



Chapter 20 - Important Things about Leadership

The foundation of leadership is in communicating effectively, and in more than one direction. Stress is emotional but being emotional isn't always worrisome because there are many lower levels of 'being emotional' before reaching a dangerous stress level (so not all stress is bad). An effective leadership attribute is adding enough emotion to communication to positively motivate, but not enough emotion to create any undo worry, anxiety, or stress.

My knowing and using other people's different and unique levels of emotional intelligence means that *they* can use less of their conscious effort to remember the things they hear or see from me; that when I and others incorporate our emotions, we take more away from communications that might otherwise leave us bored.

I want to learn to find out which members of a group have which *presenting-for and perceiving* dominant intelligences that I should try to tailor my communications style to. When leading, I want to know how to present and relate to people, so we end up with a slightly more emotional involvement. Others might pay closer attention when I address their:

- Musical, dance, or rhythmic priorities.
- Touch or a hands-on priority.
- Visual, optical and/ or spatial priorities.
- Naturalistic, taste, or smell priorities.
- Mathematical, logic, and reasoning priorities.
- Verbal or written linguistic priorities.

By the same token, some people may feel slightly-slighted when I express ideas using styles directed toward their weaker intelligences, so another good reason for me to learn about people and these intelligences is to avoid my shutting an audience down before they fairly evaluate what my message is. I believe that an essential requirement, for both leadership and teamwork, is using competent back and forth and *slightly* emotional forms of communication.

As a leader or a follower, I want goals with non-abstract definitions because people tend to avoid abstract goals when they fear failure; failing to be able to do what isn't clearly described and understood. I like goals when they are (at least):

- Only slightly more challenging than realistic - too much challenge brings a fear of failing out, but having some challenge is the main difference between a goal and a task.
- Behaviorally specific – *the floor will be evenly and completely waxed.*
- Accepted or agreed to have standards **that show a benefit** - *so that all can see their reflection because of your performance.*
- Include a specific time-phased element - *by Friday, in the next hour, etc.*

I also feel that a *mindful* leader has an accurate self-portrayal. My self-portrayal test is when I pick three cars and then I pick three animals that I feel I might have some things in common with. After this, I ask someone I trust to tell me what three cars and animals I remind them of, and I compare. I consider that the first car or animal choice might reflect *how I would like to be seen* by others; the second choice might relate to *how I feel I am really seen* by others, and the last of these items may represent *what I feel I am deep inside* (at this time).

How close my six items are to my trusted friend's six items shows me my progress, but how close my six items are to each other might show a more accurate self-portrayal. I am pretty sure that if I try to lead without knowing who I am, others are likely to perceive me as a Ford Pinto, a donkey, or a gobshite.