlikely to pursue her opinions once communicated, letting others put forward persuasive arguments for their merits. Similarly, she may also be too quick to accept the opinions or decisions of others, not necessarily for the value of the idea, but because she may feel uncomfortable putting forward an alternative view.

It is possible that Jenny's abilities may be underestimated, as she will not put them or herself forward and may be unnecessarily dismissive of her own contribution or abilities.

Jenny does not therefore, seem well suited to roles where she is required to take a conspicuous part in persuading, motivating and influencing others. She may be better suited to roles in which she can make her contribution less obviously and this can include technical roles, at whatever level.

In teams, she may need encouragement to put her opinions forward and may need the support of others if required to convince people of her submission.

## Questions

Describe a time when you had to convince somebody of something.

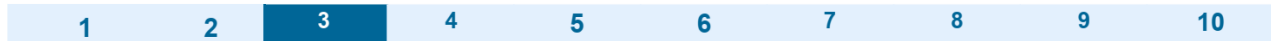
Describe a time when you had to get other people to do what you wanted them to.

Tell me about a time when you had to decide whether or not to take control of a situation.

## Adaptability

**The desire for, and enjoyment of, variety in the workplace; the capacity to keep an open mind and be flexible with different and creative approaches.**

### Score



## Feedback

Jenny's score suggests that she values tried and proven approaches to work and prefers gradual development to rapid change. Whilst not necessarily resistant to new ideas and approaches, she may need more persuading of their benefits than many and may be distrustful of new approaches and systems. Whilst she may see this as an appropriately thoughtful way of weighing up the relative benefits of the old and the new, others may perceive her as being resistant and she may wish to think about ways of presenting her position in this area.

Jenny likes to know what is expected of her and this may mean that she is less able to deal with sudden changes or with situations in which it is not possible to anticipate what is going to happen next, but it may also make it easier for her to let others know what her position will be and so co-ordinate with her.

Jenny is likely to be quite clear about what she thinks is good and what she thinks works and may be less responsive than some to challenges to this. She may find it relatively uncomfortable to play devil's advocate or take a position that differs to her own. This may limit the range of options and solutions that she is prepared to consider, but also means that people will be relatively clear about where she stands on an issue.

When developing ideas, Jenny is more likely to focus on variations on existing themes rather than generating radical new ideas. This may make her more acceptable to many people as she will be seen to be building on what works, rather than simply starting all over again. However, she may be overly critical or mistrustful of imaginative solutions and she needs to ensure that she does not quell others' creativity and enthusiasm in this area.

Jenny seems more suited to roles that are fairly defined and quite stable. She may be a good choice for roles that involve maintaining or gently developing a function. However, she may be less comfortable when called upon to generate ideas for change or where she has to work without clear guidelines, conventions or expectations or where her role could change e.g. in entirely new functions or ventures.



## Questions

Describe a time when you had to go through a period of major change at work and how you dealt with it.

Describe a time when someone tried to get you to see things from their perspective.

Describe a time when you had to work with an unchanging routine.

## Empathy

**The ability to recognise, be sensitive to and consider others' feelings, needs and perspectives. The need to understand, to help and work with others.**

### Score



## Feedback

Jenny likes to balance the needs of the role with having positive relationships with those around her. Although she is interested in people and she can be sensitive to others' feelings and emotions, she may not always recognise when they are uncomfortable or beginning to get upset, angry etc. Jenny will develop some relationships at work, but equally, she is content to keep other relationships on a purely professional footing.

Jenny will generally deal with conflict rather than avoid it. Like most people, she may find this difficult and will tend to focus her effort into finding solutions and compromises to facilitate co-operative working relationships.

As a manager or colleague, Jenny is likely to be quite supportive and approachable, although her focus will be on dealing with the needs of the task whilst still considering and being aware of peoples' needs. She will not ignore or tolerate poor performance or inappropriate behaviour and will seek to address it. On occasion, this might mean that her focus on dealing with the issue means that she sometimes struggles to maintain harmony with colleagues and partners.

Jenny seems happy working independently or working with others to formulate her own ideas, probably preferring a blend between the two. She may, therefore, dislike extremes of either kind (doing everything by consensus or having to work without support) and could find them unfulfilling.

On balance, Jenny is likely to want to work on her own, but will still need some contact with people in her job role, be it colleagues, clients or others. She will be comfortable working in teams, but will need to see the benefits of meetings and collaboration.

## Questions

Describe a time when you had to be firm with somebody else.

Describe a time when you had to develop a rapport with someone.

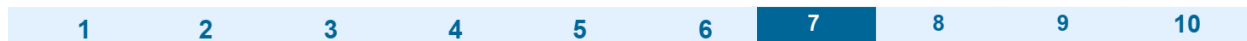
Describe a time when you had to work with a group of people to achieve a goal.

## Conscientiousness

The need to plan and have structure, be diligent and meet deadlines; the level of comfort with conforming and following the rules.

(The Emotional Behavioural indicator shows the overall score for Conscientiousness which consists of the Structure and Rules subscales).

### Score



### Feedback

Jenny likes and values structure and order in her work. She tends to be reliable and consistent, always trying to meet her commitments. She likes to observe the rules and conventions that apply to the organisation and to achieve goals and behave in a way that is acceptable to those around her.

### Structure



Jenny is likely to take her commitments seriously and be a conscientious person. She will work to ensure her promises, including those relating to deadlines and delivery, are met.

Jenny will have a need to organise her work rather than working spontaneously. She likes order and tidiness and this will give the impression of efficiency. She may assume that a lack of apparent structure and order in others indicates that they are not efficient enough and may place a little too much emphasis on this at times.

Jenny is likely to be most comfortable in roles, and she may perform particularly well, where diligence and hard work are rewarded. Roles and jobs in which there is not a plan and she cannot organise and structure her work are likely to be less comfortable for her.

### Rules



Jenny's score suggests she has a need to be clear about what is expected of her and she is more likely than many to try to fit in with these expectations. This means that she will like to operate not only within the rules, but also within the social conventions of the environment she is working in. As such, she may well fit in better than many and will make an effort to appear to be acceptable to others.

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Jenny may, at times, have a reluctance to challenge the organisation's rules and values and this may limit her ability to develop the organisation, but this may reflect a loyalty to the existing systems and codes. Note that this loyalty may not necessarily be to the organisation; it could be to her particular team, the ethos of the department, her membership of a professional association etc.

She is likely to be comfortable in regulated and bureaucratic organisations, where she is required to conform visibly to their standards.

In teams, Jenny is likely to work to the agenda of the team and is likely to be viewed as a team player or someone who tends to fit in rather than taking a more individualistic approach. She is likely to be considered a reliable colleague who is a safe representative of the company.

Overall, Jenny's concern to meet her obligations and to do this in an acceptable manner suggests that she will be a relatively dependable colleague compared to others of her ability level.

## Questions

Tell me about a time when you had to make detailed plans and then adapt them.

Tell me about a time you were expected to work strictly within a set of rules and regulations.

Describe a time when it became very hard to keep to a commitment you had made.



## Stress Resilience

The capability to relax and deal with the day to day pressures of work; the level of comfort with showing and managing emotions, e.g. can control/hide temper when provoked.

(The Emotional Behavioural indicator shows the overall score for Stress Resilience which consists of the Resilience and Emotional Control subscales).

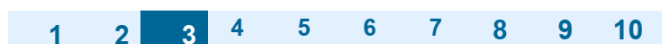
### Score



### Feedback

Jenny's Stress Resilience score suggests that she may, at times, find the day-to-day pressures of work a little overwhelming, but this may make her more aware of, and sensitive to, the way that stress affects others. However, most of the time she is likely to be able to manage her emotions and the way she expresses her feelings, but sometimes she may reveal more than she intended.

### Resilience



Jenny may feel a little less comfortable than many dealing with the day to day demands of her work and her performance and well-being may suffer if she feels she is working in too stressful an environment. She could feel some things more deeply than many people and whilst this can be uncomfortable at times she may also be able to better experience the pleasures and joys of life.

Jenny may find that she worries too much about what she knows to be relatively minor matters and may also tend to be negative about what she can achieve. This may lead her to interpret situations, and her own achievements in particular, a little too negatively. Whilst this may be uncomfortable for Jenny it may also ensure that she does not take things for granted and so is unlikely to become blasé or arrogant.

In a team, Jenny may underestimate the value of her own contribution and worry about the quality and style of her input and ideas. She may tend to interpret feedback she receives from others more negatively than it was intended and may be most effective in a very supportive environment.

### Emotional Control



Most of the time Jenny can manage her emotions, but she is likely to express negative emotions such as anger and frustration when under pressure.

Most of the time she should be able to present a controlled image and deal with matters in a relatively unemotional manner, but she is likely to feel comfortable showing her feelings, negative or positive to others.

Because Jenny will be happy to show her feelings, people will recognise when Jenny is struggling or under pressure and be able to assess what Jenny is feeling. This means at times, Jenny will reveal more of her feelings than she wishes to.

## Questions

Tell me about a time when you were under a lot of pressure at work.

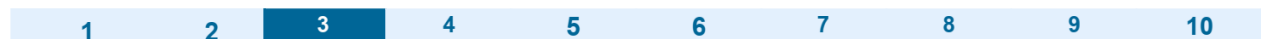
Tell me about a time when you had to control your emotions at work.

Describe a time when you had to do some work that had a low chance of success.

## Self Awareness

The Self Awareness scale gives an index of the extent to which your rating of yourself is likely to correspond with the way that others would rate you on the EBW scales. It was developed by statistically identifying questions that tend to be good predictors of the difference between how you rate yourself and how others rate you. It is not therefore, based on a specific theory as to why these ratings may differ. You should use it purely to challenge yourself on whether you have been realistic and honest with yourself in the way you answered the questions.

## Score



## Feedback

Jenny may see herself quite differently to the way that others see her. Whilst this does not necessarily mean she doesn't understand herself, she may not appreciate the way she comes across to others or how effective they think she is being. This can lead to misunderstandings and at times, she may not employ her most effective strategies to achieve what she is setting out to achieve. It may be helpful for her to seek more active feedback on how others see her (whilst being aware that she may not immediately recognise that this is an accurate portrayal of herself), and to put time aside to reflect upon what she does well and what areas she needs to develop in.

## Questions

Describe a time when you received feedback about your behaviour that you were not aware about.

## The Emotionally Intelligent Leader: Six Leadership Styles

### Emotional Intelligent Leadership

This report explores how Jenny's Business Emotional Intelligence impacts her ability to lead in different situations.

Emotional Intelligent Leadership recognises that different Emotional Behaviours in the EBW may be more important than others to leadership success, depending on the situation and organisational culture. Effective leadership needs to vary, not only with the person or team that is being led, but also by the task, job or function that needs to be accomplished.

The key to developing effective leadership is managing Emotional Behaviours appropriately to drive success in a team, group or organisation in the situation or context they are operating in.

### Leadership Compass

The EBW Leadership Compass focuses on 6 distinct leadership styles that have differing effects on the emotions and behaviours of the people who are being led and the atmosphere (culture) of the team, group or organisation.



The EBW Leadership Compass helps leaders evaluate their emotions and behaviours at work and how they can be managed to drive the most effective leadership style for any given situation or context.

Over the next few pages each leadership style from the EBW Leadership Compass is described, followed by a traffic light summary that shows Jenny's emotional behaviours score match. The closer Jenny's score is to the green area of the scale the greater level of comfort she will have with the leadership style.

## Visionary Leader

A visionary leader moves people towards a shared vision, telling them where to go but not how to get there - thus motivating them to struggle forwards. They openly share information, hence giving knowledge power to others. This leadership style is about self-confidence, empathy and being a change catalyst. The style can be summed up by the phrase "Come with me".

### Visionary Leader Score Summary

<b>Decisiveness</b>	1	2	3	4	5	6	7	8	9	10
<b>Motivation</b>	1	2	3	4	5	6	7	8	9	10
<b>Influence</b>	1	2	3	4	5	6	7	8	9	10
<b>Adaptability</b>	1	2	3	4	5	6	7	8	9	10
<b>Empathy</b>	1	2	3	4	5	6	7	8	9	10
<b>Structure</b>	1	2	3	4	5	6	7	8	9	10
<b>Rules</b>	1	2	3	4	5	6	7	8	9	10
<b>Resilience</b>	1	2	3	4	5	6	7	8	9	10
<b>Emotional Control</b>	1	2	3	4	5	6	7	8	9	10

Jenny's scores on the EBW assessment suggest she has a 64% match with the Visionary Leader leadership style.

## Coaching Leader

A coaching leader connects people to organisational goals, holding long conversations that reach beyond the workplace, helping them find strengths and weaknesses and tying these to career aspirations and actions. This leadership style is about developing others, empathy and self awareness. The style can be summed up by the phrase "Try this".

### Coaching Leader Score Summary

<b>Decisiveness</b>	1	2	3	4	5	6	7	8	9	10
<b>Motivation</b>	1	2	3	4	5	6	7	8	9	10
<b>Influence</b>	1	2	3	4	5	6	7	8	9	10
<b>Adaptability</b>	1	2	3	4	5	6	7	8	9	10
<b>Empathy</b>	1	2	3	4	5	6	7	8	9	10
<b>Structure</b>	1	2	3	4	5	6	7	8	9	10
<b>Rules</b>	1	2	3	4	5	6	7	8	9	10
<b>Resilience</b>	1	2	3	4	5	6	7	8	9	10
<b>Emotional Control</b>	1	2	3	4	5	6	7	8	9	10

Jenny's scores on the EBW assessment suggest she has a 86% match with the Coaching Leader leadership style.

**Affiliative Leader**

An affiliative leader creates people connections and harmony within the organisation. It is a very collaborative style which focuses on emotional needs over work needs. This leadership style is about empathy, building relationships, and communication. The style can be summed up by the phrase "People come first".

**Affiliative Leader Score Summary**

<b>Decisiveness</b>	1	2	3	4	5	6	7	8	9	10
<b>Motivation</b>	1	2	3	4	5	6	7	8	9	10
<b>Influence</b>	1	2	3	4	5	6	7	8	9	10
<b>Adaptability</b>	1	2	3	4	5	6	7	8	9	10
<b>Empathy</b>	1	2	3	4	5	6	7	8	9	10
<b>Structure</b>	1	2	3	4	5	6	7	8	9	10
<b>Rules</b>	1	2	3	4	5	6	7	8	9	10
<b>Resilience</b>	1	2	3	4	5	6	7	8	9	10
<b>Emotional Control</b>	1	2	3	4	5	6	7	8	9	10

Jenny's scores on the EBW assessment suggest she has a 83% match with the Affiliative Leader leadership style.

**Democratic Leader**

A democratic leader acts to value inputs and commitment via participation, listening to both the bad and the good news. This leadership style is about collaboration, team leadership and communication. The style can be summed up by the phrase "What do you think?".

**Democratic Leader Score Summary**

<b>Decisiveness</b>	1	2	3	4	5	6	7	8	9	10
<b>Motivation</b>	1	2	3	4	5	6	7	8	9	10
<b>Influence</b>	1	2	3	4	5	6	7	8	9	10
<b>Adaptability</b>	1	2	3	4	5	6	7	8	9	10
<b>Empathy</b>	1	2	3	4	5	6	7	8	9	10
<b>Structure</b>	1	2	3	4	5	6	7	8	9	10
<b>Rules</b>	1	2	3	4	5	6	7	8	9	10
<b>Resilience</b>	1	2	3	4	5	6	7	8	9	10
<b>Emotional Control</b>	1	2	3	4	5	6	7	8	9	10

Jenny's scores on the EBW assessment suggest she has a 92% match with the Democratic Leader leadership style.

**Pace-setting Leader**

A pace-setting leader builds challenging goals for people, expecting excellence and often exemplifying it themselves. They identify poor performers and demand more of them. If necessary, they will work to solve the problem themselves. This leadership style is about conscientiousness, drive to achieve and initiative. The style can be summed up by the phrase "Do as I do now".

**Pace-setting Leader Score Summary**

<b>Decisiveness</b>	1	2	3	4	5	6	7	8	9	10
<b>Motivation</b>	1	2	3	4	5	6	7	8	9	10
<b>Influence</b>	1	2	3	4	5	6	7	8	9	10
<b>Adaptability</b>	1	2	3	4	5	6	7	8	9	10
<b>Empathy</b>	1	2	3	4	5	6	7	8	9	10
<b>Structure</b>	1	2	3	4	5	6	7	8	9	10
<b>Rules</b>	1	2	3	4	5	6	7	8	9	10
<b>Resilience</b>	1	2	3	4	5	6	7	8	9	10
<b>Emotional Control</b>	1	2	3	4	5	6	7	8	9	10

Jenny's scores on the EBW assessment suggest she has a 69% match with the Pace-setting Leader leadership style.

**Commanding Leader**

The Commanding Leader soothes fears and gives clear direction, commanding and expecting full compliance (agreement is not needed). They need emotional control for success and can seem cold and distant. This leadership style is about the drive to achieve, initiative and self-control. The style can be summed up by the phrase "Do what I tell you".

**Commanding Leader Score Summary**

<b>Decisiveness</b>	1	2	3	4	5	6	7	8	9	10
<b>Motivation</b>	1	2	3	4	5	6	7	8	9	10
<b>Influence</b>	1	2	3	4	5	6	7	8	9	10
<b>Adaptability</b>	1	2	3	4	5	6	7	8	9	10
<b>Empathy</b>	1	2	3	4	5	6	7	8	9	10
<b>Structure</b>	1	2	3	4	5	6	7	8	9	10
<b>Rules</b>	1	2	3	4	5	6	7	8	9	10
<b>Resilience</b>	1	2	3	4	5	6	7	8	9	10
<b>Emotional Control</b>	1	2	3	4	5	6	7	8	9	10

Jenny's scores on the EBW assessment suggest she has a 67% match with the Commanding Leader leadership style.

Take a look at the descriptions of the individual styles on Pages 20-22 and assess if you feel that you are a closer match to any particular style.

Or take a look at this compilation of Emotionally Intelligent Leadership Styles demonstrated in main-stream movies and see which is the closest to your style.

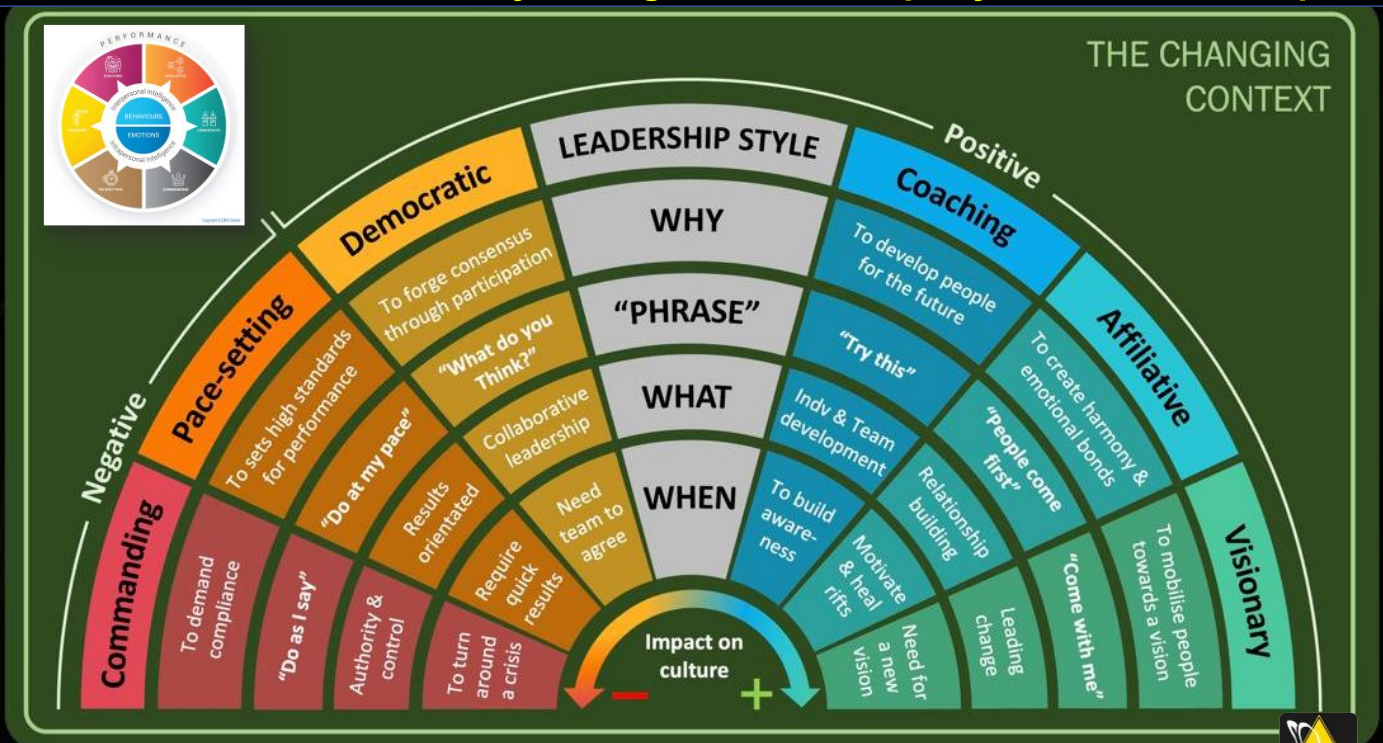


MTC Europe You Tube Library: [https://youtu.be/BK8MSocz\\_f8](https://youtu.be/BK8MSocz_f8)

The lack of interpersonal skills and the inability to adapt are the two principal derailment factors in leadership performance, especially in times of change.

Business Emotional Intelligence is a practical, work based approach to Emotional Intelligence that helps individuals and teams understand why people behave the way they do and how to maximise their engagement with, and performance at, work.

### Daniel Goleman's 6 Emotionally Intelligent Leadership Styles – and their impact



Source: Adapted from Daniel Goleman's 6 leadership styles

It is an exciting advance in our understanding of how the management of critical emotions and behaviours are linked to the success of leaders and teams.

Business Emotional Intelligence, or Business EQ, is about the ability to use your intrapersonal and interpersonal intelligence to focus on the critical emotions and underlying behavioural traits that predict occupational performance.

The key to the Business Emotional Intelligence is self-awareness and awareness of others. It explains peoples' capability to manage their emotions and behaviours at work and what effect it has on their potential and their performance.

The practical, straightforward approach of Business Emotional Intelligence, with its engaging and accessible business language, makes it ideal for leaders and teams to quickly understand how critical emotions and behaviours impact on the success of themselves and others.



## Jenny Taylor Leadership Action Plan

This report is designed to provide you with an opportunity to review how your emotional behaviours impact your leadership style and performance. To consider how your Leadership Compass will help you respond to professional and personal challenges that impact your team, group or organisation.

Leadership development is a dynamic lifetime process of action, reflection and more effective action. Deciding to commit to six actions and trying to put them into practice is the starting place for your journey to enhance your leadership performance.

### Action One

Describe how people would characterise your current leadership style. List your strengths and values as a leader that you recognise as important to your leadership style and consider how they contribute to your leadership performance.

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### Action Two

Describe 3 of your most challenging leadership situations. What do you recognise as a recurring pattern in your leadership experiences?

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### Action Three

List the leadership styles identified in your report that surprised you. Pause and consider the potential impact of not using these leadership styles on the people you want to lead? These leadership styles may represent blind spots'. Consider how adopting these leadership styles could impact your performance? What would be the benefit to you?

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### Action Four

Identify the key challenges you are facing as a leader right now. Using the Leadership Compass identify the leadership style you need to use with the key people who will help you address these challenges. What may stop you adopting these leadership styles and when you do change your leadership style how will you know it is having a positive outcome?

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### Action Five

Discuss your EBW Report with some of your trusted colleagues. Pay particular attention to those areas describing your emotional behaviours and leadership style that raise questions for you. Ask for feedback and support on how changing your emotional behaviours may prove more effective in achieving your goals as a leader.

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### Action Six

Take some time to consider what does the feedback from your EBW Report means for you future? What professional opportunities are created by you taking action from your EBW feedback? Take charge and set some new goals for your professional development. A developmental professional goal is a measurable statement of your intention to create change. List your goals in order of priority and by what date you intend to achieve each of them by.

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## How do YOUR 8 E.I. Behaviours Stack Up Under Pressure?

### When BUSINESS Intelligence meets EMOTIONAL Intelligence



#### Decisiveness

The capacity and preparedness to take decisions, accept responsibility and take the initiative with a Client. Provides clarity on issues and is prepared to be assertive.



#### Motivation/Drive

Wants to achieve, has energy, drive and enthusiasm, is ambitious, is optimistic and positive about things, less likely to become demoralised, is not cautious or hesitant.



#### Influence

Is able to persuade clients, gets own views across, can get others to do things for them or to do what they want, is able to lead and likes to, likes a position of authority.



#### Adaptability

Responds well to change, is flexible and adaptable, keeps an open mind, likes variety, accepts others' input, likes novel and creative approaches.



#### Empathy / Compassion

Team orientated, sensitive to others needs and can see their perspective, tactful, sympathetic, patient, gets on with others, is tolerant of other people, approachable. Builds great empathy with clients



#### Conscientiousness

Meets deadlines, is punctual, is tidy, works hard, is reliable, dependable, conscientious, self-disciplined, good at organising and can tend to conform and follow the rules.



#### Stress Resilience

Copes with the day-to-day pressures of life, can control themselves e.g. can control temper when provoked.



#### Self-Awareness

This scale gives an index of the extent to which your rating of yourself is likely to correspond with the way that others would rate you.



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