

IMAGINE IMPROVE IMPACT



To achieve personal excellence we develop successful habits & behaviours in line with organisational strategy and personal values

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Leadership, Emotional Intelligence and the Fire Service



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What's in it for you today?

- I might challenge some of your views on Leadership,
- I will show you seven crucial Emotional Intelligence competencies,
- You might self-reflect more critically with these competencies, and
- You might go away a more competent Leader.



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About me

- Senior Station Officer ~ Fire Service 20 years,
- One Degree, two Diplomas and a range of other qualifications (Management, Coaching etc),
- Three years consulting to corporate clients in EQ, MBTI, LSI/GSI,
- I'm passionate about helping others succeed, and
- Experienced twenty years of (?) Leadership.



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What Emotional Intelligence Isn't

- Not about crying when someone's cat dies,
- Not about being overly sensitive to everyone, and
- Not about hugging everyone at the start of the day.



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What Emotional Intelligence Is

- Understanding yourself and how your behaviours influence others
- Possessing skills you can use to motivate, understand, connect with and inspire others through understanding yourself:
- Why you think and feel the way you do about issues and situations,
- How that is interpreted by those around you, and
- How your thoughts and actions affect people with whom you come in contact with.



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Conference Statistics

- Agency Initiatives
- Volunteerism/Managing People
- Diversity
- OHS
- Innovation
- Emerging Technology and Applications
- Interoperability/Community Engagement
- Lessons Learned
- Business Systems
- Equipment/Group Purchasing, and
- Other



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Conference Statistics (cont'd)

- 78 presentations (63 hours),
- 76 presentations (62 hours) relate to 'task',
- 2 presentations (1 hour) relate *specifically* to 'people'



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Leadership Focus, Styles and Issues

- Leadership Focus:
 - People/Task ~ 50% / 50%
 - 48 Fire Service employees
 - People/Task ~ 13% / 87%
- Leadership Styles:
 - Constructive (I'm ok, you're ok - intrinsic)
 - Passive/Defensive (I'm not ok)
 - Aggressive/Defensive (I'm ok, you're not! – extrinsic)



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Leadership Focus, Styles and Issues (cont'd)

- Leadership issues:
- Disengagement:
 - 7% @ 80%, 73% @ 40%, 20% @ <40%
- Complacency,
- Gen 'Y' ('C and C' style),
- Outcome:
 - *Staff experience feelings of anger, annoyance, bitterness, frustration, lowered self esteem, felt not valued, feelings of vengefulness, lack of motivation and general decrease in performance.*



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You don't like your job, you don't leave. You go in every day and do it really half-assed!



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The Leadership Question to Ask Yourself...

“Are the behaviours I exhibit giving me the best chance of being effective (and getting out of it what I want?)”



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About EQ

- Developed late '80's by Salovey/Mayer and Bar-On
- Daniel Goleman published many books.
- 48,000 people tested worldwide (Bar-On model).
- (this paper) 250 High-performing CEO's and corporate leaders.
- Dr Martyn Newman documented highest seven dynamic emotional competencies ('Emotional Capitalists' – Wiley & Sons 2007).



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About EQ (cont'd)

- Bar-On documented fifteen EQ competencies:

- **Intrapersonal**

- Self Regard
- Self Awareness
- Assertiveness
- Independence
- Self Actualisation

- **Interpersonal**

- Empathy
- Social Responsibility
- Interpersonal Relationships

- **Adaptability**

- Reality Testing
- Flexibility
- Problem Solving

- **Stress Management**

- Stress Tolerance
- Impulse Control

- **General Mood**

- Happiness
- Optimism



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Independence



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Independence

'To be self-reliant and free of emotional dependency on others'

(Self-reliant - power and the responsibility to make decisions, confidence in judgement, willingness to take action, put yourself on the line)



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Assertiveness



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Assertiveness

'Being able to communicate your idea honestly and effectively, while respecting the fact that others may hold a different opinion'



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Optimism



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Optimism

‘Optimism is about your vision and foresight, and possessing the ability to remain focused on the goal despite the challenges and setbacks along the way’



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Self-actualisation



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Self-actualisation

'Having a passion for what you do (passion empowers you to inspire and lead others), having a work-life balance with a wide variety of interests and ensuring your personal and professional goals are aligned'



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Self-regard



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Self-regard

*'The more you like and respect yourself
the more you will like and respect others
and the better they will feel towards you'*

*(It's about liking who you are, a feeling of being
on top of things and having the internal resources
and skills to manage life's challenges)*



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Inter-personal Relationships



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Inter-personal Relationships

'Building relationships with all people your business touches – employees, customers, every group your organisation comes in contact with – and treating all people as equals'



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Empathy



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Empathy

'Empathy is understanding how other people feel, demonstrating that you can see the world from another person's perspective...where you stand determines what you see'



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Conclusion

- Many challenges facing Fire Service re: L/ship, EQ,
- Most over-estimate ability, poor EQ skills worse (motto - don't fool yourself!),
- Male issues of power and control,
- 3% time emergency response activities,
- Survey found 'C & C' used by 60% mgt 70% time,
- 3% 'C & C' – should 97% utilise proven principles and philosophies of EQ and good Leadership? and
- Leaders are made.



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What you should have got out of today.

- **Imagine** - Your Leadership views can now include:
 - people/task balance,
 - styles of Leadership - constructive, passive/defensive and aggressive/defensive
- **Improve** - You are now aware and willing to develop:
 - seven crucial EQ competencies,
 - your own approach and improved performance against these competencies
- **Impact** - You will go away a more competent Leader



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Quote by H. Jackson Browne Jnr.

“Live so that when your children think of fairness and integrity, they think of you”



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