

Mission-Driven Leadership

Do You Desire Your Organization to be
Average, Above-Average or a Model of Excellence?



by:

Michael G. Fann, ARM-P, MBA

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Mission-Driven Leadership

Do You Desire Your Organization to be Average, Above-Average or a Model of Excellence?

Michael G. Fann, ARM-P, MBA

Fann has more than 30 years' experience in providing risk management consulting and training for local governments, school systems, universities, state governments, and associations. He is an award-winning author and speaker, working with clients and audiences from Maine to California, from Florida to Washington. Fann is a graduate of Middle Tennessee State University (Finance & Political Science) and Ole Miss (MBA - Management). He has participated in international public risk management exchanges with colleagues from the United Kingdom, China and Australia. A former 2-time member of the Board of Directors of the Public Risk Management Association (PRIMA), he also has served on the Board of Directors of the Public Entity Risk Institute (PERI), based in Alexandria, Virginia.

In 2014, he was presented with the PRIMA's highest honor as the 11th recipient of its Distinguished Service Award. He has also received the Southeast Loss Control (SELC) Group's Distinguished Service Award (2016), TnPRIMA's Abbie Hudgens Distinguished Service Award (2012), the National League of Cities' John G. Stutz Award (2010), Public Risk Magazine's Author of the Year Award (2011), and the University of Tennessee Institute for Public Service's Project of the Year Award (2004). Fann has also been known to grace the stage with a Blues Brothers routine, entertain with bad karaoke, and once sang an Elvis song at the insistence of Chinese officials.

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A native of Nashville, Dalton is a graduate of Tennessee State University (B.S., 1993) and East Tennessee State University (M.C.M., 1995). He has previous local government experience with the City of Alcoa as Assistant to the City Manager and Human Resources Director.

A member of the Loss Control staff since September, 1998, Dalton has served as a risk management resource for the municipalities, schools, utilities, housing authorities, human resource agencies, and other governmental entities throughout Tennessee. Dalton provides risk identification surveys for safety & liability exposures, and coordinates a statewide program of safety and liability loss control training classes for Pool participants. Dalton also assists in developing publications and bulletins. He received the ARM designation in 2001, and his RMPE certificate in 2003. Dalton received TnPRIMA's highest award, the Abbie Hudgens Distinguished Service Award in 2014, and remains active with TnPRIMA, TCMA, TAMCAR & other associations. Further, he is a Certified Playground Safety Inspector (CPSI) through NRPA and the Playground Safety Institute.

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Introduction

WHAT IS YOUR MISSION?

- Service and/or Product
- Respected
- Quality
- Stewardship
- Rewarding
- Rewards
- Rewards for Staff
 - Happiness
 - Work Environment

Goals so big you
get uncomfortable telling
small minded people.



Introduction

LEADERSHIP...

Various definitions:

“The ability to influence a group toward the achievement of goals.”

*“Leadership is mobilizing others toward a goal
shared by the leader and followers”*

*“Leadership is the art of leading others to deliberately create a result
that wouldn’t have happened otherwise.”*

“The only definition of a leader is someone who has followers.”

- Peter Drucker



Introduction

MISSION-DRIVEN LEADERSHIP...

Positional or
Authentic/Influential Leadership?

Positional “leader” derives authority simply from the position or title they hold

*The key to successful leadership today
is influence, not authority.*

– Ken Blanchard –



Introduction

MISSION-DRIVEN LEADERSHIP...

... understands that organizational goals are
accomplished through the efforts of others.

*Positional Leader says: “We don’t really have a
succession plan... there’s no one here who can run
this organization but me.”*

- ❖ What does this say about the “staff”?
- ❖ What does this say about the “leader”?



Introduction

MISSION-DRIVEN LEADERSHIP...

... understands that organizational goals are accomplished through the efforts of others.

Therefore, **authentic leadership** takes the time to:

- ❖ engage your key directors/managers to clearly define the organizational mission
- ❖ develop & cultivate work relationships built on trust and respect
- ❖ maximize the investment the organization makes in its staff members



Introduction

MISSION-DRIVEN LEADERSHIP...

*MISSION-DRIVEN LEADERSHIP understands that it takes **motivated and inspired employees** to **sustain organizational success**. Therefore, leadership ensures that employees are **engaged at every level** to enable discretionary efforts to be directed towards the mission of the organization.*



Introduction

MISSION-DRIVEN LEADERSHIP...

... understands that organizational goals are accomplished through the efforts of others.



Therefore, leadership must define some priorities:

- ❖ Which comes first... Trust or Faith
- ❖ Which comes first... Integration or Assimilation
- ❖ Which comes first... Organizational Mission
Personal Mission



TAKING PEOPLE WITH YOU

An Effective, Authentic, Influential Leader:

- Has voluntary followers because they:
 - Build relationships with followers based on trust & respect
 - Connects with followers by word and deed
 - Values their followers
 - Understand that they can't do it alone and they need followers to execute the mission, and passionate followers to sustain success



TAKING PEOPLE WITH YOU

Conversely, Positional Leaders...

- Have followers based solely on the position itself*
- Often have poor interpersonal skills or are socially awkward*
- Rely on rules, regulations, policies and organizational charts to control people*
- Have trouble working with educated employees*



"How Successful People Lead"
- John C. Maxwell



TAKING PEOPLE WITH YOU

What does this all mean?

- Effective LEADERSHIP is about relationships
- People will follow a positional leader only because it is required
- People will passionately follow an effective, authentic leader based on trust & respect
- All leaders need followers to execute the mission
- Effective leaders understand that passionate followers are needed to execute and sustain the mission



Getting First Things First

- **Get Your Thinking Right**
- **Then Get Your Program/Approach/Strategy Right**
- **Then EXECUTE**



A leader must lead...

“Only three things happen naturally in organizations: friction, confusion, and underperformance. Everything else requires leadership.”

Peter Drucker



Hiring & Retention

Hire the Right People

You're Looking for 3 Things ... in this order...

- 1 – Character, Passion and Interpersonal Skills
- 2 – Knowledge of Your Organization,
Organization Type, &/or Market
- 3 – Technical Skills within Your Industry

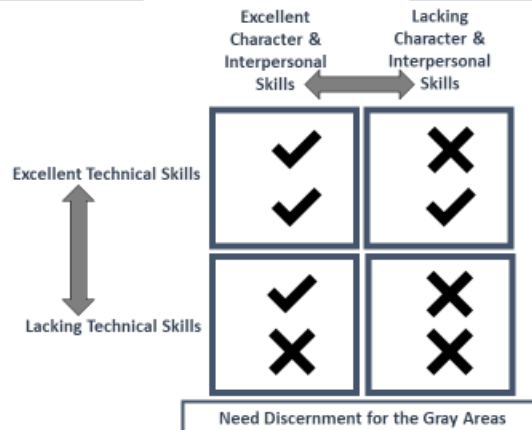


Hiring & Retention

• Food for Thought...

Hire Character.
Train Skill.

- Peter Schutz



Hiring & Retention

Great people
attract great people.
The quality of your team
can play a big role in
employee happiness.

Anyone who encourages
intellectual, emotional,
artistic or spiritual growth
is worth keeping. Don't
let them go.

In most cases being a
good boss means
hiring talented
people and then
getting out of their
way.

Seeking Leadership Skills

- I don't know what I don't know...

Before you talk, listen.
• Before you react, think.
Before you criticize, wait.

- Become a lifelong student of effective leadership...



24 Hours until Tomorrow

- What Keeps You Up at Night?

In most cases being a good boss means hiring talented people and then getting out of their way.

- *"I can sleep when the wind blows."*



Invest in Your People

➤ What are your people worth?

- Time
- Effort
- Training

YOU DON'T
BUILD A BUSINESS
~YOU BUILD PEOPLE~
AND THEN PEOPLE
BUILD THE BUSINESS

➤ What is your investment?

- Invest yourself in the lives of others



Culture

• Take responsibility for the spirit of the organization

- Morale
- Attitude
- Achievement
- Success Stories

Manager to Leader:
What happens if we invest in developing our people and they then leave us?

Leader:
What happens if we don't and they stay?

- Tell Your Story
- *"I just never wanted to be average."*



MISSION-DRIVEN LEADERSHIP...

Four Roles of Leadership

[Covey, S. (2004), *The 8th Habit*]

Modeling

- Develop trust
- Inspire trust
- Creative cooperation
- Established Core values

Aligning

- Creates structure, systems & processes that support
- Affirms the spirit of trust, vision & empowerment
- Instills accountability



Pathfinding

- Creates order
- Group involvement in mission & strategic decisions
- Established ownership of modeling
- Emotional connection established

Empowering

- The fruit of modeling, pathfinding & aligning
- Unleashes human potential without external motivation
- Increases productivity & awareness



Seven Judgments All Leaders Face

Adapted from: *"The Dynamics of Warmth and Competence Judgments, and their Outcomes in Organizations"* by Cuddy, Glick, and Beninger

- 1) **KINDNESS** - Do you care about me?
- 2) **SERVANTHOOD** - Do you seek the best interest of others and our organization?
- 3) **CHARACTER/HONESTY** - Can I trust you?
- 4) **FRIENDLINESS** - Do you connect?
- 5) **POWER** - Can you deliver what you promise?
- 6) **SKILLFULNESS** - Can you lead?
- 7) **INTELLIGENCE** - Do you comprehend challenges & opportunities?

0 5 10

0 5 10

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÷ 7 =

Average
Warmth & Competence
Score

The seven judgements distill into two essential qualities:
warmth and competence.

12 Habits that Set Ultra Successful People Apart

[Adapted from: Dr. Travis Bradberry, author of "Emotional Intelligence 2.0"]

- 1) They're composed
- 2) They're knowledgeable
- 3) They're deliberate
- 4) They speak with certainty
- 5) They use positive body language
- 6) They leave a strong first impression
- 7) They seek out small victories
- 8) They're fearless
- 9) They're graceful
- 10) They're honest
- 11) They're grateful
- 12) They're appreciative



Give Yourself Permission to
Make Mistakes

Don't cling to a mistake just because
you spent a lot of time making it.



IT IS
IMPOSSIBLE
TO LIVE
WITHOUT FAILING
AT SOMETHING
UNLESS
YOU'VE LIVED
SO CAUTIOUSLY
THAT YOU MIGHT AS WELL
NOT HAVE LIVED
AT ALL.

- J.K. ROWLING

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... just don't cling to them



"Leaders don't create followers, they create more leaders."

- Tom Peters



A sign of a good leader is not how many followers you have, but how many leaders you create.

18. "If you hire people just because they can do a job, they'll work for your money. But if you hire people who believe what you believe, they'll work for you with blood and sweat and tears." --Simon Sinek

KNOWLEDGE
is knowing
what to say.



WISDOM
is knowing
when to say it.



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Preach a Vision & Continually Reaffirm It

[from "Lincoln on Leadership" – Donald T. Phillips]



- Provide a clear, concise statement of the direction of your organization, and justify the actions you take.
- Everywhere you go, at every conceivable opportunity, reaffirm, reassert, and remind everyone of the basic principles upon which your organization was founded.
- Effective visions can't be forced on the masses. Rather you must set them in motion by means of persuasion.
- Harness your vision through implementation of your own personal roving leadership style.
- When effecting renewal, call on the 'past,' relate it to the 'present,' & then use them both to provide a link to the 'future.'
- You must realize that the process of renewal releases the critical human talent and energy necessary to insure success.



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**In regard to poor leadership by position rather than influence,
John Maxwell states:**

**They have subordinates, not team members.
They rely on rules, regulations, policies and an organizational chart
to control their people.**

**Their people will only follow them
within the stated boundaries of their authority.
And their people will usually do only what is required of them.
When positional leaders ask for extra effort or time,
they rarely get it.**

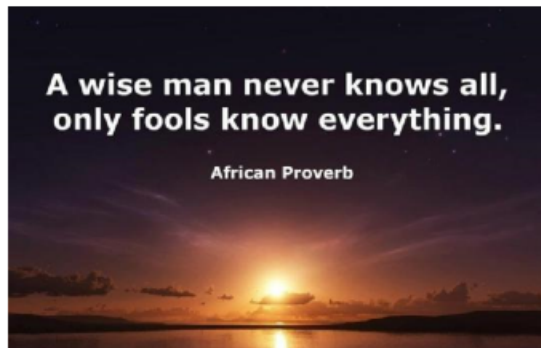
**In other words, you cultivate a workforce of
“Compliant Indifference”**



Mission-Driven Leadership

**A wise man never knows all,
only fools know everything.**

African Proverb



**If you want to go fast, travel alone...
If you want to go far, travel together...**

African Proverb



MISSION-DRIVEN LEADERSHIP...

TAKE-AWAYS... SEVEN DEGREES OF SEPARATION

7 THINGS THAT WILL SEPARATE YOUR ORGANIZATION FROM THE OTHERS

- 1) Commit yourself to cultivating skills aimed at being an **authentic, influential leader**
- 2) Engage the senior leaders in your organization to “**define**” & later “**refine**” the mission of your organization
- 3) Develop & cultivate work relationships built on **trust & respect**
- 4) Take responsibility for the **spirit** of the organization
- 5) Avoid micromanagement like the plague
- 6) Work daily on your “**Warmth & Competence**” Score
- 7) Relentlessly **focus** on your mission and continually **reaffirm** it



Mission-Driven Leadership

THE END

Questions/Comments?

When you were
made a leader
you weren't
given a crown,
you were given
the responsibility
to bring out the
best in others.

Jack Welch



Mission-Driven Leadership

Do You Desire Your Organization to be Average, Above-Average or a Model of Excellence?

Appendix

Practical Strategies for Planning & Execution - presentation by George Dalton

What Leader Profile are You? - John Eades

The Seven Judgements All Leaders Face - Cuddy, Glick & Beninger

12 Habits that Set Ultra Successful People Apart - Bradberry

Lincoln on Leadership - Executive Strategies for Tough Times - Phillips

5 Bosses You Never Want To Work For (And No. 1 Was Mine!) - Cocchi

Here's Why Your Terrible Boss is So Emotionally Inept - Bradberry




Mission-Driven Leadership: Planning and Execution



ACHIEVING YOUR WILDLY
IMPORTANT GOALS

#1
Business
Bestseller
The Wall Street
Journal

The 4 Disciplines of Execution



CHRIS McCHESNEY
SEAN COVEY
THE NEW YORK TIMES BESTSELLER
JIM HULME

FOREWORD BY C

Discipline #1: To execute effectively, the Mission- Driven Leader must set the direction.

Direction begins with Mission

We must ask:

Why do we exist?

What is our purpose?

What needs were we created to serve?



Emergency Services



Street Services



Sanitary Sewer



Mission = Purpose



Mission provides
meaning and serves
as a rallying point for
an organization!



"And so, my **fellow** Americans:
ask not what your country can
do for you — ask what you can
do for your country."





Winner of the Fortune 2018 Best Places to Work Award.

Mission

“People come to work at Tanium and stay here because they are **inspired by our mission** and want to be a part of our culture...”

All things being equal, inspired employees can be extraordinary employees!



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Harvard Business Review

The 3 Things Employees Really Want: Career, Community, Cause ←

by [Lori Goler](#), [Janelle Gale](#), [Brynn Harrington](#), and [Adam Grant](#)

FEBRUARY 20, 2018

 SUMMARY
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What Employees Really Want At Work



Alan Kohli Contributor

Leadership Strategy

I cover corporate wellness, employee well-being and health trends.



Shutterstock

→ Working With a Purpose

Perhaps the most underrated desire of modern-day employees is the desire to work with a purpose. Many employees would be willing to give up fancy

The Millennial Issue



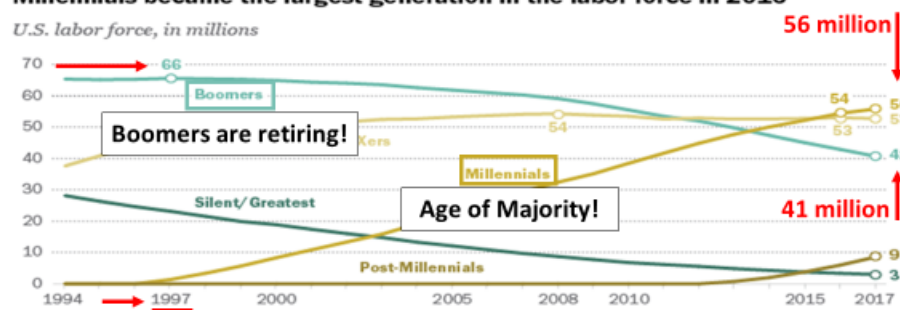
What is so significant about this generation?

Millennials are the largest generation in the U.S. labor force

BY RICHARD FRY

Millennials became the largest generation in the labor force in 2016

U.S. labor force, in millions



Research suggests that millennials are attracted to organizations:

1. With a social purpose;
2. That make a difference;
3. Have a positive effect on others

TALENT ECONOMY

Millennials Want Workplaces With Social Purpose. How Does Your Company Measure Up?

Millennials will make up 75 percent of the workforce by 2025 and they are looking for socially responsible employers.

by Peggie Pelosi February 20, 2018



Today, 30 percent of workers are millennials. But with baby boomers reaching retirement age at a rate of 10,000 per day and millennials stepping in, that number is climbing sharply across the workforce. By 2025, 75 percent of the workforce will be comprised of millennials.

For businesses that want to stay competitive, it's important to know that millennials are not looking for the same workplace as the boomers were. That means your company needs to order to stay relevant, attract quality talent, and thrive in the millennial marketplace.

By and large, baby boomers sought a stable, long-term career. Millennials, however, have different expectations. They want to see the actions of business when it comes to social purpose. They want to work for companies that uphold their values.

Research suggests that millennials are attracted to organizations with a social purpose that make a difference and have a positive impact on the world.



Leadership Challenge

If you have a written organizational mission, ask yourself:

- What percentage of your department heads, supervisors, and line employees know and understand your written mission?
- When was the last time you discussed your mission with department heads, supervisors and line employees?



Strategic Plan

A successful plan answers:

- What is success, what does it look like, & how do we know if we are successful?
- What do we need to measure to determine success and to chart our efforts ?
 - **Put a priority on collecting data that can be directly tied to accomplishing the mission!**



Measuring Effectiveness

How do we know if we are doing a good job?

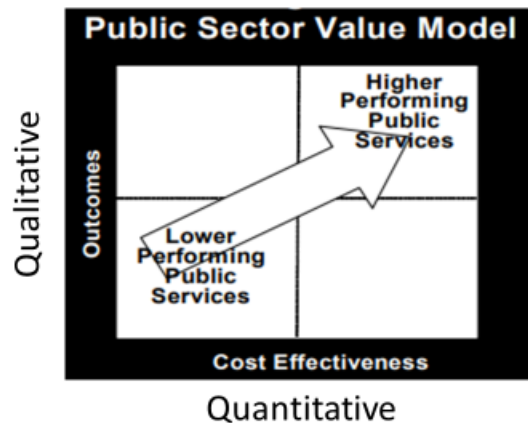
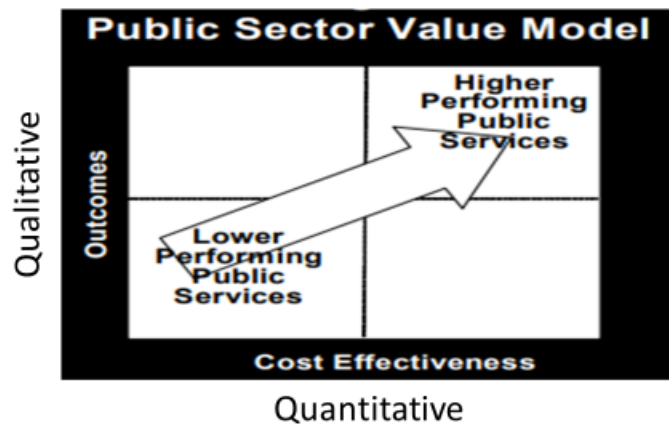
- Are we meeting citizen expectations in terms of the services provided?
- How do they “feel” about the products and services we provide?
- Can we demonstrate our level of success in accomplishing our mission?



How are you measuring this information?



Demonstrating Value: The Public Sector Value Model is built upon the two elements of public value – outcomes (effectiveness) and cost effectiveness (efficiency).



The model argues that public sector value is created through generating improved outcomes (effective) in a more cost-effective (efficient) manner.

Developing Goal & Objectives

Goals are the outcomes you want to achieve, and objectives are the steps taken to reach those goals. They can also measure organizational efficiency & effectiveness, which is the citizen/customer “value” of what you do.



Developing Specific Measures

After goals & objectives have been identified:

- Develop measures based on activities designed to reach your goals (outcomes)
 - ☐ You can't improve what you can't measure!

Discipline #2 – Mission-Driven Leader ensures results oriented measures for organizational goals are developed

Developing Specific Measures

After goals & objectives have been identified:

- Develop metrics based on activities designed to reach our goals.
 - ❑ If you can't measure it, you can't improve it
- Use the “Smart” method: simple, measurable, achievable, time sensitive, results oriented.
- Goals and objectives without a strategic plan are almost meaningless because there is no target or destination for which to aim.



Common Municipal Measures

Great Metrics:

- Police - # of stops, arrests, tickets written, etc.
- Fire - # of first responder, EMT, or firefighting calls
- Streets – # of potholes filled or sidewalks completed

Challenges:

- Activity-based/reactive, but are they tied to a goal and do they allow you to manage outcomes?
- Are they linked to a strategic plan?
 - Don't need to measure if it is not linked to the strategic plan and aren't influencing a desired goal (outcome).

Departments often develop unfocused measures because there is no strategic plan, goals, and objectives to guide the development of meaningful measures!



Leadership Challenge

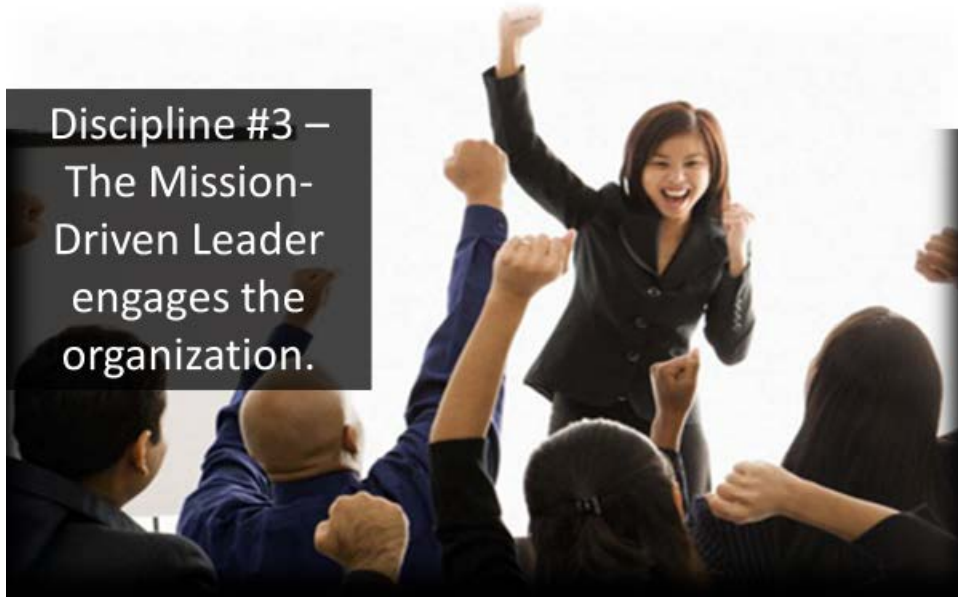
Do your employees know:

- The strategic plan and their role in the plan?
- Measures of success and whether you are:
 - *Successful?*
 - *if so, how do they know?*
- If they don't know, why don't they know?



Employee Engagement

Discipline #3 –
The Mission-
Driven Leader
engages the
organization.



What Is Employee Engagement?

Employee engagement is the emotional commitment the employee has to the organization and its goals.

This emotional commitment means engaged employees actually care about their work and their company. They don't work just for a paycheck, or just for the next promotion, but work on behalf of the organization's goals.

Employee Engagement 2.0, Kevin Kruse



Engagement

“When people come to work for Eureka, they are saying, ‘I don’t want to watch things happen to me, I want to make things happen’...There’s an urgency to be effective”

Andre Carrier
Chief Operating Officer
Eureka Casino Resort



Engaged employees will not just contribute, but will contribute above and beyond!



Why Employee Engagement Matters

Research has shown:

1. Engaged employees provide better customer service
- 2. Engaged employees provide a better customer experience with the organization:**

What's the difference between customer service and customer experience?

Service is the onetime event whereas experience is a totality of events - it is about relationships!

Engaged employees are the core of any successful organization because they are the service providers!

Why Employee Engagement Matters

Research has shown :

1. Engaged employees provide better customer service
- 2. Engaged employees provide a better customer experience with the organization – for instance:**
3. Engaged employees make your organization more focused on products and services provided
4. Engagement creates a sense of ownership for engaged employees

Engaged employees are at the core of any successful organization because they are the service providers!

Two things we
need to
understand
about Employee
Engagement...



1. How it affects the greater organization

Engagement leads to
Organizational Alignment



Ensures we are all on the same page!



Alignment can prevent an Organizational Disconnect



Employee Engagement Steps

Leadership should:

- Regularly engage employees regarding the organization issues and events
- Engage employees by showing how they contribute to the big picture
- Encourage collaboration at all levels, and removes **silos!**
- Recognize and celebrate team success, and uses failures in a constructive manner.

IMPORTANT!

Two things we need to understand about Employee Engagement...



2. What it reveals about the attitude of organizational leadership.

How Leaders View Employees

Results of no engagement...

When employees are not engaged and have no emotional commitment, and the organization does not reach out and communicate to all



It can create ignorance and apathy, and



A Compliance or “Malicious Compliance” attitude



A Mission Driven leader Perspective

Clients do not come first.
Employees come first.
If you take care of your
employees, they will take
care of the clients.

- Richard Branson



2× Super Bowl champion (XLI, 50)
 Super Bowl MVP (XLI)
 14× Pro Bowl (1999, 2000, 2002–2010, 2012–2014)
 7× First-team All-Pro (2003–2005, 2008, 2009, 2012, 2013)
 3× Second-team All-Pro (1999, 2000, 2006)
 5× NFL MVP (2003, 2004, 2008, 2009, 2013)
 3× Bert Bell Award (2003, 2004, 2013)
 2× NFL Offensive Player of the Year (2004, 2013)
 Sports Illustrated Sportsman of the Year (2013)
 NFL Comeback Player of the Year (2012)
 3× NFL passing yards leader (2000, 2003, 2013)

Very Accomplished Athlete & Future Hall of Famer

NFL 2000s All-Decade Team
 Indianapolis Colts Ring of Honor
 Indianapolis Colts No. 18 retired
 Maxwell Award (1997)

**To illustrate a key point:
 Who is this gentleman?**

55 passing touchdowns, season
 7 touchdown passes in a game
 (tied)

Organizational Support is Paramount

The Reality:

As good as he was...



He couldn't do it alone



AND NEITHER CAN WE!

Where are all in this together



So all must be engaged!



Two of the biggest leadership deceptions are believing:

1. You are solely responsible for the organization's success, and/or
2. That everyone else (except you) is responsible for the organization's failures.

Mission-Driven Leaders understand the concept of "TEAM"

Why Engage Management?

- Management is where the rubber meets the road!



The Mission-Driven Leader

- In order to execute the mission and strategic plan, we must prepare management for success.

"The #1 reason a person leaves their job is due to their manager...**we focus on developing our management-level personnel** so that they have the skill set to create the environment of engagement with the people who are doing the work every day..."

*Randy Richardson
President of Vi
Fortune Best Workplace Award Recipient*



A Mission-Driven Leader spends time with Management

Leadership must develop the team!

- Regular meetings to discuss:
 - Stakeholder needs
 - Mission
 - Strategic plan
 - Organizational goals
 - Organizational culture
- Leadership should work towards developing managers who think and act like leaders



If Management doesn't take you to where you want to go, and you have not engaged them, they haven't failed you, but rather you have failed them.

A Mission-Driven Leader spends time with Management

Create ongoing development opportunities for all managers:

- Initial training for new managers
- At least one leadership and management training annually
- Strategic planning, project management, performance management (coaching, effective supervision, disciplinary actions, employment law updates), & team building.

Organizational Alignment



Alignment is the glue for better execution of your strategic plan!



Mission, Strategic Plan, Goals & Objectives, Engagement, & Alignment - all set the stage for accountability

Discipline #4 –
Accountability
Mission-Driven Leaders ensures the strategic plan is implemented

Accountability

Accountability is:

- Not about dwelling on the negative, or necessarily disciplinary action;
 - There may be good reason for not meeting the goal
- Measuring your results in terms of efficiency and effectiveness;
- About continuous improvement and moving forward.



Accountability

What should be done when the organization, department, or team fails to reach a goal?

Ask:

- What didn't work and why?

Then:

- Develop a plan of action to get you to your goal
- Implement your plan
- Measure results



MISSION-DRIVEN LEADERSHIP...

TAKE-AWAYS... SEVEN DEGREES OF SEPARATION

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What Leader Profile are You?

By John Eades

A sense of real frustration had set in. The team wasn't meeting the expectations I had for them and not one team member seemed to be getting better. It felt as though we were stuck in quicksand with no relief in sight. So, I did what most inexperienced leaders do, made changes on the team.

It was during one particular meeting while letting a team member go, that it was beyond evident from the dialogue that the problem didn't lie with my team member, the problem lied in me. I was living proof that Jocko Willink's quote couldn't be truer:

"There are no bad teams, only bad leaders."—*Jocko Willink*

It was in that moment that I decided not only would I make major changes in myself as a leader but I would do everything in my power to help others not make the same mistake as well. Thus a relentless commitment to learning, growing, and teaching was born.

Fast forward four years and after 10 seasons of interviewing some of the best leaders on the planet and completing research of over 17,000 leaders, it has revealed what the most effective leaders do differently. In short, it's their ability to simultaneously lead with high levels of both love and discipline--what's called "the Welding Zone."

In case you are unfamiliar, we define the terms this way:

Love (v): To contribute to someone's long term success and well being

Discipline (v): To promote standards in order for an individual to choose to be at their best

Just a couple week ago, on the [Follow My Lead Podcast](#), Leadership and Change Management expert Patrick Lencioni said something that blended the two terms so well:

"Holding people accountable for their behavior is an act of love."

From the research survey results, five distinct leader profiles became evident depending on the levels of love and discipline a leader leveraged.

1. Exploiter

The exploiter at their core thinks about themselves before others. The idea of leadership being about serving and empowering others doesn't make sense to them until their team starts to rebel, and even then they just blame others. They rarely get maximum effort from their team. You could easily spot an exploiter if you looked at the browsing history of their team because it would be filled with glassdoor.com, monster.com or LinkedIn messages from recruiters.

- Scores low in love and discipline
- Rarely loved by their direct reports
- Highly driven by financial success

2. Pleaser

The pleaser tends to avoid conflict at all costs and prefers the sensation of harmony. They rarely give constructive feedback or hold people accountable in fear they might upset those that they lead. Pleasers also tend to be okay with mediocre performance for an extended period of time.

- Scores high in love, low in discipline.
- May get taken advantage of by their direct reports.
- Often passed over for promotions.

3. Ruler

Rulers love authority and people tend to follow them because of fear. They rely heavily on rules/processes and live by the motto, "my way or the highway." Conflict might as well be their middle name, because the minute they sense their control or power is being eroded they know it.

- Scores high in discipline, low in love.
- Driven by a set rule-book. Rigid.
- Typically gets good or bad results quickly.

4. Dabbler

The dabbler tends to have good relationships with their people, just not great. They usually meet team goals and objectives but never blow them out of the water. One common complaint we hear from people who report to a Dabbler is, "Not sure exactly what leader is going to walk through the door today."

- Score middle of the road on discipline and love
- Leverages both love and discipline just not always enough
- Gets good results, not great

5. Welder

The welder profile got its name because much like a welder these leaders simultaneously bring together love and discipline at high levels. These leaders have low turnover rates and their people often will follow them to different roles when they get promoted or take a new job. They also create more leaders, not more followers and consistently get above average or great results.

- Scores high in discipline and love.
- Has deep relationship with their direct reports.
- Sustains long-term success and results.

The best news is no matter what leader profile you most identify with, leadership is a journey and not a destination. You can begin changing your mindset and your actions to become a better leader today.

About the Author - John Eades is the CEO of LearnLoft and host of the *Follow My Lead* Podcast. He is also the author of *F.M.L. Standing Out & Being a Leader*, and is passionate about the development of modern professionals.

The Seven Judgements All Leaders Face

June 1, 2015

You may not like it, but you're being judged all the time. Get used to it. Understand it.



Understand how people judge you, if you expect to succeed.

7 judgments all leaders face:

1. Do you care about me? (Kindness)
2. Do you seek the best interest of others and our organization? (Servanthood)
3. Can I trust you? (Character/Honesty)
4. Do you connect? (Friendliness)
5. Can you deliver what you promise? (Power)
6. Can you lead? (Skillfulness)
7. Do you comprehend challenges and opportunities? (Intelligence)

The seven judgements distill into two essential qualities, *warmth and competence*.

Choose to be liked.

Warmth comes before competence when being judged as a leader. Don't rely on competence as your exclusive leadership calling card. *Soft qualities come before tough.*

Work first to connect then demonstrate competence.

Competent, but cold leaders, invite pity; warm leaders without competence, ambivalence.*

Warmth and non-verbals:

1. Smile. Polite smiles aren't enough. Warm smiles create wrinkles around your eyes, crow's feet. The sad truth is, the higher you go in an organization, the less you smile. Don't be too important to smile.
2. Lean in.
3. Nod.
4. Raise your eyebrows.
5. Turn toward people but don't move into their space.
6. Mirror. When people smile at you, smile back, for example.

Competence and non-verbals:

1. Shake hands firmly and establish eye contact.
2. Don't touch yourself or wring your hands.
3. Walk with purpose.
4. Stand still.
5. Stand with your feet apart.
6. Take up space.

Why non-verbals matter:

People make decisions about your inner-being by watching your outer. It may seem shallow, but it's still true. Be sure your external self reflects your internal, if you don't like being misjudged.

I'm not suggesting you pretend you care when you don't. I'm saying, if you care, tell your face.

How might leaders demonstrate warmth?

How might the soft and hard aspects of leadership be brought together?

*This post is based on: [The Dynamics of Warmth and Competence Judgments, and their Outcomes in Organizations](#), by Amy J. C. Cuddy, Peter Glick, and Anna Beninger.

12 Habits That Set Ultra Successful People Apart

- Published on June 21, 2015

A study at Strayer University found that most people think success is about achieving your personal goals.

Ultra successful people delight themselves by blowing their personal goals out of the water. They succeed along many different dimensions of life—their friendships, their physical and mental health, their families, and their jobs (which they are not only good at but also enjoy).

[TalentSmart](#) has conducted research with more than a million people, and we've found that ultra successful people have a lot in common. In particular, 90% of them are skilled at managing their emotions in order to stay focused, calm, and productive.

These super successful folks have high emotional intelligence (EQ), a quality that's critical to achieving your dreams.

While I've run across numerous effective strategies that ultra successful people employ to reach their goals, what follows are twelve of the best. Some of these may seem obvious, but the real challenge lies in recognizing when you need to use them and having the wherewithal to actually do so.

1. They're Composed

Ultra successful people are composed because they constantly monitor their emotions, they understand them, and they use this knowledge in the moment to react to challenging situations with self-control. When things go downhill, they are persistently calm and frustratingly content (frustrating to those who aren't, at least). They know that no matter how good or bad things get, everything changes with time. All they can do is adapt and adjust to stay happy and in control.

2. They're Knowledgeable

Super successful people know more than others do because they're constantly working to increase their self-awareness. They vow constant growth. Whenever they have a spare moment, they fill it with self-education. They don't do this because it's "the right thing to do"; they do it because it's their passion. They're always looking for opportunities to improve and new things to learn about themselves and the world around them. Instead of succumbing to their fear of looking stupid, truly exceptional people just ask the questions on their mind, because they would rather learn something new than appear smart.

3. They're Deliberate

Ultra successful people reach decisions by thinking things out, seeking advice from others, and sleeping on it. They know that (as studies show) impulsively relying too much on gut-instinct is ineffective and misleading. Being able to slow down and logically think things through makes all the difference.

4. They Speak with Certainty

It's rare to hear super successful people utter things like "Um," "I'm not sure," and "I think." Successful people speak assertively because they know that it's difficult to get people to listen to you if you can't deliver your ideas with conviction.

5. They Use Positive Body Language

Becoming cognizant of your gestures, expressions, and tone of voice (and making certain they're positive) draws people to you like ants to a picnic. Using an enthusiastic tone, uncrossing your arms, maintaining eye contact, and leaning towards the person who's speaking are all forms of positive body language that super successful people use to draw others in. Positive body language makes all the difference in a conversation because how you say something can be more important than what you say.

6. They Leave a Strong First Impression

Research shows that most people decide whether or not they like you within the first seven seconds of meeting you. They then spend the rest of the conversation internally justifying their initial reaction. This may sound terrifying, but by knowing this, you can take advantage of it to make huge gains in how people respond to you. First impressions are tied intimately to positive body language. A strong posture, a firm handshake, a smile, and open shoulders help ensure that your first impression is a good one.

7. They Seek Out Small Victories

Successful people like to challenge themselves and compete, even when their efforts yield only small victories. Small victories build new androgen receptors in the areas of the brain responsible for reward and motivation. The increase in androgen receptors increases the influence of testosterone, which further increases their confidence and eagerness to tackle future challenges. When you achieve a series of small victories, the boost in your confidence can last for months.

8. They're Fearless

Fear is nothing more than a lingering emotion that's fueled by your imagination. ***Danger*** is real. It's the uncomfortable rush of adrenaline you get when you almost step in front of a bus. Fear is a choice. Exceptional people know this better than anyone does, so they flip fear on its head. Instead of letting fear take over, they are addicted to the euphoric feeling they get from conquering their fears.

9. They're Graceful

Graceful people are the perfect combination of strong and gentle. They don't resort to intimidation, anger, or manipulation to get a point across because their gentle, self-assured nature gets the job done. The word ***gentle*** often carries a negative connotation (especially in the workplace), but in reality, it's the gentleness of being graceful that gives ultra successful people their power. They're approachable, likeable, and easy to get along with—all qualities that make people highly amenable to their ideas.

10. They're Honest

Super successful people trust that honesty and integrity, though painful at times, always work out for the best in the long run. They know that honesty allows for genuine connections with people in a way that dishonesty can't and that lying always comes back to bite you in the end. In fact, a Notre Dame study showed that people who often lied experienced more mental health problems than their more honest counterparts.

11. They're Grateful

Ultra successful people know that it took a lot of ambition, passion, and hard work to get where they are in life. They also know that their mentors, colleagues, families, and friends all played a huge role in their success. Instead of basking in the glory of achievement, super successful people recognize others for the wonderful things they've done for them.

12. They're Appreciative

Truly exceptional people are able to achieve so much because they know the importance of slowing down and appreciating everything they already have. They know that a huge amount of their positivity, grit, and motivation comes from their ability to stay grounded and appreciate the opportunities that life has given them thus far.

Bringing It All Together

These habits can make any of us more successful if we use them every day. Give them a try and see where they take you.

ABOUT THE AUTHOR:

Dr. Travis Bradberry is the award-winning co-author of the #1 bestselling book, *Emotional Intelligence 2.0*, and the cofounder of TalentSmart, the world's leading provider of emotional intelligence tests and training, serving more than 75% of Fortune 500 companies. His bestselling books have been translated into 25 languages and are available in more than 150 countries. Dr. Bradberry has written for, or been covered by *Newsweek*, *TIME*, *BusinessWeek*, *Fortune*, *Forbes*, *Fast Company*, *Inc.*, *USA Today*, *The Wall Street Journal*, *The Washington Post*, and *The Harvard Business Review*.

Lincoln on Leadership
Executive Strategies for Tough Times
Adopted from Donald T. Phillips, Warner Books, New York, 1992



Executive Strategies for Tough Times

LINCOLN PRINCIPLES



Get Out of the Office and Circulate Among the Troops

- Explain yourself in writing and offer advice on how to solve problems.
- It is important that the people know you come among them without fear.
- Seek casual contact with your subordinates. It is as meaningful as a formal gathering, if not more so.
- Don't often decline to see people who call on you.
- Take public opinion baths.
- Be the very embodiment of good temper and affability.
- Remember, everyone likes a compliment.
- If your subordinates can stand it, so can you. Set a good example.
- You must seek and require access to reliable and up-to-date information.



Build Strong Alliances

- Wage only one war at a time.
- Spend time letting your followers learn that you are firm, resolute, and committed in the daily performance of your duty. Doing so will gain their respect and trust.
- Etiquette and personal dignity are sometimes wisely set aside.
- Invest time and money in better understanding the ins and outs of human nature.
- Remember, human nature cannot be changed.
- Showing your compassionate and caring nature will aid you in forging successful relationships.
- When you extinguish hope, you create desperation.
- You must remember that people who have not even been suspected of disloyalty are very adverse to taking an oath of any sort as a condition of exercising an ordinary right of citizenship.



Persuade Rather Than Coerce

- Discourage formal grievances. Persuade your subordinates to compromise whenever you can.
- Use force only as a last resort.
- Remember that your followers generally want to believe that what they do is their own idea and, more importantly, that it genuinely makes a difference.
- If you would win a subordinate to your cause, first convince him that you are his sincere friend.
- Seek the consent of your followers for you to lead them.
- If you practice dictatorial leadership and authority by empowering people to act on their own.
- On issues that affect your entire organization, conduct full and frequent consultations with the heads of your various departments.
- A good leader avoids issuing orders, preferring to request, or make suggestions.



Honesty & Integrity Are the Best Practices

- Give your subordinates a fair chance with equal freedom and opportunity for success.
- When you make it to the top, turn and reach down for the person behind you.
- You must set, and respond to, fundamental goals and values that move your followers.
- You must be consistently fair and decent, in both the business and personal side of life.
- Stand with anybody who stands right. Stand with him while is right and part with him when he goes wrong.
- Never add the weight of your character to a charge against a person without knowing it to be true.
- It is your duty to advance the aims of the organization and also to help those who serve it.
- If you once forfeit the confidence of your fellow citizens, you can never regain their respect and esteem.



Never Act Out of Vengeance or Spite

- Never crush a man out, thereby making him and his friends permanent enemies of your organization.
- No purpose is served by punishing merely for punishment's sake.
- Always keep in mind that once a subordinate is destroyed he ceases to contribute to the organization.
- People will be more willing to seek an audience with you if you have a good reputation.
- It would not hurt you much if, once and while, you could manage to let things slip, unbeknownst-like.
- Remember: Your organization will take on the personality of its top leader.
- You should be very willing for young people to be ruined for slight causes.
- Have malice toward none and charity for all.
- Touch people with the better angels of your nature.



Have the Courage to Handle Unjust Criticism

- Refrain from reading attacks upon yourself so you won't be provoked.
- Don't be terrified by an excited populace and hindered from speaking your honest sentiments.
- It's not entirely safe to allow a misrepresentation to go uncontradicted.
- Remember that truth is generally the best vindication against slander.
- Do the very best you know how – the very best you can-and keep doing so until the end.
- If you yield to even one false charge, you may open yourself up to other unjust attacks.
- If both factions or neither shall harass you, you will probably be about right. Beware of being assailed by one and praised by the other.
- The probability that you may fail in the struggle ought not to deter you from the support of a cause you believe to be just.



Be a Master of Paradox

- Make consistency one of the main cogs in the machinery of your corporation.
- Remember it is not best to swap horses when crossing streams.
- Don't surrender the game leaving any unavailable card unplayed.
- Do less whenever you believe what you are doing hurts the cause, and do more whenever you believe doing more will help the cause. Try to correct errors when they are shown to be errors; and adopt new views so fast as they appear to be true views.
- You must come to grips with the paradox of providing employee security while so encouraging an environment for risk-taking.
- When you are in deep distress and cannot restrain some expression of it, sit down and write out a harsh letter venting your anger. But don't send it.
- Make no explanation to your enemies. What they want is a squabble and a fuss; and that they can have if you explain, and they cannot have it if you don't.
- Avoid major conflict in the form of quarrels and arguments. You simply don't have time for it.



Exercise a Strong Hand... Be Decisive

- If you are a good leader, when your work is done, your aim fulfilled, your people will say, "We did this ourselves."
- Try not to feel insecure or threatened by your followers.
- Let disputing parties work out their differences by bringing them together and guiding their dialogue.
- Always let your subordinates know that the honor will be all theirs if they succeed and the blame will be yours if they fail.
- Write letters to your subordinates making the personal acknowledgement that they were right and you were wrong.
- When your subordinates come up with good ideas, let them go ahead and try. But monitor their progress.
- If your commanders in the field can't be successful, neither can you or your executive staff.
- Never forget that your organization does not depend on the life of any one individual.
- The greatest credit should be given to those in your organization who render the hardest work.



Set Goals and Be Results-Oriented

- Unite your followers with a “corporate mission.”
- Set specific short-term goals that can be focused on with intent and immediacy by subordinates.
- Those leaders who achieve something at the head of one group will eclipse those who do nothing at the head of a hundred.
- Sometimes it is better to plough around obstacles rather than to waste time going through them.
- Leave nothing for tomorrow which can be done today.
- Your war will not be won by strategy alone, but more by hard, desperate fighting.
- Your task will neither be done nor attempted unless you watch it every day and hour, and force it.
- Remember that half-finished work generally proves to be labor lost.



Keep Searching Until You Find Your “Grant”

- Chose as your chief subordinates those people who crave responsibility and take risks.
- Go out into the field with your leaders, and stand or fall with the battle.
- If employees gripe about one of your chief supervisors, and the complaints are true, do not be afraid to remove him.
- Give your followers all the support you can, and act on the presumption that they will do the best they can with what you give them.
- Provide your managers a 3-to-5-month grace period to see if they will take action & perform adequately.
- If they don’t perform adequately, ease them out of power gradually, always giving them ample time to turn it around.
- Beware of subordinates who keep piling up information without ever really accomplishing anything.
- Coach and counsel a new executive so that he or she may get off on the right foot. Remember, you ‘want’ him to succeed.
- Do not forget that aggressive leaders tend to choose employees in their own image.
- Let the ‘thing’ be pressed.



Encourage Innovation

- When the occasion is piled high with difficulty, rise with it, think anew and act anew.
- Don’t lose confidence in your people when they fail.
- Let your subordinates know that you are always glad to have their suggestions.
- If you never try, you’ll never succeed.
- Except in matters of broad policy, encourage subordinates to take action on their own initiative, without waiting for orders.
- Remember that the best leaders never stop learning.
- Surround yourself with people who really know their business, and avoid “yes” men/women.
- Be quick and decisive at employing new advances and make every attempt at getting new weapons into your soldier’s hands immediately.



Master the Art of Public Speaking

- Be your organization's best stump-speaker, with droll ways and dry jokes.
- Extemporaneous speaking is your avenue to the public.
- Use a variety of body language when you speak.
- Prepare yourself thoroughly for your public speaking engagements.
- Never consider anything you write to be finished until published or, if a speech, until you deliver it.
- Remember that there will be times when you should simply not speak. Say to your listeners: "Kindly let me be silent."
- Try not to make mistakes when you speak publicly. Everything you say is inherently heard. If you make a mistake it doesn't merely affect you but the organization as well.
- You should often couple written documents with verbal discussions, thereby catching the idea with two senses rather than just one. Both you and your subordinates will remember it better, even if you do not understand it better.



Influence People Through Conversation and Storytelling

- When you meet an individual, try not to part with any unpleasant impression on either side.
- Speak in simple and familiar strains with people, without any pretension of superiority. Leave people with the feeling that they've known all their lives.
- Don't forget that humor is a major component of your ability to persuade people.
- A good laugh is good for both the mental and physical digestion.
- Remember that people are more easily influenced through the medium of a broad and humorous illustration than in any other way.
- You will often avoid a long and useless discussion by others or a laborious explanation on your own part by a short story that illustrates your point of view.
- The sharpness of a refusal or the edge of a rebuke may be blunted by an appropriate story, so as to save wounded feelings and yet serve the purpose.
- Loyalty is more often won through private conversation than in any other way.



Preach a Vision & Continually Reaffirm It

- Provide a clear, concise statement of the direction of your organization, and justify the actions you take.
- Everywhere you go, at every conceivable opportunity, reaffirm, reassert, and remind everyone of the basic principles upon which your organization was founded.
- Effective visions can't be forced on the masses. Rather you must set them in motion by means of persuasion.
- Harness your vision through implementation of your own personal roving leadership style.
- When you preach your vision, don't shoot too high. Aim lower and the common people will understand you. They are the ones you want to reach – at least they are the ones you ought to reach.
- When effecting renewal, call on the 'past,' relate it to the 'present,' & then use them both to provide a link to the 'future.'
- You must realize that the process of renewal releases the critical human talent and energy necessary to insure success.

Still the question recurs... “Can we do better?”

The dogmas of the quiet past are inadequate to the stormy present.

The occasion is piled high with difficulty, and we must rise with the occasion.

As our case is new, so we must think anew, and act anew....”

Abraham Lincoln, December 1, 1862



Lincoln on Leadership

Executive Strategies for Tough Times

Adopted from Donald T. Phillips, Warner Books, New York, 1992

5 Bosses You Never Want To Work For (And No. 1 Was Mine!)

by RENEE COCCHI

There's nothing worse than a bad boss! You've heard the old saying: "People don't leave jobs, they leave managers." Well, guess what? **It's true! And I lived it!**

At some point, you've probably lived it too. And we're not alone. A 2015 report from the market research firm Gallup found that out of 7,200 adults who were surveyed, about 50% left their job **"to get away from their manager."**

Welcome to my nightmare... In my case, my direct supervisor was a ... OK let's keep this clean. He was a major, **No. 1 jerk with a Napoleon complex!**

My co-worker and I did all of his work, while he listened to a political radio show every afternoon and conducted his own private side business (he was in a band) the rest of the day.

And when things didn't go exactly his way, he would **yell, slam things and get in your face!** To say it was a stressful environment would be an understatement. Luckily for me, my boss's boss was a very good supervisor. He suspected what was going on, confirmed it and fired the guy. Otherwise, my boss could have sucked the life out of our department and me!

There are many reasons people leave bad bosses: they aren't engaged, they don't trust their leaders, they're micromanaged, they have no idea how they're doing because of a complete and total lack of feedback, or, in my case, they're scared to death of a psycho!

I only wish I knew then, what I know now, some 17 years later. Maybe I could've handled the situation better and avoided a lot of stress. After all, **there's a way to handle just about every bad boss** out there!

Let's start with my ex-boss:

1) The fearmonger boss

This gem of a boss gets his way through **fear and intimidation**. He feels he needs to scream to be heard by all, and he feeds off the fear of his employees. Often this sweetheart carries through on his threats and has a high turnover rate from all the firings and from good employees running for the door.

Little did I know then that the key to a handling a mean boss is to **address it head on**. Don't be aggressive like he is, but then again don't be a pushover. Be strong and say something like, "I'm getting a lot of negative feedback from you lately, and I could use some direction on how you want to handle project A, meeting B, etc."

Often being super nice and accommodating aggravates this type of person. Standing strong, however, can **earn his respect**. Then again, maybe he's just a psycho. If that's the case, take it straight to HR. Believe me, these bosses get theirs in the end. You know what **they say about karma!**

2) The micromanager boss

You may be an adult, but to the micromanager boss you're still a child that needs constant supervision. Or at least that's what he or she thinks. Really, micromanager bosses are complete and total control freaks. They have to **oversee anything and everything** anyone does in their department. Nothing can escape their attention. These bosses can drive anyone crazy!

An easy way to deal with them, give it right back with a big old smile. Tell them everything you do, when you start, when you finish, when you have any little question, etc. Drive them crazy by **out-micromanaging them!**

They'll either love it, in which case you're now working for a very happy boss who adores you, or they'll hate it and give you permission to make decisions on your own.

3) The know-it-all boss

Don't you wonder how "know-it-all" bosses got so smart? Here's a little secret: **They're NOT!**

I'm not saying they're dumb, I'm just saying they're not as smart as they think they are. Sure, they probably know a lot. They likely didn't get to where they are by chance. But whatever their rise-to-glory story may be, **these bosses tend not to:**

- trust people under them because they aren't as smart
- listen because others aren't as smart as they are, so they don't have anything worthwhile to say, and
- include you on things (Why should they? You aren't as smart as they are, and you don't know nearly enough because you aren't as experienced as they are).

So how do you deal with such egos? Easy. When you present ideas to them, only paint half the picture. **Let them paint the rest.** Yes, that's playing up to their ego, but it gives them part ownership, so you'll get their immediate buy in.

Plus, it'll keep them busy and allow you to do your job.

Know-it-all bosses like to be involved with something new all the time. Once you give them something they can sink their teeth into, you're home free to go about your own business.

4) The unrealistic boss

These supervisors always make work/life interesting. They promise their bosses, other departments or customers that their staff can have that project done by next week. When in reality it will take close to a month.

But why shouldn't they promise the world to others? **They aren't the ones that'll be coming in early**, skipping lunch and burning the midnight oil.

Don't despair. That can be changed and you don't even need to complain. Just **make them part of the team!**

Here's how: Agree that the project is a great opportunity to shine, but you just want to be crystal clear on how he wants it done. Sooooo ... bring in a calendar, sit down with him and map out every single little teeny tiny detail that needs to be done to meet the deadline.

Show him in black and white how many people it'll take, how many hours it'll take each person to accomplish the tasks, and then how many hours you and the department realistically can give to the project.

Then – and this is the key – ask him which tasks you already had before this new project came along does he wants you to drop or put on hold so you can **deliver on HIS promise**.

5) The manipulator boss

This is one of the **most dangerous bosses to work for** because you have to be on guard 24/7. People who work for manipulators should think long and hard about whether or not the job is worth it. Reason: Manipulators will do everything in their power **to get what they want!**

They'll blame others for problems and take credit when it's not due to them. Your best bet here is to **focus on yourself and your work**, and do the best job you can.

When you have to deal with your master manipulator, be straightforward and assertive with her, BUT be calm. Don't get lured into playing her game, and don't try to outmaneuver her. They are masters for a reason and have spent years cultivating their expertise. Do, however, keep your eyes open for win-win situations and jump on them. The less you're seen as a threat, the less likely you are to be her target.

Your other best bet: **Find a new job** and a good boss!

About Renee Cocchi

Renee Cocchi has 26 years of content development experience. She started her management career by training people to grasp complex corporate concepts. For the past 15 years, she's honed her communication and management skills to create savvy content for business leaders to help them take their companies to the next level.

Here's why your terrible boss is so emotionally inept

**The heartless, no-nonsense CEO has become something of an icon - and a cliché - in pop culture.
But research suggests its more fact than fiction.**

by Travis Bradberry

Source: Quartz - 27 May 2015

Over the past century, the heartless, no-nonsense CEO has become something of an icon—and a cliché—in American society. Hollywood would have us believe that the Machiavellian chief exec is still alive and well. Whether it's the Donald from *The Apprentice* or Jack Donaghy from *30 Rock*, these eat-the-weak-for-breakfast-types seem to be as powerful as ever.

But that's just TV, right? How about in the real world? Do businesses still allow these inhumane relics to survive?

To find out, we analyzed the emotional intelligence (EQ) profiles of the million-plus people in our database — workers from the frontlines to the C-suite. We discovered that the answer is yes, organizations today do promote the emotionally inept — except when they don't. Allow me to explain.

We found that EQ scores climb with titles from the bottom of the corporate ladder upward toward middle management. Middle managers stand out with the highest EQ scores in the workplace because companies tend to promote people into these positions who are level-headed and good with people. The assumption here is that a manager with a high EQ is someone for whom people will want to work.

But things change drastically as you move beyond middle management.

For the titles of director and above, scores descend faster than a snowboarder on a black diamond. CEOs, on average, have the lowest EQ scores in the workplace.

The trick is, for every title in the graph above, the top performers are those with the highest EQ scores. Even though CEOs have the lowest EQ scores in the workplace, the best-performing CEOs are those with the highest EQs. You might get promoted with a low EQ, but you won't outshine your high-EQ competition in your new role.

The higher you go above middle management, the more companies focus on metrics to make hiring and promotion decisions. While these short-term, bottom-line indicators are important, it's shortsighted to make someone a senior leader because of recent monetary achievements. Possibly worse than metrics, companies also promote leaders for their knowledge and tenure, rather than their skill in inspiring others to excel.

Companies sell themselves short by selecting leaders who aren't well-rounded enough to perform at the highest levels for the long term.

Once leaders get promoted, they enter an environment that tends to erode their emotional intelligence. They spend less time in meaningful interactions with their staff and lose sight of how their emotional states impact those around them. It's so easy to get out of touch that leaders' EQ levels sink further. It truly is lonely at the top.

Whether you're a leader now or may become one in the future, you don't have to succumb to this trend. Your emotional intelligence is completely under your control. Work on your EQ and it will boost your performance now. Your effort can also ensure that you don't experience declines as you climb the corporate ladder. Even if your employer promotes you for the wrong reasons, you'll still outperform your contemporaries.

To help you get started, here are some of my favorite EQ-boosting strategies for leaders. They apply to anyone, so give them a try, even if you're not a leader (yet).

Acknowledge other people's feelings

Assertive, action-oriented executives don't exactly ignore other people's feelings. What they tend to do instead is to marginalize them or "fix" them so that they don't get in the way of action. While some have suggested that this is a predominantly male problem, it can more accurately be described as a "power problem." People who fail to acknowledge other people's feelings fail to realize that lingering emotions inhibit effective action. So the next time you notice someone on your team expressing a strong emotion, ask him or her about it. Then listen intently and play back what you have just heard in summary form. By validating their emotions, you'll help them feel understood so that they can move forward without hindrance.

When you care, show it

This might be the easiest thing you can do—as long as you actually do it. Good leaders always notice when people on their teams are doing good work, but they don't often show it. When you appreciate something that another person does, let him or her know about it. Even a quick email or pat on the back goes a long way in this regard. There are people who do great work around you every day. Don't put off letting them know how you feel about it. Your praise will build fierce loyalty and inspire your people to work even harder.

Watch your emotions like a hawk

The techniques above are extremely effective, but both require an awareness of your own emotions in the moment. You may think you have a world-class poker face, but if you're like the average executive, your weakest self-awareness skills are "understanding how your emotions impact others" and "recognizing the role you have played in creating difficult circumstances." In other words, you would become a much more effective leader if you obtained a better understanding of what you feel, when you feel it. Practice this by taking notice of your emotions, thoughts, and behaviors just as a situation unfolds. The goal is to slow yourself down and take in all that is in front of you, so that you can understand how your emotions influence your behavior and alter your perception of reality.

Sleep

I've beaten this one to death over the years and can't say enough about the importance of sleep to increasing your emotional intelligence and improving your relationships. When you sleep, your brain literally recharges, shuffling through the day's memories and storing or discarding them (which causes dreams), so that you wake up alert and clear-headed. Your self-control, attention, and memory are all reduced when you don't get enough—or the right kind—of sleep. Sleep deprivation also raises stress hormone levels on its own, even without a stressor present. The pressure that leaders are under often makes them feel as if they don't have time to sleep, but not taking the time to get a decent night's sleep is often the one thing keeping you from getting things under control.

Quash negative self-talk

A big step in developing emotional intelligence involves stopping negative self-talk in its tracks. The more you ruminate on negative thoughts, the more power you give them. Most of our negative thoughts are just that—thoughts, not facts. When you find yourself believing the negative and pessimistic things your inner voice says, it's time to stop and write them down. Literally stop what you're doing and write down what you're thinking. Once you've taken a moment to slow down the negative momentum of your thoughts, you will be more rational and clear-headed in evaluating their veracity.

You can bet that your statements aren't true any time you use words like “never,” “worst,” “ever,” etc. If your statements still look like facts once they're on paper, take them to a friend or colleague you trust and see if he or she agrees with you. Then the truth will surely come out. When it feels like something always or never happens, this is just your brain's natural threat tendency inflating the perceived frequency or severity of an event. Identifying and labeling your thoughts as thoughts by separating them from the facts will help you escape the cycle of negativity and move toward a positive new outlook.

Bringing it all together

Is your employer perpetuating this trend, or are they bucking it by developing high-EQ leadership? Do you know high-EQ leaders who outshine the rest? Share your experiences in the comments section below, and let's have a conversation about this important topic.

Karin Hurt and David Dye of Let's Grow Leaders share common leadership mistakes that discourage workers from speaking up.

FOSU: fear of speaking up.

In our experience consulting and training thousands of business leaders around the world, we see many leadership mistakes that contribute to FOSU. Here are the five most common and how to avoid them.

1. Not asking for the truth.

It is shockingly common for us to uncover game-changing strategies from frontline employees. When we ask them why they hadn't shared it, we frequently hear answers like, "No one asked," or "I didn't think anyone cared about it."

This is the easiest and most powerful way to overcome FOSU: just ask.

Regularly encourage dialogue; have people teach you one thing you didn't know or share a best practice. Become a person known for caring what's really going on. Compare what you hear with what you see – does it align? If not, dig deeper and reinforce that you want to hear the truth. This takes time – people have to see that you really want to know.

2. Not saying thank you.

One of the most powerful FOSU-slaying leadership behaviors we've observed was from Anne, a healthcare executive, who would thank people for insightful criticism during decision-making.

As a leader, you get more of what you encourage and celebrate but less of what you criticize or ignore. When someone shares a hard truth, the best response to ensure that they continue to share is to thank them.

It may feel uncomfortable, but the employee had the courage, took the time and cared enough to share it with you. If you thank them for having those motivations, they'll be more likely to develop them.

3. Not responding.

This is a very common contributor to FOSU. You ask for input, maybe through a survey and then never respond.

From the employee's perspective, it's worse than if you never asked at all. They took the time and energy to share something, but your lack of response tells them you don't care. When you ask for input, respond. Summarize what you heard, what you will do and why. Even if their ideas weren't actionable, when you acknowledge that the ideas were heard and considered, you increase the likelihood of hearing more in the future.

4. Shooting the messenger.

One response that's even worse than saying nothing is to shoot the messenger – to attack the bearer of bad news. This is a guaranteed way to create FOSU in your organization.

When someone has the heart and courage to address a difficult truth, even if you vehemently disagree, bite your lip. If you attack them, they won't bring up another concern. When the messenger is mistaken or lacks understanding, it's an opportunity to educate them.

5. Never looking in the mirror.

This was Matt's problem. He continued to blame his people, his board and customer ignorance rather than look at his own behavior.

When FOSU reigns and you're not getting the truth from people, it's time to look in the mirror. You're likely making one or more of the mistakes on this list.

If you're a senior leader or business owner and are confident that you don't make these mistakes, but you're not getting the flow of information you need from the frontlines, take a look at your frontline leaders and middle managers. They may avoid looking bad in your eyes by creating their own FOSU cultures.

It may take time, but when you consistently ask for the truth, show gratitude for input, and respond to it, you will earn trust, gain credibility, and have the information you need to make the best decisions.

Edited by Sammi Caramela.

SIGNS YOU HAVE A TOXIC ORGANIZATIONAL CULTURE

Culture exists in every organization: some are actively maintained, while others are just left up to chance. It has the power to shape the way companies operate and how employees perform. But a whopping 64% of employees feel like they don't have a strong work culture. A toxic organizational culture is nothing but bad news. Especially in an already stress-inducing environment, a negative workplace is the last things employees need in their lives. Here's how to tell if your company has a toxic culture:

1. "Bully" and "boss" have the same meaning: Do managers hover over their employee's shoulder? Or maybe they publicly shame their subordinates. A bully-boss puts more effort into making people feel devalued than appreciated.
2. Recognition is extinct: High fives and awards are as real as fairy tales. No one gets acknowledged for a job well done, and employees are expected to just churn out work like cogs.
3. Rules are meant to be broken: Consistency is the key to an aligned culture. But that can't happen if managers are giving other employees special privileges all the time (playing favorites much?)
4. Training and development are a maybe: It's the blind leading the blind—managers are clueless and employees are left to figure everything out on their own. There's no formal training or developmental plan in place.
5. Information hoarding: Management doesn't tell anyone anything. And when they do, it's only because they have to or it's too late to resolve anything.
6. Colleagues are competitors: Employees go head-to-head instead of working side by side. Coworkers purposely sabotage their peers, retain information, or refuse to ask for help so they can come out on top.
7. Playing hide-and-seek with opportunities: Special projects are hidden from employees. And if they want to find out promotions, they have to jump through hoops to find out how or what's available.
8. Meetings are silent: No one talks during meetings. Mainly because managers refuse to listen to their employees, and everyone's scared to voice their opinions.
9. Crush creativity: Managers think they know best. They don't believe their employees have any innovative ideas, so they don't even bother to encourage creative thinking.
10. Fun is done: All work and no play. Employees are stuck to their desks, and managers don't encourage their workers to get up or take a break.

Do any of these sound familiar? If they do, don't fret just yet. Being aware is the first step to improvement. And obviously, the next is to take action and start making changes to create a culture that employees can be proud of.