



# Emotional Intelligence

Interaction with Management





Motivate  
positive  
change!

Engage:  
**WADE Pte Ltd**  
wade.com.sg  
timwade.com



## WADE Events WE SPEAK

We deliver event keynotes, conduct training programs and facilitate engaging workshops to help your leaders and staff further improve motivation and creativity, lead and embrace change, and deliver positive business results. Want a Mindset of Victory? [www.timwade.com](http://www.timwade.com)



## WADE Studios WE VIDEO

We make videos for your Corporate Comms, Staff Training, LMS, Intranet and websites that help managers and leaders to cascade consistent messages, facilitate staff trainings, and drive key themes across the business. Want an awesome video? [www.wade-studios.com](http://www.wade-studios.com)



## WADE Adventures WE TRAVEL

We take you and your team on strategic retreats or incentive experiences that combine world wonders, leadership sessions, social action and a fantastic vacation that drives performance, morale, learning, connection and retention. Want to swim with blue whales? [www.wade-adventures.com](http://www.wade-adventures.com)



## WADE Foundation WE GIVE

We choose to help initiatives and charities around the world each time we are engaged by our clients. Thanks for helping us motivate even more positive change (even though you didn't know we were doing it). Want to see what we've been up to? [www.wade-foundation.org](http://www.wade-foundation.org)



Events in:



**TIMWADE.com**



# Great Leader

## GREAT LEADER

LISTENS <sup>TO SAID + UNSAID</sup>

DECISIONS

CONSISTENT

ASSERTIVE

GOOD COMMUNION

VISIONARY

EMPOWERS <sup>FORGIVES</sup>

INSPIRES

LEADS BY EXAMPLE

SELFLESS

TRANSFORM ORG.  
CONSEQUENCES SANCTION

## WEAK LEADER

INDECISIVE

UNPRODUCTIVE

INSECURE

LACK PASSION

INTOLERANT

INTIMIDATE

DOMINATING

CAN'T KEEP TIME

NEGATIVE

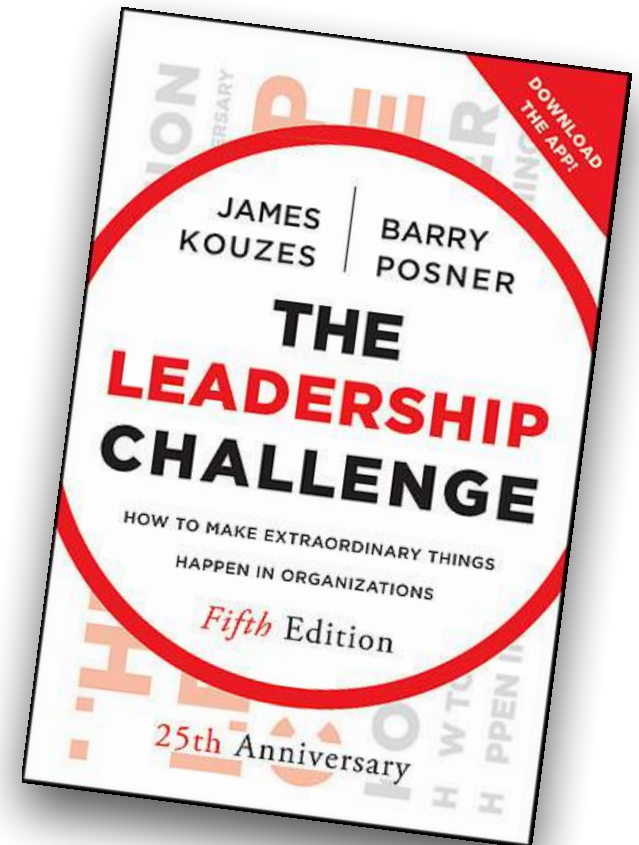
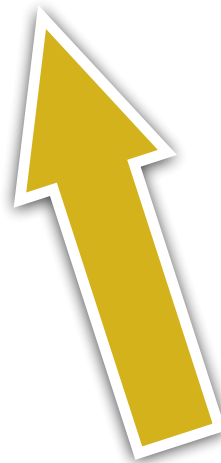
KNOW IT ALL

SELF-CENTRED

LACK OF CONTROL

# Kouzes Posner

- Model the way
- Inspire a shared vision
- Challenge the process
- Enable others to Act
- Encourage the Heart



To impact this...

**VISION**

**CHANGE**

**INFLUENCE**

**PRODUCTIVITY**

**LEADERSHIP**

**GROWTH**



Requires...

**Relationship  
with Self**

**Relationship  
with Others**

# VISION

Corporate Vision & Mission

## EXECUTION

Leadership

Communication

Change  
Management

Team  
Effectiveness

Skills  
Management

Resource  
Management

Strategy

Innovation

Branding

Marketing

## STRATEGY

## MEASUREMENT

Compliance  
&  
Governance

Financial  
Effectiveness

Supply Chain

Performance  
Reporting

**PRODUCTIVITY**  
Output  
Efficiency

Emotional  
Intelligence &  
**COMMUNICATION**

Purpose Clarity &  
Personal Mission  
**LEADERSHIP**

## PSYCHOLOGY

**ACCOUNTABILITY**  
& Time  
Management

**MINDSET**

Reasons for  
Personal  
**MOTIVATION**

Employee Engagement

Operational  
Effectiveness

Sales Results

Customer  
Relationships

## EXECUTION

# Organisational Goals: Value Exchange

## SEEK:

**AWARENESS**  
ACCOUNTABILITY  
SELF-LEADERSHIP  
PRODUCTIVITY  
DISCIPLINE  
DIRECTION  
LEARNING

## GIVE:

TIME  
**IDEAS**  
SKILLS  
**FEEDBACK**  
RESOURCES  
EXPERIENCE  
KNOWLEDGE  
OPPORTUNITIES  
**ENCOURAGEMENT**  
**ENTHUSIASM**  
A CHANCE  
A VOICE  
AN EAR  
THANKS  
SERVICE

## LEAD:

TEAMS  
CUSTOMERS  
**RELATIONSHIPS**  
INNOVATION  
**INFLUENCE**  
STRATEGY  
SALES

## DEVELOP:

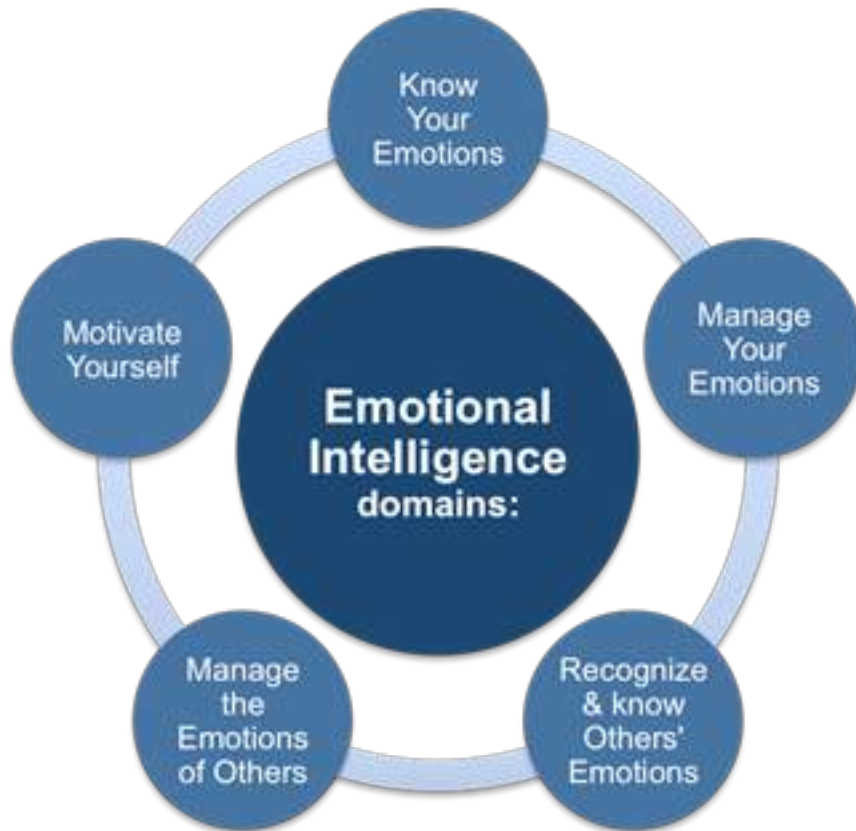
**LEADERSHIP SKILLS**  
**COMMUNICATION SKILLS**  
**PRESENTATION SKILLS**  
**COACHING SKILLS**  
**AUTHENTICITY**  
INNOVATION  
CREATIVITY  
COURAGE  
PEOPLE

## CELEBRATE VICTORY:

REWARD  
RECOGNISE  
REGENERATE  
THANK EACH OTHER  
**INVEST IN RELATIONSHIPS**



# Emotional Intelligence



**self-awareness  
self-management  
social awareness  
relationship management**





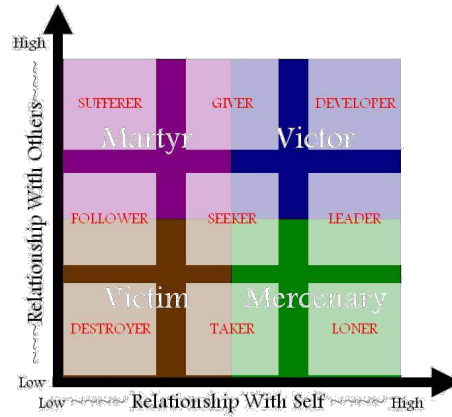
**What are  
your Top 3  
interpersonal  
challenges?**

**[tim@timwade.com](mailto:tim@timwade.com)**



**60% of supervisor impact EQ**  
**90% of successful people have high EQ**  
**vs 20% of bottom-dwellers have high EQ**

Source: Dr Travis Bradberry, TalentSmart



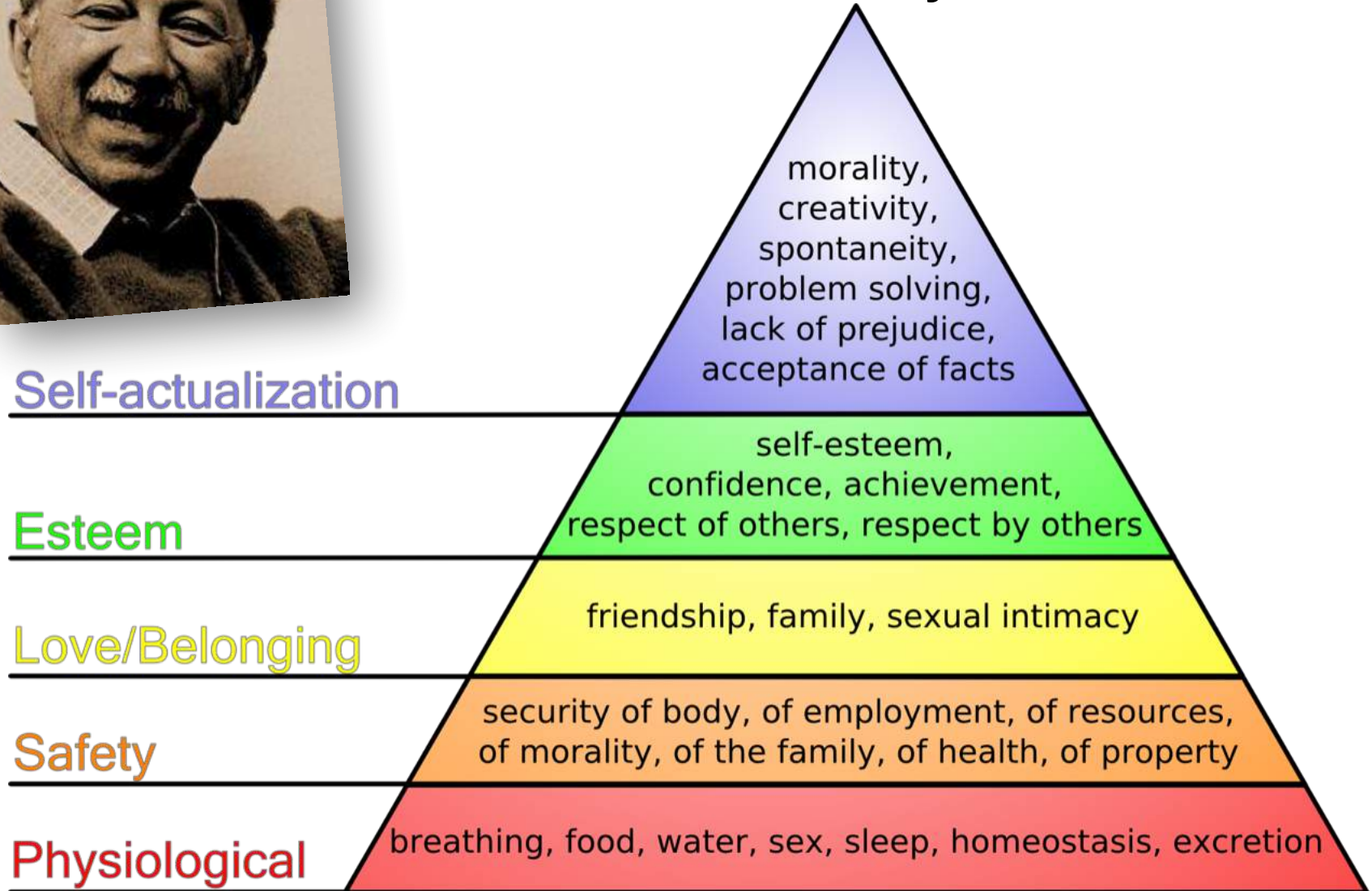
# PSYCHOLOGY

## and Tim Wade's

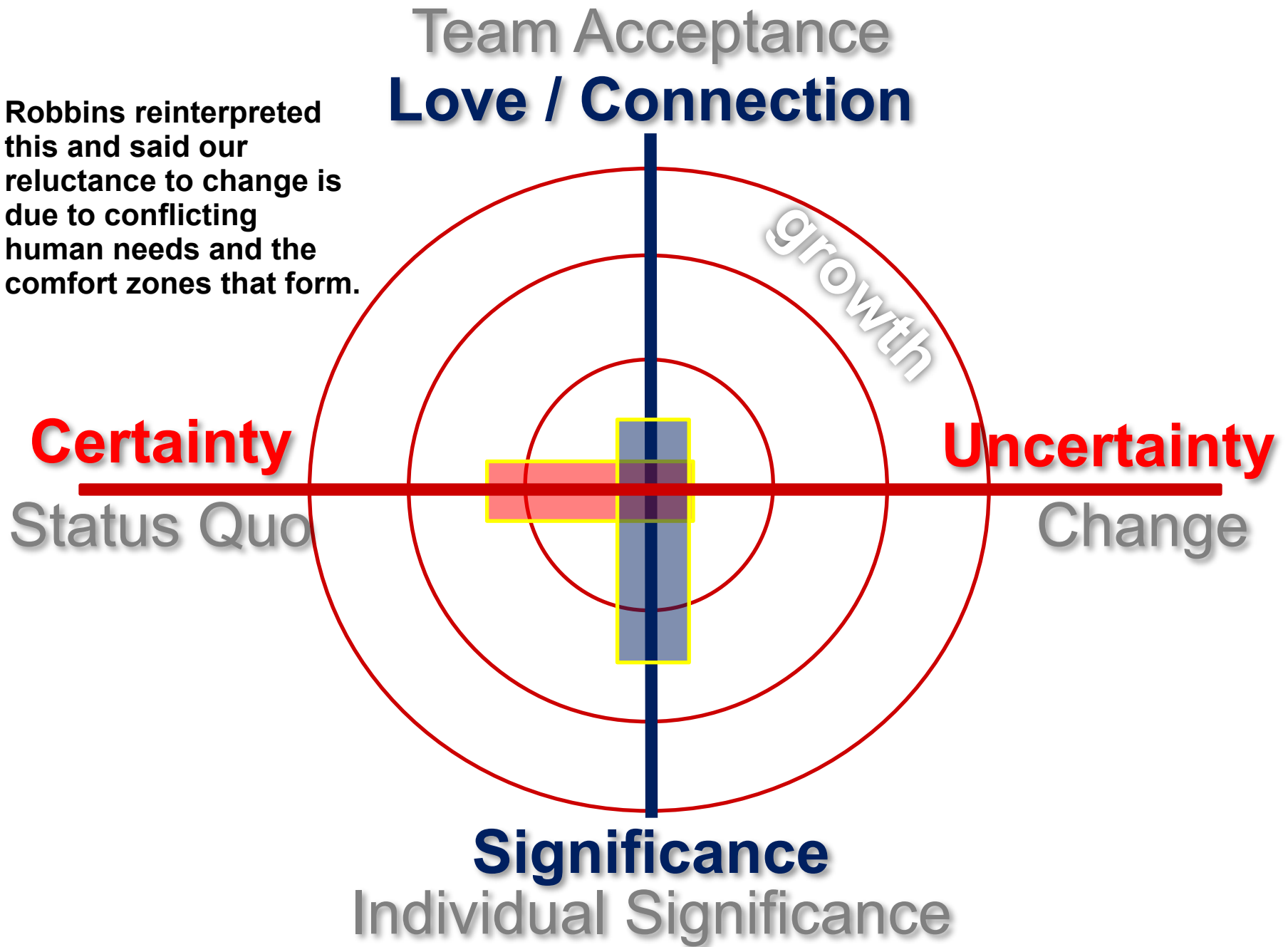
## Mindset of Victory model



# Abraham Maslow came up with a Theory of Motivation commonly referred to as Maslow's Hierarchy of Needs.

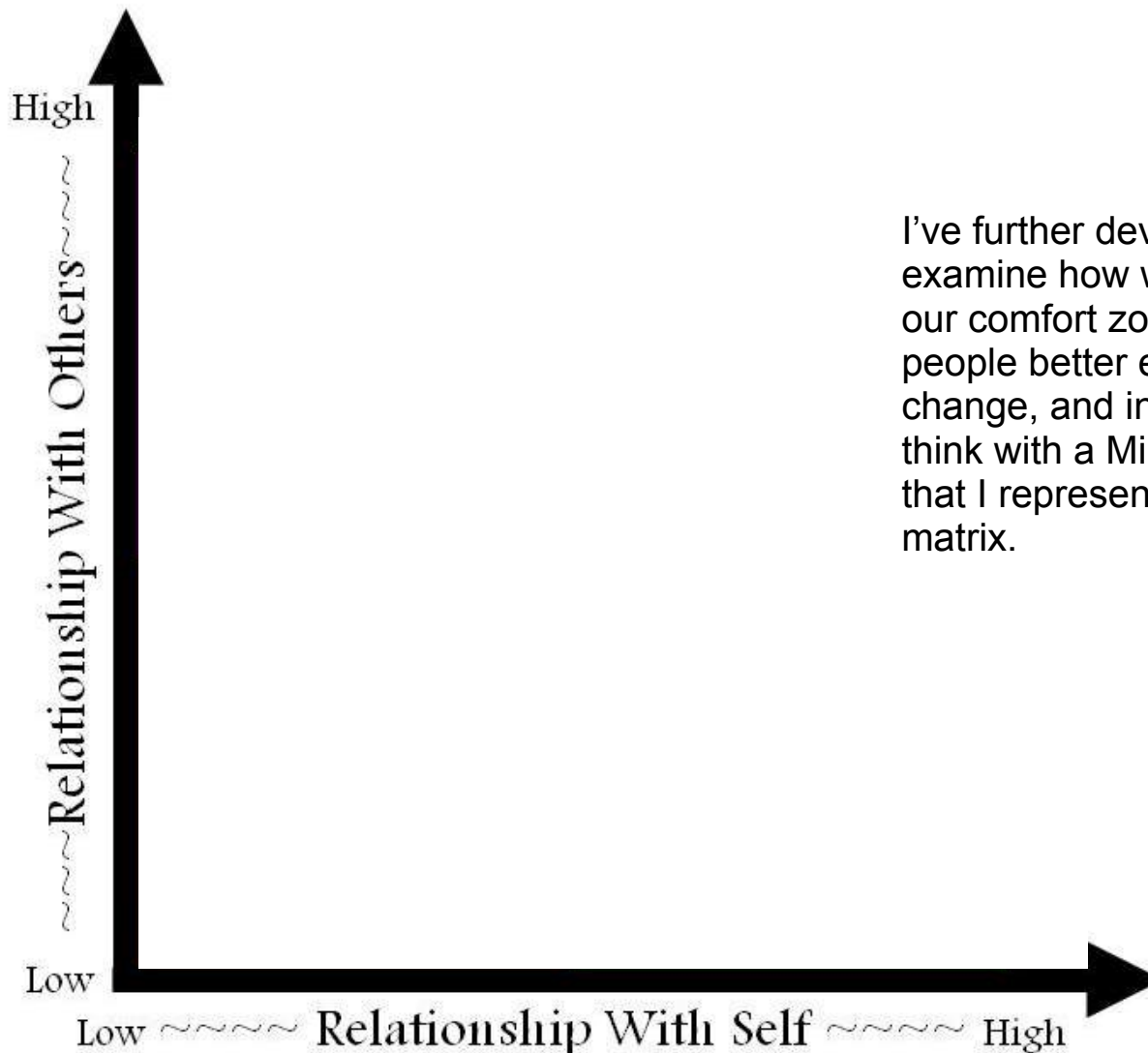


Robbins reinterpreted this and said our reluctance to change is due to conflicting human needs and the comfort zones that form.





# Strengthen Relationships with Self & Others

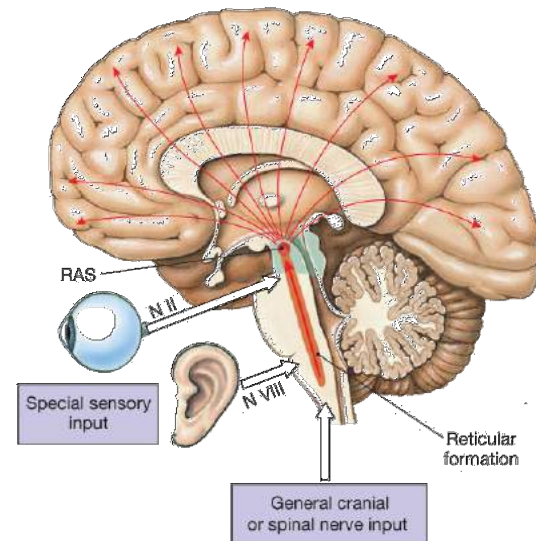


I've further developed this to examine how we can expand our comfort zones to help people better embrace and lead change, and influence others to think with a Mindset of Victory that I represent here in a 2x2 matrix.

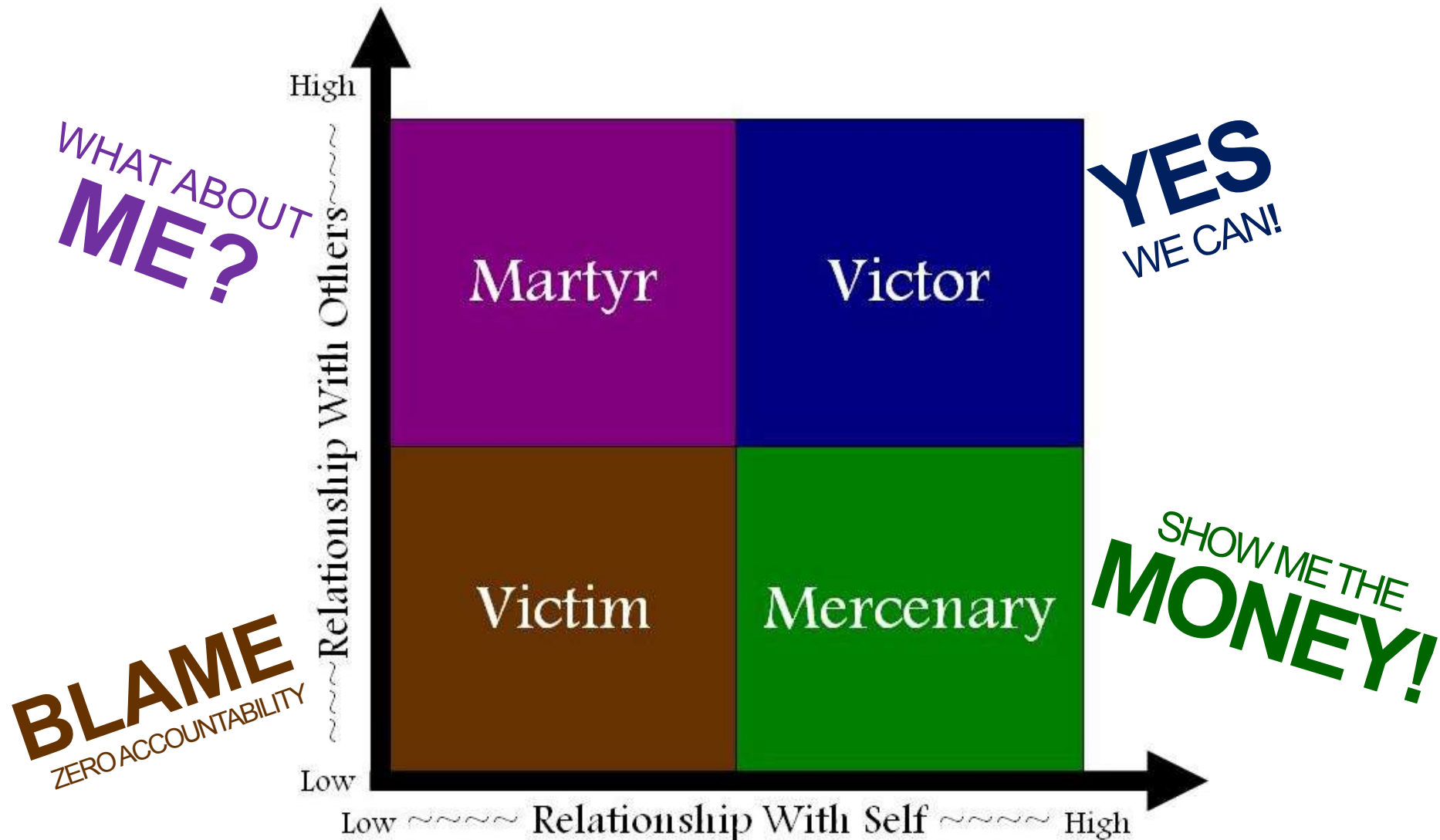
**We tend to see what we look for.  
Increasing awareness allows us to  
see more.**

**BROWN**

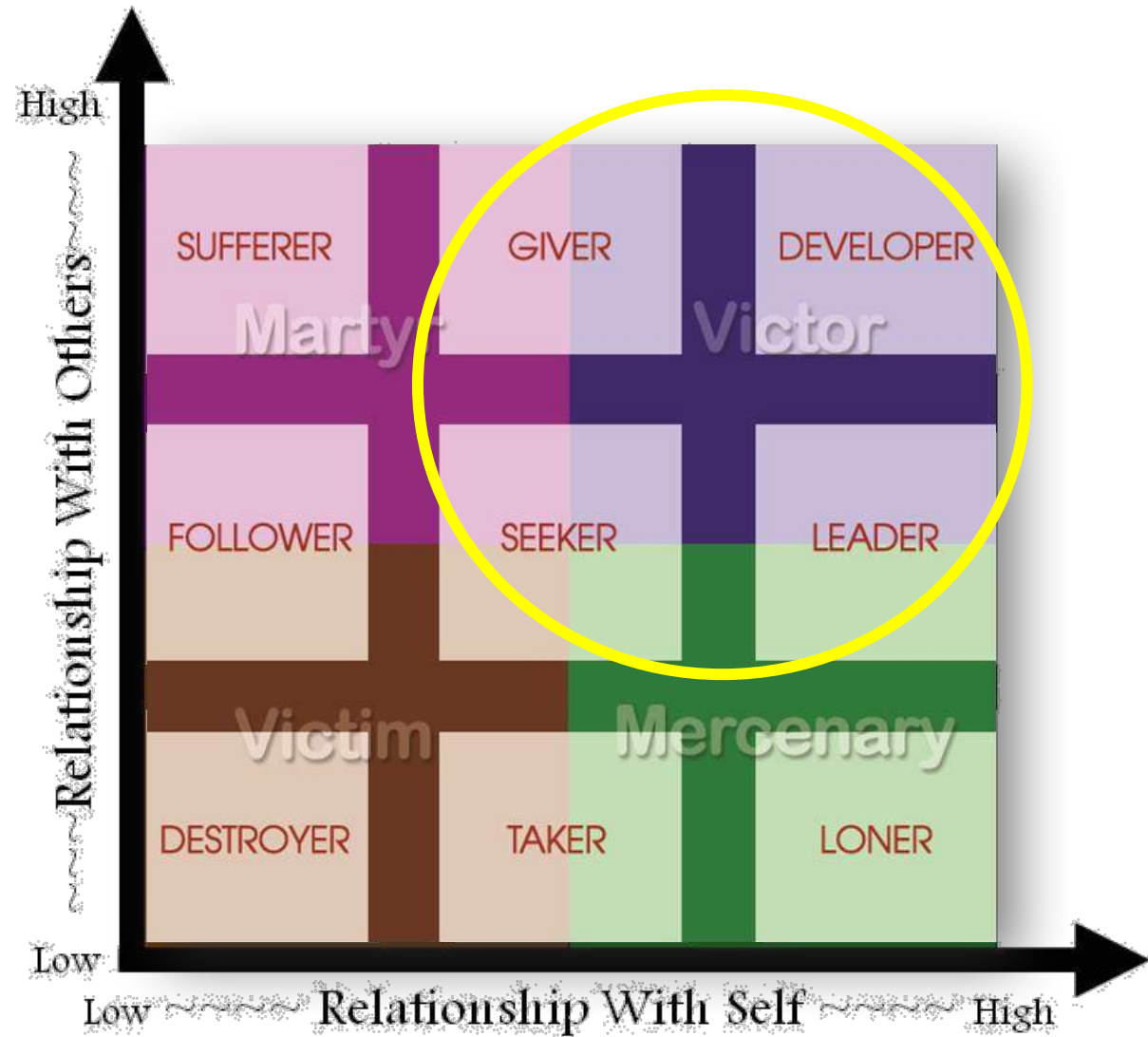
## **Reticular Activating System**



# 4 Conditioned Mindsets



# 9 character types, 4 are key to Victory

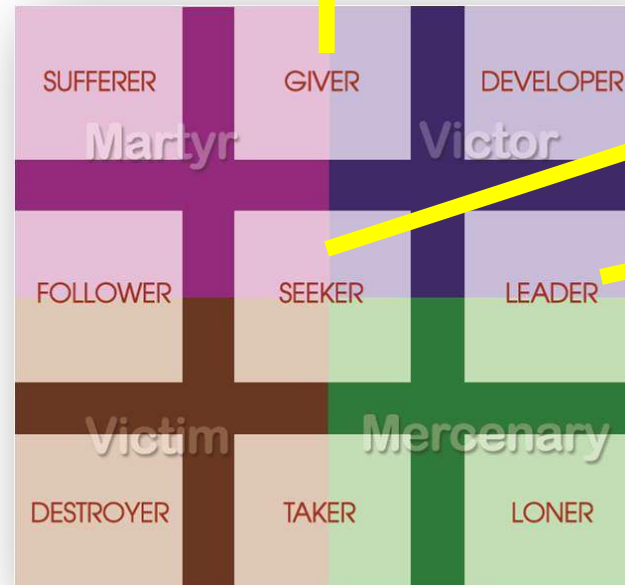


Then I explained my Mindset of Victory model to focus people on improving two key relationships: their relationship with themselves, and their relationship with others.

To do this better and cultivate a Victor mindset, we need to focus more on developing the behaviours, characteristics & competencies of the Victor.

# REMOVE BARRIERS AND GO FOR GOLD

Adapted from Marshall Goldsmith's  
*What Got You Here Won't Get You There*



## 4. Expressing gratitude

## 5. Following Up

1. Feedback

3. Listening

2. Tell the world

19. Passing the buck

12. Making excuses

13. Clinging to the past

4. Making Destructive Comments

5. Starting with "No," "But," or "However"

8. Negativity, or "Let me explain why that won't work"

14. Playing favourites

7. Speaking when angry

9. Withholding information

10. Failing to give proper recognition

17. Failing to express gratitude

20. An excessive need to be "me"

21. Goal Obsession

1. Winning too much

3. Passing Judgment

2. Adding too much value

6. Telling the world how smart we are

16. Not listening

15. Refusing to express regret

11. Claiming undeserved credit

18. Punishing the messenger



# Positive Feedback



<b>ISTJ</b> <b>"DOING WHAT SHOULD BE DONE"</b> Organized • Conscientious Plans • Follows Rules • Likes to Practice <b>MOST RESPONSIBLE</b>	<b>ISFJ</b> <b>"A HIGH SENSE OF DUTY"</b> Amiable • Works Behind the Scenes Ready to Sacrifice • Accommodates Prefers "Doing" <b>MOST LOYAL</b>	<b>INFJ</b> <b>"AN INSPIRATION TO OTHERS"</b> Idealistic • Imaginative Quietly Caring • Creative Unpredictable • Ideal • Psychic <b>MOST CONTEMPLATIVE</b>	<b>INTJ</b> <b>"EVERYTHING HAS ROOM FOR IMPROVEMENT"</b> Theory Based • Strategic • "My Way" High Need for Competency Best World as Creation <b>MOST INDEPENDENT</b>
<b>ISTP</b> <b>"READY TO TRY ANYTHING ONCE"</b> Very Clever • Cool and Aloof Hands-on Practically • Unconcerned Ready for what Happens <b>MOST PRAGMATIC</b>	<b>ISFP</b> <b>"SEES MUCH BUT SHARES LITTLE"</b> Warm and Sensitive • Unassuming Good Range Planner • Good Team Member in "You" Self and Nature <b>MOST ARTISTIC</b>	<b>INFP</b> <b>"PERFORMS NOBLE SERVICE TO A SOCIETY"</b> Good Personal Values Creative • Non-Competitive • Reserved <b>MOST IDEALISTIC</b>	<b>INTP</b> <b>"A LOVE OF PROBLEM SOLVING"</b> Challenges others to Think About Hidden Problems Completely Needs • Socially Cautious <b>MOST CONCEPTUAL</b>
<b>ESTP</b> <b>"THE ULTIMATE REALIST"</b> Unconventional Approach • Fun Enthusiasm • Likes to Hire and Hire Good at Problem Solving <b>MOST SPONTANEOUS</b>	<b>ESFP</b> <b>"YOU ONLY GO AROUND ONCE IN LIFE"</b> Spontaneous • Spontaneous Likes Surprises • Can Not Take Anger • Sensitive • Problem-Solver <b>MOST GENEROUS</b>	<b>ENFP</b> <b>"GIVING LIFE AN EXTRA KISSE"</b> People Oriented • Creative Needs Variety • Life of Party More Warm Than Focused <b>MOST OPTIMISTIC</b>	<b>ENTP</b> <b>"ONE EXCITING CHALLENGE AFTER ANOTHER"</b> Argues Both Sides of a Point to Learn Enthusiasm • Likes to Learn Enthusiasm • New Ideas <b>MOST INVENTIVE</b>
<b>ESTJ</b> <b>"LIFE'S ADMINISTRATION"</b> Order and Structure • Systematic Organized • Details Drive Producer • Traditional <b>MOST HARD CHARGING</b>	<b>ESFJ</b> <b>"HOST AND HOSTENESS OF THE WORLD"</b> Gracious • Good Interpersonal Skills Thoughtful • Appreciate Eager to Please <b>MOST HARMONIZING</b>	<b>ENFJ</b> <b>"SMOOTH TALKING PERSUADER"</b> Charismatic • Compassionate Popularities for People Ignored the Unpleasant • Idealistic <b>MOST PERSUASIVE</b>	<b>ENTJ</b> <b>"LIFE'S NATURAL LEADERS"</b> Visionary • Gracious • Organized Strategic Moves • Take Charge Live Toward the Future <b>MOST COMMANDING</b>

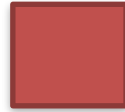
# Improving Communication

by increasing self-awareness

# Which do you prefer?

**I like to:**

meet new people  
and take action



vs



reflect on my thoughts  
and ideas

---

**I trust the:**

tangible and love the  
specific details



vs



abstract and love to  
generalise a pattern

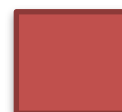
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**I make decisions:**

through detached,  
rational and logical  
thought



vs



by getting a feel for the  
situation and getting  
a consensus

---

**I prefer to:**

decide and close  
the matter



vs



get more information  
before I decide

**I like to:**

meet new people  
and take action

E

vs

I

reflect on my thoughts  
and ideas

---

**I trust the:**

tangible and love the  
specific details

S

vs

N

abstract and love to  
generalise a pattern

---

**I make decisions:**

through detached,  
rational and logical  
thought

T

vs

F

by getting a feel for the  
situation and getting  
a consensus

---

**I prefer to:**

decide and close  
the matter

J

vs

P

get more information  
before I decide

# Myers-Briggs Type Indicator (MBTI)

**E**

**Extraversion**  
Talk It Out

**S**

**Sensing**  
Specifics

**T**

**Thinking**  
Logical  
Implications

**J**

**Judging**  
Joy of Closure

Where You  
Get Your  
Energy

How You  
Take In  
Information

How You  
Make  
Decisions

How Do You  
Organize  
Your Life

**I**

**Introversion**  
Think It Through

**N**

**INtuition**  
Big Picture

**F**

**Feeling**  
Impact on  
People

**P**

**Perceiving**  
Joy of Processing

**To increase energy, those who...**

- turn to others are an E (extroversion).
- turn inward are an I (introversion).

**When making decisions, those who...**

- seek harmony are an F (feeling).
- seek objective truth are a T (thinking).

**Those who take in information in a...**

- creative way are an N (intuition).
- pragmatic way are an S (sensing).

**Those who prefer to...**

- get closure and act are a J (judging).
- stay open and adapt are a P (perceiving).



**ISTJ****"DOING WHAT SHOULD BE DONE"**

Organizer • Compulsive  
Private • Trustworthy  
Rules 'n Regs • Practical

**MOST RESPONSIBLE****ISFJ****"A HIGH SENSE OF DUTY"**

Amiable • Works Behind the Scenes  
Ready to Sacrifice • Accountable  
Prefers "Doing"

**MOST LOYAL****INFJ****"AN INSPIRATION TO OTHERS"**

Reflective/Introspective  
Quietly Caring • Creative  
Linguistically Gifted • Psychic

**MOST CONTEMPLATIVE****INTJ****"EVERYTHING HAS ROOM FOR IMPROVEMENT"**

Theory Based • Skeptical • "My Way"  
High Need for Competency  
Sees World as Chessboard

**MOST INDEPENDENT****ISTP****"READY TO TRY ANYTHING ONCE"**

Very Observant • Cool and Aloof  
Hands-on Practicality • Unpretentious  
Ready for what Happens

**MOST PRAGMATIC****ISFP****"SEES MUCH BUT SHARES LITTLE"**

Warm and Sensitive • Unassuming  
Short Range Planner • Good Team  
Member  
In Touch with Self and Nature

**MOST ARTISTIC****INFP****"PERFORMING NOBLE SERVICE TO AID SOCIETY"**

Strict Personal Values  
Seeks Inner Order/Peace  
Creative • Non-Directive • Reserved

**MOST IDEALISTIC****INTP****"A LOVE OF PROBLEM SOLVING"**

Challenges others to Think  
Absent-minded Professor  
Competency Needs • Socially Cautious

**MOST CONCEPTUAL****ESTP****"THE ULTIMATE REALIST"**

Unconventional Approach • Fun  
Gregarious • Lives for Here and Now  
Good at Problem Solving

**MOST SPONTANEOUS****ESFP****"YOU ONLY GO AROUND ONCE IN LIFE"**

Sociable • Spontaneous  
Loves Surprises • Cuts Red Tape  
Juggles Multiple Projects/Events  
Quip Master

**MOST GENEROUS****ENFP****"GIVING LIFE AN EXTRA SQUEEZE"**

People Oriented • Creative  
Seeks Harmony • Life of Party  
More Starts than Finishes

**MOST OPTIMISTIC****ENTP****"ONE EXCITING CHALLENGE AFTER ANOTHER"**

Argues Both Sides of a Point to Learn  
Brinkmanship • Tests the Limits  
Enthusiastic • New Ideas

**MOST INVENTIVE****ESTJ****"LIFE'S ADMINISTRATORS"**

Order and Structure • Sociable  
Opinionated • Results Driven  
Producer • Traditional

**MOST HARD CHARGING****ESFJ****"HOST AND HOSTESSES OF THE WORLD"**

Gracious • Good Interpersonal Skills  
Thoughtful • Appropriate  
Eager to Please

**MOST HARMONIZING****ENFJ****"SMOOTH TALKING PERSUADER"**

Charismatic • Compassionate  
Possibilities for People  
Ignores the Unpleasant • Idealistic

**MOST PERSUASIVE****ENTJ****"LIFE'S NATURAL LEADERS"**

Visionary • Gregarious •  
Argumentative  
Systems Planners • Take Charge  
Low Tolerance for Incompetency

**MOST COMMANDING**

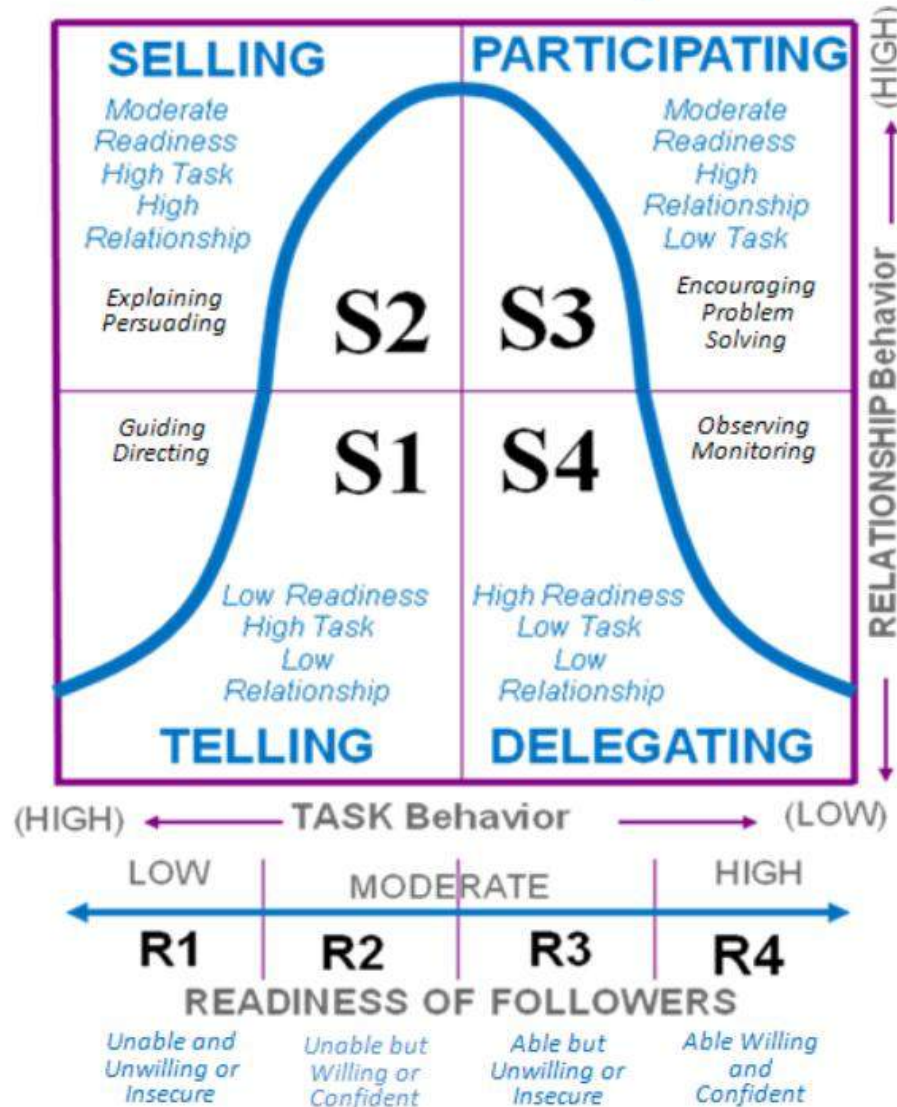
## Situational Leadership Curve

This is the Hersey-Blanchard model of situational leadership.

Essentially, choose your leadership and communication approach based on the situation and the person involved. Don't just play the game the way you've always played it. Because during change, the rules can change.

Instead, be adaptable, communicate even more effectively, and choose your style (telling, selling, participating or delegating) depending on where the other person is at.

That means not how you prefer to communicate, but how they need you to communicate with them for them to be able to produce the best result in the situation.



# Hire Attitude



Leadership IQ tracked 20,000 new hires over a three year period. Within the first 18 months, 46% of them failed (got fired, received poor performance reviews, or were written up). Top 5 reasons why new hires failed:

## **Coachability (26%):**

The ability to accept and implement feedback from bosses, colleagues, customers and others.

## **Emotional Intelligence (23%):**

The ability to understand and manage one's own emotions and accurately assess others' emotions.

## **Motivation (17%):**

Sufficient drive to achieve one's full potential and excel in the job.

## **Temperament (15%):**

Attitude and personality suited to the particular job and work environment.

---

**Total 81% Attitude**

## **Technical Competence (11%):**

Functional or technical skills required to do the job.



# **MOTIVATING POSITIVE ACTION**

by being the Coach



**Mentor**

done it

**Sports  
Coach**

tweak it



**Coach**

**Personal  
Trainer**

stretch it

**Business  
Manager**

measure it





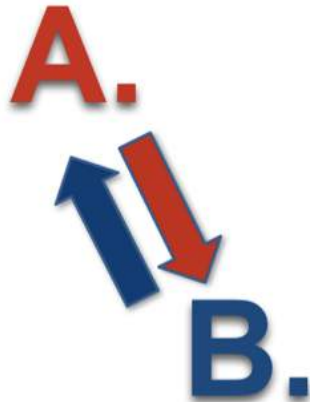
# 4

steps to further  
increasing goal  
accomplishment



1. Write down your **goals**
2. Articulate your **next steps**
3. **Tell** someone
4. **Report** progress regularly

Ask  
Listen  
Clarify



Answer

“**What** do you want to change/improve?”

“**Why** is this important to you?”

“**How** will you make it happen?”

“By **when** will you achieve/complete this?”

“**Who** else needs to be involved?”

“What might **stop** you?”

“How can you **overcome** that?”

“When will you **start**?”

“Can you send me a **report**?”

**Celebrate.**



## Bonus:

Here are some questions you can ask during your “Rule 15” sessions with your staff (investing 15 minutes per week with each of your direct reports, one-on-one). These questions are for the follow up sessions after they’ve identified what they want to work on, and your questions will depend on whether they completed their tasks or not.

### Completed tasks

“**What** changes/improvements did you implement?”

“**What** was the impact?”

“What worked?”

“What didn't work?”

“**How** would you do it differently?”

“**What** else could you have done?”

“So what will you do **next**?”

“By **when** will you achieve/complete this?”

“What might **stop** you?”

“How can you **overcome** that?”

“**What** else did you do?”

### Did not complete tasks

“**What** didn't you complete?”

“**What** happened?”

“What really **stopped** you?”

“How could you have **overcome** that?”

“**How** would you do it differently?”

“**What** changes/improvements will you implement?”

“By **when** will you achieve/complete this?”

“**Who** else needs to be involved?”

“When will you **start**?”

“**What** else did you do?”

Ask better questions of yourself and of your team. To get things done, leaders don't need to be authoritarian dictators all the time. When you are a better coach for your people, you'll find that eventually you won't have to keep fixing the same things all the time, and that your people develop into those you can responsibly delegate to.

Invest in developing your people and in building greater capability, and that will translate into greater loyalty (retention) and performance levels (results). I'd be happy to continue to show you or your managers more ways to do this.





**YES**  
**WE CAN**

get slides, resources, articles,  
updates and more at

**tim.sg**

