



AN INTRODUCTION TO THE GENOS  
MODEL OF EMOTIONALLY INTELLIGENT  
LEADERSHIP

**genos**  
INTERNATIONAL

## **ABOUT GENOS**

We help professionals improve emotional intelligence to enhance their impact, influence and resilience. Our programs use highly practical and scientifically proven methods, executed by facilitators who are both skilled teachers and experienced professionals. People who have been through our programs feel better at work, facilitate productive environments, and make others feel more valued, cared for and respected. Our vision is to enhance personal and interpersonal skills at work and in doing so, help organisations optimise their performance.

## **COPYRIGHT AND TRADEMARK**

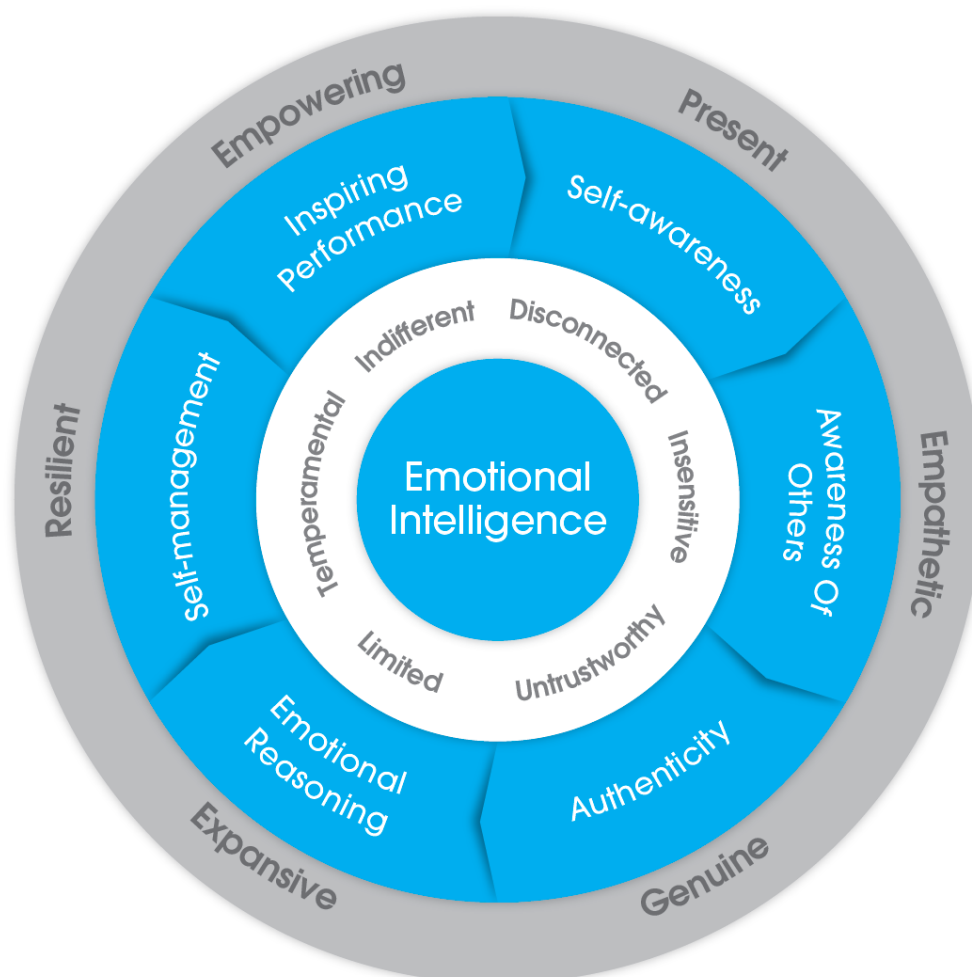
Copyright © Genos International Pty Ltd

No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or use of any information storage or retrieval system, for any purpose without the express permission of Genos International Pty Ltd. Registered and/or pending trademarks of Genos International Pty Ltd in Australia, the United States, and other countries are used throughout this work.

# EMOTIONALLY INTELLIGENT LEADERSHIP

Emotional intelligence (EI) involves a set of abilities that help us perceive, understand, express, reason with and manage emotions, both within ourselves and others. We can apply these abilities to help us become more conscious of our own and others' feelings and enhance our decisions, behaviour and performance.

The Genos model shown below comprises a set of emotionally intelligent leadership competencies. Competencies represent skills and behaviours, based on underlying abilities and experiences, that are measurable and observable. The six emotionally intelligent leadership competencies of the Genos model capture the leadership skills and behaviours that manifest from emotional intelligence abilities.



The competencies of the model help leaders consistently demonstrate the productive being states on the outside ring of the model, as opposed to the unproductive being states (white band), that we can all be at times, on the inside of the model.

# SELF-AWARENESS

Self-Awareness is about being conscious of the behaviours you demonstrate, your strengths and limitations, and the impact you have on others. Leaders high in self-awareness are often said to be **'present'** rather than **disconnected** from who they are. Self-awareness is very important in leadership because:

- A leader's behaviour can positively or negatively impact the performance and engagement of colleagues
- Leaders need to know their strengths and limitations in order to continuously improve and maintain success
- Leaders' interpretation of events at work is both made by, and limited by, their intelligence, personality, values and beliefs. In order to objectively evaluate events, leaders must know how they interpret the world and how this helps shape them.

## Leaders high in Self-Awareness:

1. Understand the impact their behaviour has on others.
2. Are aware of their strengths and limitations.
3. Ask others for feedback on their leadership.
4. Respond effectively to feedback provided to them.
5. Are consistent in what they say and do.
6. Behave in a way that is consistent with how they expect others to behave.
7. Demonstrate awareness of their mood and emotions.

.....

.....

.....

.....

.....

# AWARENESS OF OTHERS

Awareness of others is about noticing and acknowledging people, ensuring those around you feel valued, and adjusting your leadership style to best enhance your environment. Leaders high in 'awareness of others' are often described as **empathetic** rather than **insensitive**. Awareness of others is important in leadership because:

- Leadership is fundamentally about facilitating performance and the way people feel is directly linked to the way they perform
- Awareness of others is necessary in order to take effective steps to improve job satisfaction and performance
- To help get the best out of people, leaders need to adjust their leadership style to suit the people and situations they are leading.

## Leaders high in Awareness of Others:

1. Make others feel appreciated.
2. Adjust their style so that it fits well with others.
3. Notice when someone needs support and respond effectively.
4. Accurately view situations from the perspective of others.
5. Acknowledge the views and opinions of others.
6. Accurately anticipates responses or reactions from others.
7. Balances achieving results with others' needs.

.....

.....

.....

.....

.....

# AUTHENTICITY

Authenticity is about openly and effectively expressing oneself, honouring commitments and encouraging this behaviour in others. It involves honestly expressing specific feelings at work, such as happiness and frustration, providing feedback to colleagues about the way you feel, and sharing emotions at the right time, to the right degree and, to the right people. Leaders high in authenticity are often described as **'genuine'** whereas leaders low in this skill are often described as **'untrustworthy'**. Authenticity is important in leadership because:

- It helps leaders create understanding, openness and feelings of trust in others
- Leaders who are guarded, avoid conflict, or are inappropriately blunt about the way they feel, can create mistrust, artificial harmony and misunderstandings with those around them
- Leaders need their people to be open with them. An unwillingness or inability to demonstrate honest and candid behaviour on the part of the leader will potentially create an atmosphere of mistrust and secrecy amongst his/her direct reports.

## **Leaders high in Authenticity:**

1. Are open about their thoughts, feelings and opinions.
2. Express thoughts and feelings in a way that is sensitive to those of others.
3. Facilitate robust, open debate.
4. Are open and honest about mistakes.
5. Honour commitments and keeps promises.
6. Encourage others to put forward their thoughts, feelings and opinions.
7. Respond effectively when challenged.

.....

.....

.....

.....

.....

# EMOTIONAL REASONING

Emotional reasoning is the skill of using information (from yourself and others) and combining it with material facts and information when making decisions. Leaders high in 'emotional reasoning' make **expansive** decisions whereas leaders who are low in this skill often make more **limited** decisions based purely on facts and technical data. Emotional reasoning is important in leadership because:

- Feelings and emotions contain important information. For example, if a colleague is demonstrating frustration or stress, these feelings provide valuable insight that they are going to be less open and supportive of new ideas and information and/or less productive generally
- The workplace is becoming more complex and fast-paced. This requires responsive, good decision-making when all the facts and technical data are not available. 'Gut feel' and 'intuition' are important in these environments
- People are influenced by emotion. If you fail to consider how people are likely to feel and react to decisions that are made, you may not attain the appropriate buy-in or support you expected.

## Leaders high in Emotional Reasoning:

1. Consult others in decision-making.
2. Explain the rationale behind decisions made.
3. Involve you in decisions that affect your work.
4. Consider issues from multiple perspectives.
5. Take the bigger picture into account when decision-making.
6. Reflect on feelings when decision-making.
7. Make ethical decisions.

.....

.....

.....

.....

# SELF-MANAGEMENT

Self-Management is about managing one's own mood and emotions, time and behaviour, and continuously improving oneself. This emotionally intelligent leadership competency is particularly important.

Leaders high in self-management are often described as '**resilient**' rather than '**temperamental**'. The modern workplace is generally one of high demands and pressure, and this can create negative emotions and outcomes. Self-management is important in leadership because:

- A leader's mood can be very infectious and therefore be a powerful force in the workplace, both productive and unproductive
- This skill helps leaders be resilient and manage high work demands and stress without negative side effects
- To achieve, maintain and enhance success, leaders need to pay careful attention to the way they manage time, how they behave, and continuously improve how they lead others

## **Leaders high in Self-Management:**

1. Manage their emotions effectively in difficult situations.
2. Demonstrate a positive, energising demeanour.
3. Manage their time effectively.
4. Learn from mistakes.
5. Keep up to date with industry trends and market conditions.
6. Strive to improve their own performance.
7. Quickly adapt to new circumstances.

.....

.....

.....

.....



# INSPIRING PERFORMANCE

Inspiring performance is about facilitating high achievement in others through problem solving, promoting, recognising and supporting others' work. An individual's contribution can be managed through the implementation of key performance indicators (KPIs), however, this compliant style approach where you are 'indifferent' to the way people feel fails to drive discretionary effort and high performance. Leaders who adopt a more inspiring style often 'empower' others to go above and beyond what is expected of them. Inspiring performance is important in leadership because

- Leadership is fundamentally about facilitating and increasing the output of others
- Managing performance with rules and key performance indicators usually produces an 'expected' result, rather than an 'unexpected' high performance outcome
- People often learn and develop more under this type of leadership style, resulting in on-going enhanced accomplishment.

## Leaders high in Self-Management:

1. Provides useful support and guidance.
2. Provides constructive feedback on behaviour and performance.
3. Helps you understand your purpose and contribution to the organisation.
4. Notices inappropriate behaviour in others and responds effectively.
5. Maintains a positive work environment.
6. Helps facilitate your development and advance your career.
7. Recognises others' hard work and achievements.

.....

.....

.....

.....

## PREPARING TO GIVE YOUR INPUT

Which of the competencies and/or behaviours does the person you are meeting with do well?

.....

.....

.....

.....

Which of the competencies and/or behaviours does the person you are meeting with need to do better or more of?

.....

.....

.....

.....

If you were in this persons shoes what would you do to leverage their strengths and/or address development needs?

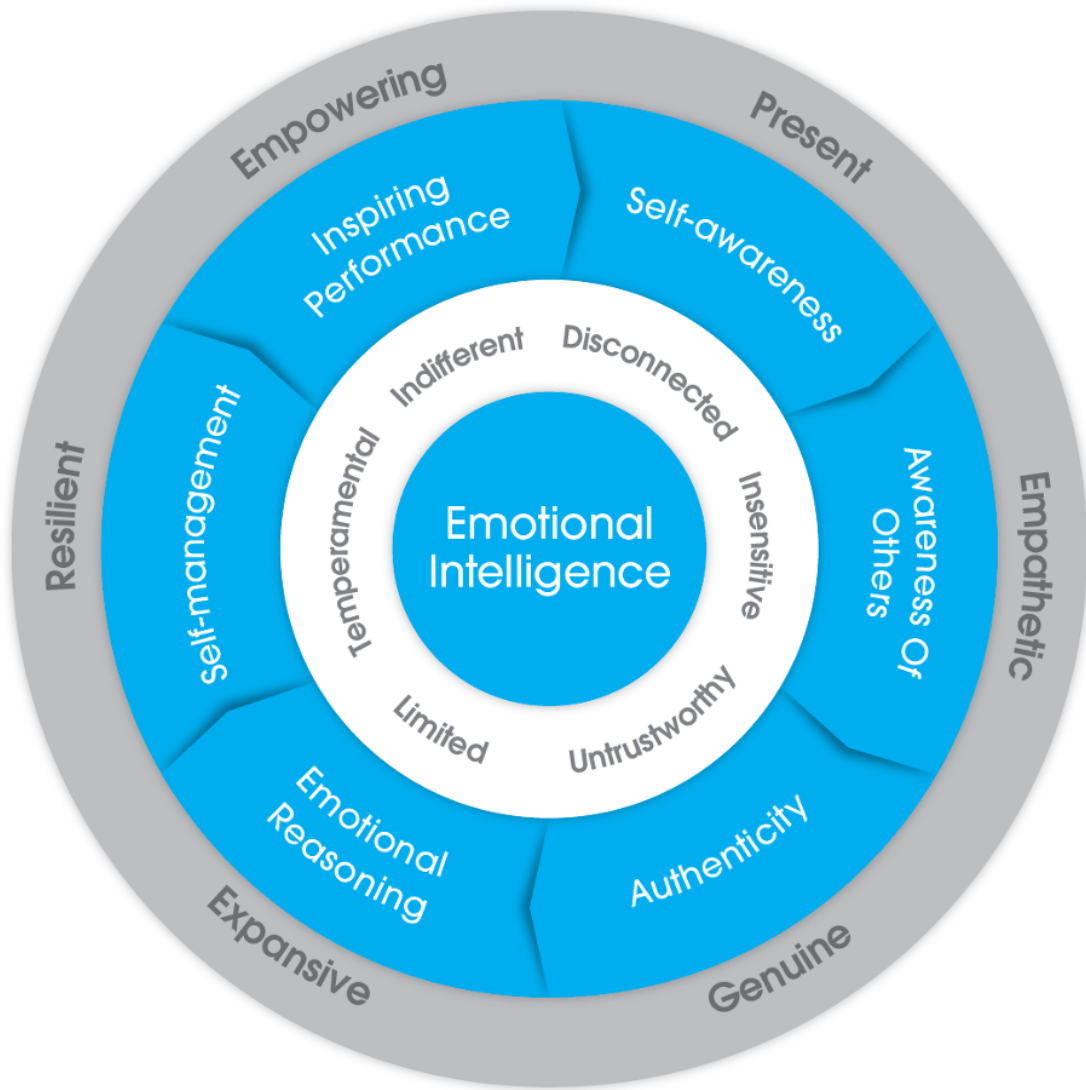
.....

.....

.....

.....





**genos**  
INTERNATIONAL

**Global Headquarters Sydney**

**Phone:** +61 2 8004 0413

info@genosinternational.com



[www.genosinternational.com](http://www.genosinternational.com)



[www.genosinternational.com/linkedin](http://www.genosinternational.com/linkedin)



[www.genosinternational.com/facebook](http://www.genosinternational.com/facebook)



[www.genosinternational.com/googleplus](http://www.genosinternational.com/googleplus)