

How Leaders Bring Energy to the Organization

By John Durel and Michael Randel

Premise

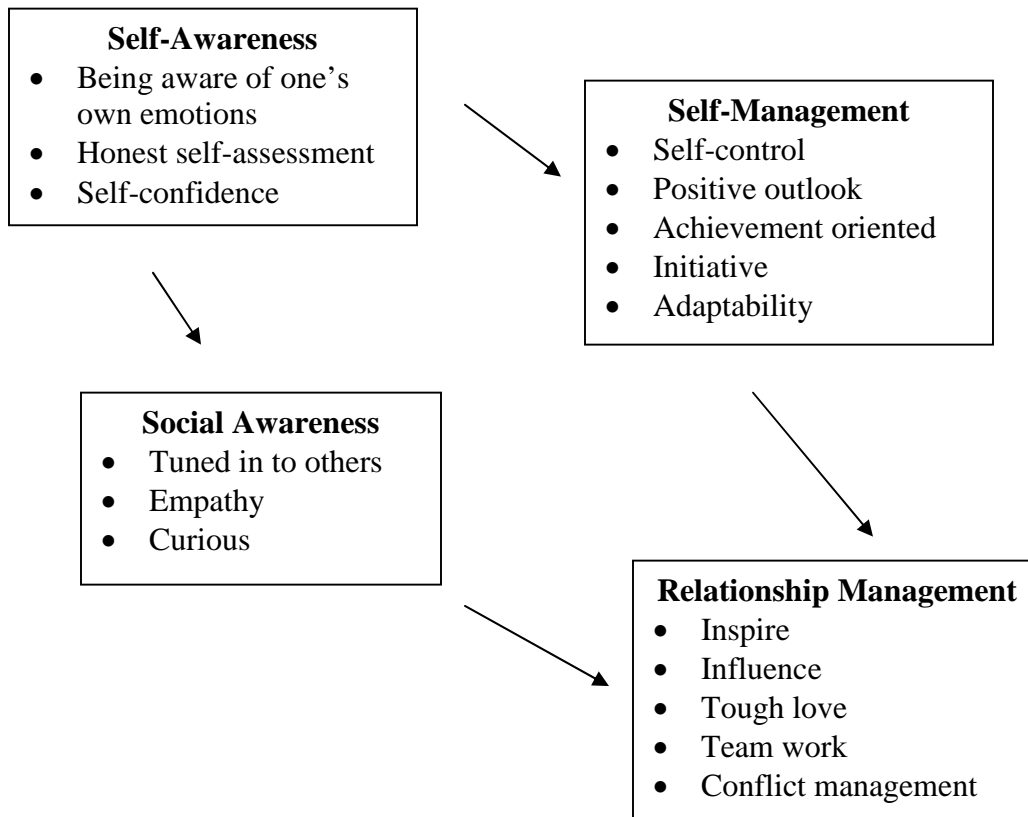
1. People are more productive when they feel energized.
2. A positive emotional climate brings energy to a group.
3. Alternatively, a negative emotional climate saps energy.
4. A leader's emotions affect the emotional climate of the group.
5. Therefore, to improve productivity, a leader must lead with emotional intelligence.

Definitions

Emotional Intelligence is the ability to recognize and regulate emotions in ourselves and in others.

Resonant Leadership uses various techniques to foster a climate of positive emotions.

Emotional Intelligence Competencies



How Leaders Bring Energy to the Organization

Becoming a Resonant Leader

Begin with yourself

- An honest self-assessment of your emotions
- 360 Assessment
- A plan for creating a more positive emotional state for yourself
- Center on a positive vision for your future – your noble purpose, your calling, your ideal work

Build resonance with those around you

- Assess the predominant emotions present in the environment where you lead.
- Develop observation and listening skills
- Move people toward a shared vision
- Connect what a person wants with the organization's goals
- Create harmony by connecting people to each other
- Get commitment through participation
- Value their perspective
- As a group, set and meet challenging and exciting goals
- Give clear direction to alleviate confusion
- Practice tough love: empathy, expectations, and support

Resources

Daniel Goleman, *Working with Emotional Intelligence* (2000)

Annie McKee, Richard Boyatzis, and Frances Johnston, *Becoming a Resonant Leader* (2008)