

Crescendo Connect Conversation – May 12, 2014

Emotional Intelligence and Intentional Leadership

Presented by: Dr. Jane Kise

Dial in Information

- Tel: 1.267.507.0240
- Passcode: 657872
- Screenshare:
Screenleap.com/crescendoinc

Materials for call:

- Slides Handout

Call Etiquette:

- To must/unmute, PRESS 4*
- To ask question, PRESS 5*

Thank you!

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Intentional Leadership

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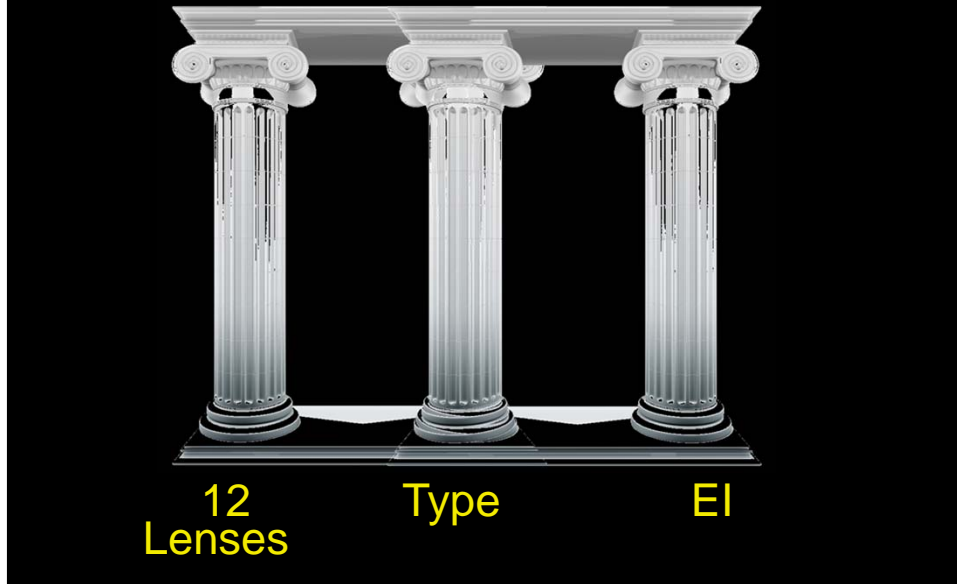


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The Intentional Leadership Pillars



Intentional Leaders
can answer...

- Who am I?
- Who am I leading?
- Where are we now?
- Where do we need to go?
- What am I doing well?
- What are my next steps?

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What Keeps Leaders From Being Intentional?

- Unawareness of blind spots-- Type and EQ
- Lack of feedback for development--Type and EQ
- Lack of knowledge of key tensions present in tasks of leadership--12 Lenses

Blind Spots are **Inevitable--**
and **DANGEROUS** For
Leaders



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Blind Spots, Though, Never Go Away...

Personal Leadership Goal: Increasing influence in industry		INFJ
My Priority Focus		
1.	<p style="text-align: center;"><u>Outer Focus and Inner Focus (Lens #1)</u></p> <p>Relationships – who might inspire, guide, critique?</p> <p>➤ <i>Does my calendar reflect collaboration and networking as well as creativity and reflection?</i></p>	
2.	<p style="text-align: center;"><u>Individual Trust and Team Trust (Lens #9)</u></p> <p>Expertise – who can help me be politically savvy?</p> <p>➤ <i>Who is my sounding board? Who tells me when I'm being an idiot?</i></p>	

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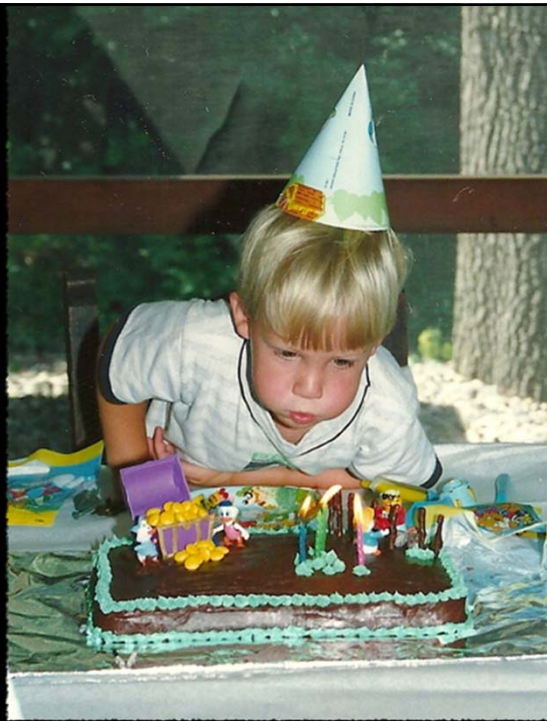
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The Leadership Lenses are Polarities

- Breathe in deeply
- Hold your breath for as long as you can
- Now exhale!

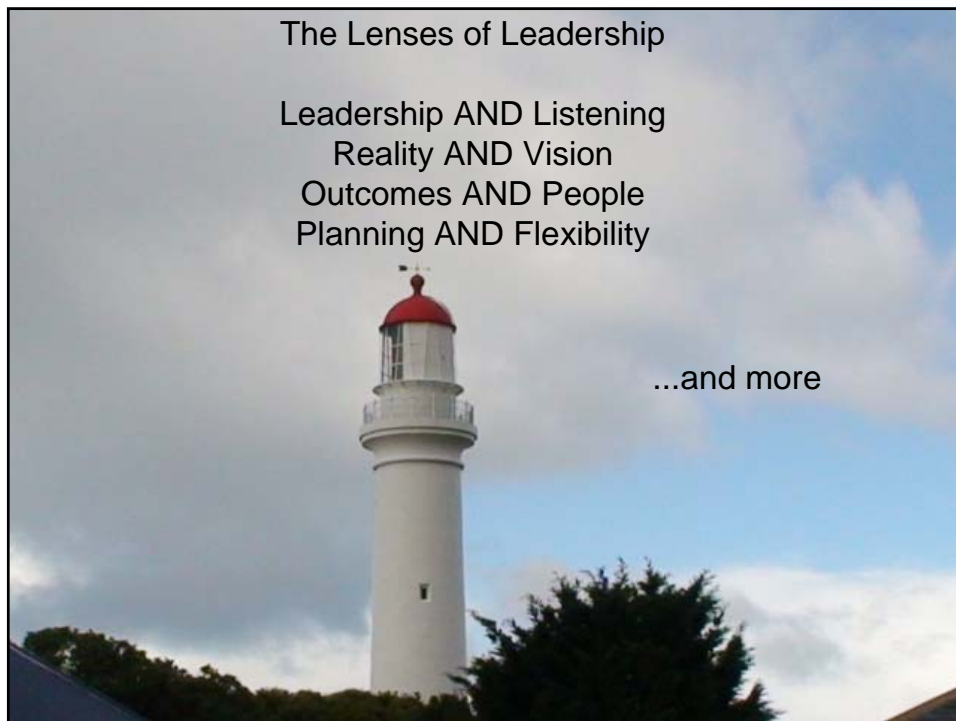
Which is
Better:
Inhaling
or Exhaling
???



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Problems Facing the Audit Profession Come from Over-Focus on Some Lenses to the Neglect of Others

- Ensuring that audit is seen as valuable and wise
- Recruiting, developing and retaining competent staff
- Strengthening the image of the profession, still often viewed as less important than public accounting



Ways to Judge

Thinking

Making decisions through logical analysis, consideration of precedents, and clear principles

Feeling

Making decisions by stepping into the shoes of those involved to determine how each would be affected

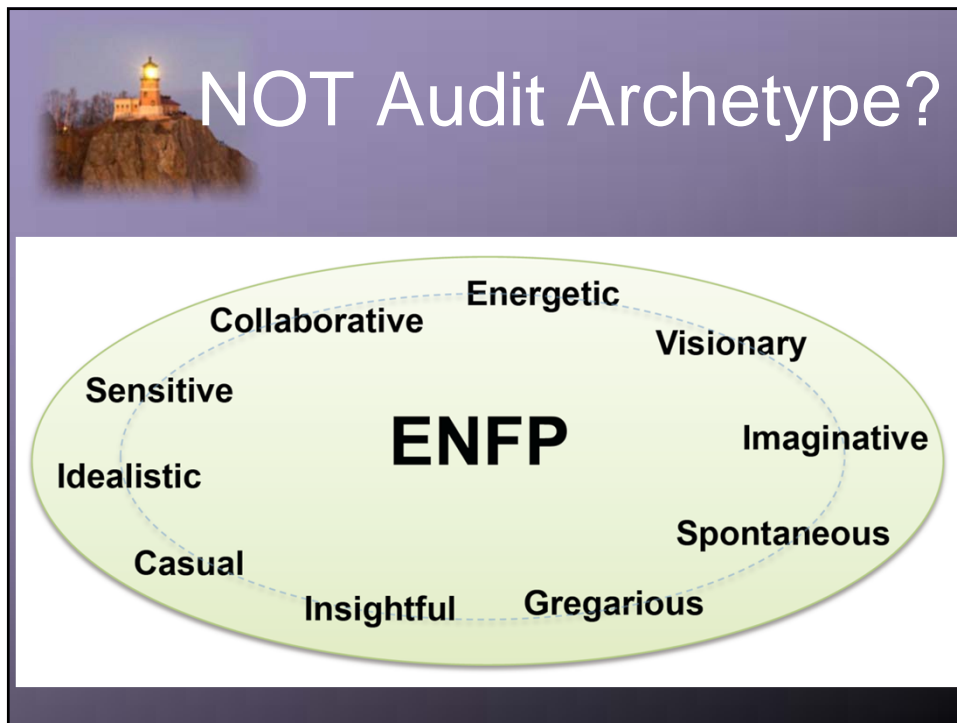


Auditors: 73% prefer Thinking

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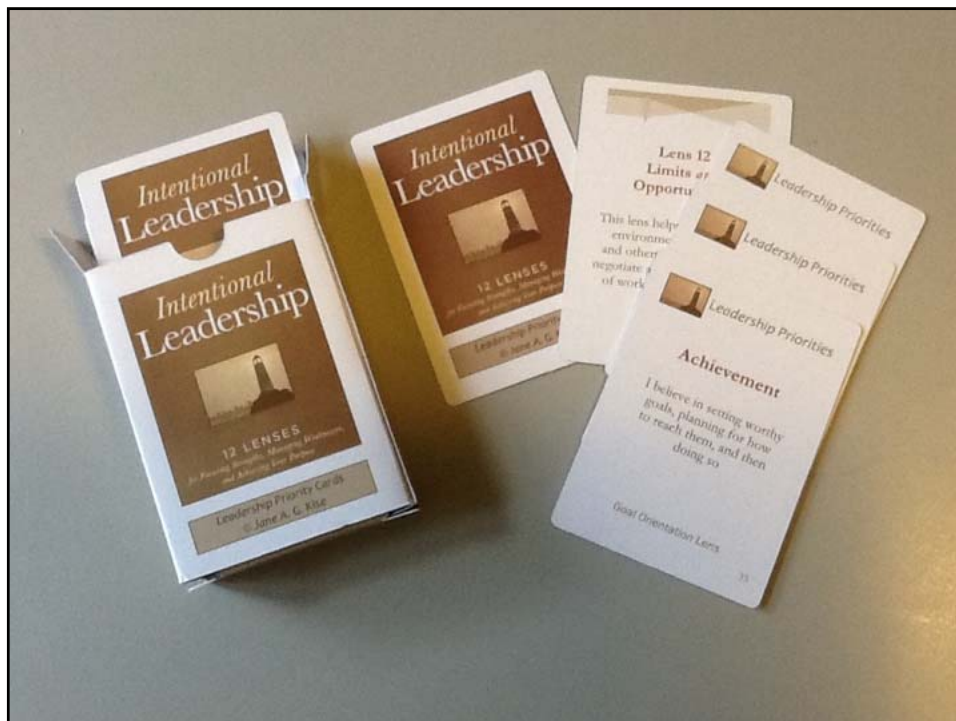


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An Audit Problem

Management isn't taking our cyber-security recommendations seriously. Several departments aren't cooperating.



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Type	Extraversion	Introversion
Lens 1	Outer Focus	Inner Focus
Priorities	Networking, Relationships	Individuality, Personal Development
Lens 2	Breadth	Depth
Priorities	Variety, Influence	Depth, Legacy
Lens 3	Leadership	Listening
Priorities	Mentoring, Promoting	Empowering, Connecting
Type	Sensing	Intuition
Lens 4	Reality	Vision
Priorities	Loyalty, Accountability	Visioning, Optimism
Lens 5	The Known	The New
Priorities	Experience, Creativity with the Known	Challenge, Creativity with the New
Lens 6	Clarity	Ambiguity
Priorities	Efficiency, Dependability	Openness, Originality
Type	Thinking	Feeling
Lens 7	Logic	Values
Priorities	Fair-Mindedness	Empathy
Lens 8	Outcomes	People
Priorities	Results	Harmony
Lens 9	Individual Trust	Team Trust
Priorities	Expertise, Autonomy	Appreciation, Collaboration
Type	Judging	Perceiving
Lens 10	Planning	Flexibility
Priorities	Organization	Adaptability
Lens 11	Goal Orientation	Engagement
Priorities	Achievement, Perseverance	Enjoyment, Fulfillment
Lens 12	Limits	Opportunities
Priorities	Balance	Discovery

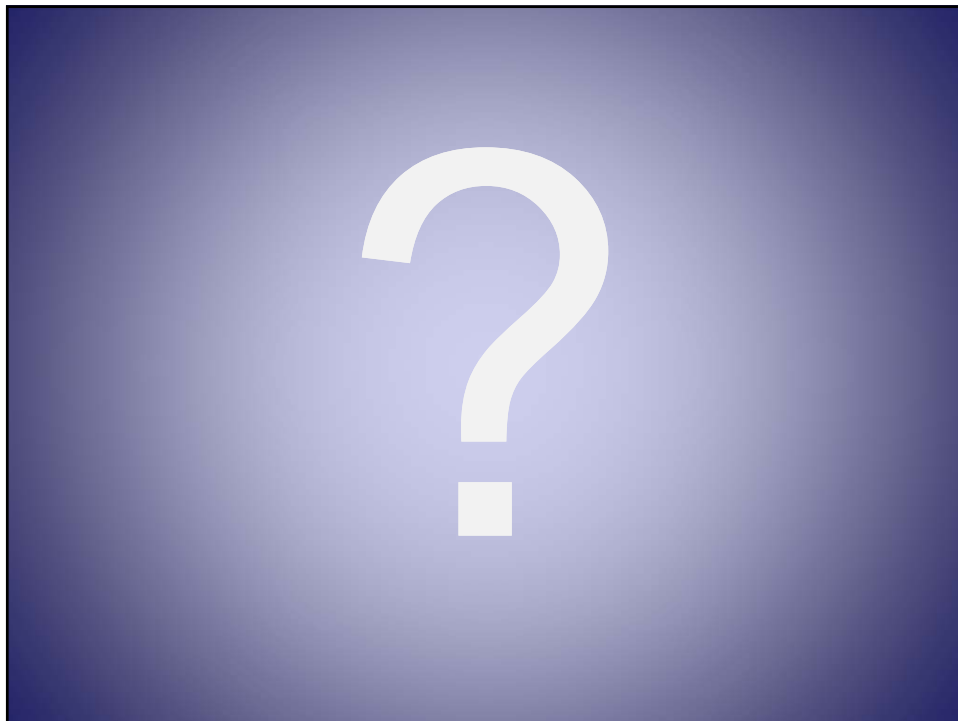
1. Articulate your leadership goal in a short phrase
2. For each of the three lenses that are your current focus, which priority is most important now? Add a "Why" statement or question
3. What key question might remind you day in and out of your action plan for focusing on this priority?

The following is a personalized summary of Intentional Leadership Priority outcomes for:

Auditor Archetype	3-19-2014
Name	Date
	
Personal Leadership Goal: Increasing audit influence in organization	ISTJ
My Priority Focus	
Lens #1 – Outer Focus and Inner Focus	
1.	Networking – Building understanding that Audit is truly improving organization, not "writing tickets." ➤ Have I met with someone in management not related to audits?
Lens #3 – Leadership and Listening	
2.	Mentoring – Audit teams need to be objective AND understand business environment of the area being audited. ➤ What are we hearing in feedback?
Lens #7 – Logic and Values	
3.	Empathy – Do we understand the points of view/circumstances of those we are auditing? ➤ Can we anticipate objections to audit suggestions?

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The test of a first-rate intelligence is the ability to hold two opposed ideas in the mind at the same time, and still retain the ability to function.
F. Scott Fitzgerald



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Intentional Leadership Coach Certification

When: July 22-24 (8:30-4:00)
Where: North Oaks Golf Club
Investment: \$1,295*

** Note: Crescendo Connect Participants can receive a \$100 discount by indicating Crescendo as a partner on the registration form.*



What's Next?

Crescendo Connect Conversation

- July 14, 2014: *El and Vulnerability* – Karen Greer

Intentional Leadership Coach Certification

- July 22-24, 2014 – Jane Kise (Minneapolis)

EQ-i^{2.0}/EQ360 Certification - Virtual

- September 2014

Leading with Emotional Intelligence

- September 24 (Minneapolis)

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