

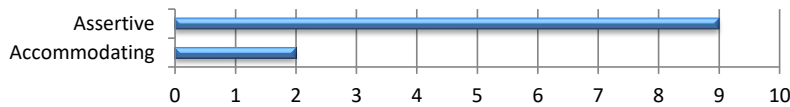


EQ – IQ Solutions

My EQ Expert Guides For:

Dave Sample

Expert Guide: Dominant



Your Rating on this Dimension is High. This indicates that this is probably an important development area for you. Based on this score, we suggest that you should consider implementing steps 1, 2, 3, 4, 5 and 6 of the Development Actions listed on the EQ - IQ Leadership Journey Website for this personality dimension.

Productive Behaviours Associated with this Dimension

Competitive
Take Charge
Vocal in expressing opinions
Take the lead
Determined

Counterproductive Behaviours Associated with Excesses of this Dimension

Pushy and domineering
Unwilling to consider others' views
Uncompromising
Forcing
Poor listener

Your Profile:

You are assertive and dominant and are inclined to stand by your own ideas. On the upside this means that you are very likely to be able to persuade and influence others of your views and that you are competitive and strongly inclined to bend others to your way of thinking. When challenged you will not easily be defeated or willing to throw in the towel. You are also likely to be resolute, determined, single-minded and self-assured, and should be comfortable in situations where you have to take the lead. You are also likely to be competitive and not afraid to deal with obstacles that stand in the way of goals being achieved.

Counterproductive behaviours Explained:

However, assertiveness that is too highly developed can also work against an individual. Over – assertive individuals run this risk of being pushy and overbearing and may be inclined to force their views onto others. They can be poor listeners and inclined to dominate a discussion. They can be inclined to be adamant and unwilling to accommodate other's views. There is also the possibility that they have an unshakable belief that they are always right. They can be opinionated and sometimes even arrogant and condescending. They may be convinced that they are right even when they are wrong. They can tend to dominate discussions and interrupt and talk over people. They may confuse dominance with influence and leadership. They also run the risk of stifling communication as their voice can over – power the voices of others. When people perceive them to be poor listeners they may feel that is not even worth the while to express their opinions.

Highly dominant managers need to be aware that their tendency to be overbearing could mean that they inhibit the potential of others and do not give room for the potential good contribution of others to be explored, discussed or birthed. This could have a negative effect on morale, productivity and teamwork. Overly dominant managers also need to consider the fact that their tendency to believe that they are always right, may create situations where they act and follow through with something they are sure they are right about when in fact they are wrong! There is potential therefore for them to lead themselves or others in the wrong direction with conviction!

Coach Suggests:

Do you observe any of these behaviours in yourself? If so reflect on the potential pitfalls of extreme dominance and try to identify situations where it has worked against you. Ask yourself how you think it could impact negatively on others and your effectiveness as a manager. Write down what you think the emotional impact of your behaviour is on others and how you think it makes people feel. Spend some time writing down how your dominance works for and against you.

One of the most important skills you can learn to counteract the counterproductive elements of your dominance is active listening. This will go along way towards helping you to listen to others and make them feel heard and acknowledged. It can also be very helpful for you to go on a training course that teaches facilitation skills.

Learn to empathize with others. By learning to step into other people's shoes and seeing things from their point of view, you will be able to tone down and modify any tendency you may have to be over – bearing or forcing. Other skills that you may need to learn are participative leadership and the art of compromise. Learn to ask other people their opinions and take them into consideration. You don't always have to be right or to get your way. This will only make people resent you or "switch off" from you. Learn to include other people's views and proposals. You can only benefit from learning to be more open to others and to make them feel that they are being heard.

Key Coaching Points:

Listen more, ask more questions and try to talk less! Become more aware of the impact that this has on the feelings and motivation of others. Learn to be open to others and to include them. Make a point of learning about Situational Leadership. Most importantly learn to develop Active Listening Skills. Learn to compromise. Be open to others' opinions. Realise that you are not always right. Don't be over - competitive.

Target Behaviours

Active Listening
Openness
Consultative Leadership
Participative Leadership
Self Awareness
Interpersonal Sensitivity
Compromise

Development Recommendations

The table below outlines the development actions that have been recommended for you. These recommendations are

Recommended Development Actions	Estimated Time Frame
1. Master the Expert Guide	1 Week
2. Do the Increase Self Awareness and Insight Exercise	1 Week
3. Master at least 6 of the Expert Articles	3 Weeks
4. Do at least 4 EQ Workouts	4 Weeks

Additional Development Actions

Repeat Steps 3 and 4 using different Expert Articles if you feel that you need more development in order to master this Development Dimension

Helpful Websites

Active Listening <http://www.mindtools.com/CommSkll/ActiveListening.htm>

Win win negotiations <http://www.mindtools.com/CommSkll/NegotiationSkills.htm>

Empathy http://www.mindtools.com/pages/article/newLDR_75.htm

GROW Coaching Model http://www.mindtools.com/pages/article/newLDR_89.htm

Relaxation Techniques <http://www.mindtools.com/stress/RelaxationTechniques/IntroPage.htm>

Sheron's 6 Categories <http://www.mindtools.com/CommSkll/SheronsCategories.htm>

Leader's Mood http://www.mindtools.com/pages/article/newLDR_67.htm

Situational Leadership http://www.mindtools.com/pages/article/newLDR_44.htm