

# MORE THAN A BOSS: KEY STRATEGIES TO BECOME A TRUE LEADER

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Thank you for joining us today for More Than a Boss: Key Strategies to Become a True Leader. I'd like to now introduce our presenter, Carla Callaway: Carla Callaway is a licensed marriage and family therapist in the state of California with more than twenty years of clinical experience counseling individuals, groups, and families in a variety of settings. Ms. Callaway provides cognitive-behavioral counseling, short-term solution-focused EAP interventions, crisis management, supervisor consultations, case management, and presentations to a wide range of clients. We're happy to have her with us today to help us better understand the unique characteristics of leadership. With that, I will turn it over to you, Carla.

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Thank you so much, Jessica. Hello, everyone. Good morning, good afternoon. Depends on where you are. It is mourning for me right now. Hello. Thank you for joining this session. More than a boss. Key strategies to becoming a true leader. Your effort and time that you are putting in here shows that you want to improve on your skills as a supervisor, and your leadership. I appreciate your presence. One second. There we go. All right. Let's start off. I want you to take a second to look at this wonderful graphic. This is basically the introduction of the differences between a leader and a boss. We are going to go more into this. You notice you have your leader at the front of the staff they are supervising. A boss is at the back, directing them along. We will expand on that in just a minute. First, I am going to hit you right out of the bat with a poll. As Jessica mentioned, I encourage you to get a piece of paper and pen and pencil out to not only take notes, but I will be doing self-assessment. You will be doing a self-assessment at the end. The first poll. are you a boss or a leader? Are you a boss or a leader? All right. Wow. We've got a great group of leaders here. The majority of you believe you are a leader. That is wonderful. That's good. Thank you for responding. Very few are recognizing themselves as bosses. Great. We have a good portion here where we can expand on your leadership skills. Great. My goals here today, we are going to talk about the characteristics of a boss and a leader. Understand the differences between the boss and a leader. Of hopefully, as most of you have identified yourself as a leader, once we go over these various styles, that will continue. Make you learn more about maybe you are more of a boss. I will provide ways to develop your leadership skills. There is always room for improvement, right? Great. First, let me define what a boss is. For the purpose of this particular session. This is how I am defining a boss. A boss is defined as a person who exercises control or authority. And one who supervises or directs workers. Okay? A leader, in contrast, they not only supervise and direct maybe -- Maybe not. Because a boss is not necessarily a leader, and a leader is not necessarily a boss. But a leader is defined as a person who has commanding authority or influence on others. They may be in a supervisory role, but a leader has more of a authority and influence over their staff, if they are in the supervisory role. Okay. Let's go over the characteristics of a boss. Bosses tend to supervise employees from

maybe an eye perspective. They tend to manage from three different styles. They are the authoritarian style, the Democratic style, and the laissezfaire style. The authoritarian style can be very effective in how conflict is handled. Poor conduct is handled. Because an authoritarian boss tends to use punishment, and rewards to eliminate negative behavior and reward positive behavior. A Democratic boss, consults 13 for opinions. They are more likely to call meetings to strategize over new procedures or current events , or initiatives going on at the agency. Democratic losses tend to be more collaborative in their approach. They understand good effective delegation. They try to empower their team to become a part of that decision-making process. Now a laissezfaire boss is really considered the least effective of the three management styles of a boss. That is because they tend to have a hands off approach. They teach the staff, however they are supervising, how to do the the job, and then give them full autonomy to do as they will. Sometimes they do not check in at all with their staff. Do not take a temperature of the culture in workplace and department. Or the productivity. Therefore, it is the culture, productivity, the mission is completely dependent on the employees and their values and abilities. To use -- Top three styles of bosses. The characteristics of a leader. Leaders tend to be more "we." let's go. They want to coach their employees. They depend on goodwill, and generating enthusiasm. Rah, rah, rah. They tend to fix problems by showing how it is done. They get involved. Roll their sleeves up and get involved. And they give credit to staff when it is due. Again, a leader -- A boss tends to say you go. And a leader tends to say, let's go. Because they are trying to motivate or demonstrate how it is done. Again, it's about mentality. The differences between a boss and leader. It's about mentality. You go, or let's go. Let me go in more detail about the differences between a boss and a leader. We are going to focus on these core areas. Focus, motivation, communication, approach, or authority, and accountability. The difference number one, between a boss and a leader. Please understand, I want to emphasize that just because you are a supervisor does not necessarily mean you are a leader. I know most of you have had described yourselves as leaders. I believe you. I believe you. Do know that if you are a leader, just because you are a a boss doesn't mean you are leader. Just because you are leader does not mean you are supervising anyone. That you are in the status of managerial. It is not mutually exclusive. It is again about mentality. It's about a set of behaviors. I want you to keep in mind, as we go through these differences. It is about mentality. Difference number one between a boss and a leader is, the focus. Bosses tend to focus on that end result. No matter how it is achieved. If the end result is the productivity hours, a boss tends to focus just on how many hours at the end of the month of productivity. They don't really -- It doesn't matter how much that process, the overall process, that's the concern. Great. A leader is interested in meeting productivity. Or meeting that end result. They also are interested in how it is done. For instance, at your agency, maybe there are certain assignments that need to be done. We all have assignments and tasks that need to be done. A boss is going to focus on whether or not the tasks were done. A leader is going to focus on not only whether or not the task were done, but how it is done. How is it going with the staff? Is there a commitment to the staff growing in the agency. Is the agency growing? Is there a transformation happening? That's the first difference between a boss and a leader. The focus. Boss, and results. Leader, overall process. The second difference is the motivation. How a boss motivates their team is different in how a leader motivates their team. A boss tends to be relying on rewards and punishments. If the process -- I mentioned productivity hours at the end of the month, and if that wasn't met, then they boss tends to focus

on how they may have to provide some type of consequences to the staff, or rewards to the staff, to continue meeting those hours. In contrast, a leader's approach in motivating their staff is different. They tend to emphasize and proration inspiration as a tool. They want the staff to be as driven as they are about the agency vision or mission. Guides his or her own actions as a leader. A leader tends to inspire everyone on the team to achieve that mission. It is about inspiration for the leader. Rewards and punishment for the boss. Difference number three. On communication. How a boss communicates. A boss tends to use communication simply to delegate tasks. And responsibilities. In order to maybe boost productivity and profitability. That is there and results. They want to make sure that the agency is meeting their bottom line. A boss generally doesn't necessarily communicate with staff before they make their decision to delegate. On the other hand, a leader seeks out this collaboration. They want to collaborate with staff in their communication. They want to solicitation their feedback. For instance, a boss might say, okay, there is a new computer system in place. This is how you are going to learn it. They already made their decision. And how this is going to be done. And just giving you the information so you can do it. A leader might ask or say, we have a new computer system in place. How do you think we should learn its quest the difference in the collaboration. They want to get -- A leader once to get a sense of feedback from their staff. While a boss simply delegates the tasks. That's it. Hands off. The fourth difference between a boss and leader is their approach. Their approach. Informing the staff about the task, a boss will inform them, communicate what the task is. Like I use the example about a computer system. They will direct them in how to it should be done. And then monitor them. And make sure the objectives are achieved. That is their approach. That's it. And their expectation. The boss expects that now that they have informed, directed and monitored, they expect the staff to follow those instructions, as rigidly as possible. A leader's approach is a little different. They want to approach it -- A sign at task through innovation and collaboration. They already tried to solicit their feedback. That is an attempt to felicitate a buy-in process from the staff. They teach them how it is done. Encourage them to collaborate and come up with new ideas to support, engage and challenge them. And they want to in essence empower their staff to buy into the process. By the into the process of the new computer system, instead of just accepting what it has to be and that's it. A leader has to be more about the overall process of how we are achieving the goal. Difference number five between a boss and a leader is, their source of authority. Where do they get their authority from? A boss tends to have this mind-set that they earned this position, they earned this title. Therefore they operate from that external authority that this title and position was given to them. They do not really take the time to understand the internal authority, which can greatly influence the team. Now, a leader on the other hand, definitely understands that they have been given this authority. But they supervise from this internal authority of the influence again. Understanding that just because they have a position or title, does not make you a good leader. Leaders want to encourage the leap and trust in them. They do that from this internal place of trying to communicate vision , inspiration, but also taking charge as well. Again, the difference number five, between boss and leaders is the external authority that is placed on a boss, and that is how they approach their management style, as opposed to a leader. Who comes from the internal authority of influencing others. The last difference we will talk about between bosses and leaders, is the source of accountability. A boss, when it comes to being accountable, what is going on at their agency and department, the staff that they are supervising, they tend to look to

external sources for accountability. Meaning they do not necessarily engage in self reflection to say analyze as staff, -- Perform a specific task. Therefore, if there is a failure, then a boss may believe it is because someone didn't follow the process and procedure correctly. That is the problem. Instead of analyzing what may have gone wrong. Now a leader tends to take responsibility. They tend to look at the failure as a opportunity to maybe grow from this mistake. Admitting that they need feedback from others to improve. A leader tends to be more self reflective and what is going wrong. So they can improve from that and remember the internal authority of influence. A leader tends to take accountability squarely on the shoulders. A boss tends to look outside to others, maybe blaming them about whatever happened. Whatever went wrong. Okay. I have gone through these differences. I want to ask you the question again. Now that you know the differences, we focused on focus, motivation, communication, approach, authority, and accountability. Again, I ask you, are you a boss or leader?

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We have about 10 seconds to get your answers in, please. All right. Thank you. One moment while I pull up those results. There you go, Carla.

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All right. Okay, wonderful. I know we have had a few more join us since we first began. This group, most of you, our leaders. Wonderful. Okay. Now the fun part. For all of you leaders. You, as leaders, are going to go into your style. So you can discover what type of leader you are. And for you bosses, maybe you can -- Figure out what kind of leader you want to be. Great. I love this group. All of the leaders in the session. That's great. All right. According to Daniel Goleman. These are the leadership styles that he has documented. I am going to go over them. But understand these are from Daniel Goleman. We are going to talk about the commanding style, the visionary style, democratic style, pacesetter, and coaching styles. The commanding style of leadership. In the commanding style, I would say this leader ask mostly like a boss. When I talked about before in that they make all the decisions without explanation pretty much. And when they assign tasks, it's without explanation. This is helpful. This is helpful if the staff is inexperienced. Disorganized, in the structure. I was thinking about a time when I was asked as a manager -- The department was basically in this array. Many people left. That things going on. The staff was disorganized. They had to hire new staff. I had to go in there with this commanding style because it is helpful. They are inexperienced. They are disorganized. They need structure. They need clear rules to maintain safety. Two adhere to the agency policy. You may go to a commanding style. However, the commanding style of leadership could be seen as a micromanager. I would say that could lead to a negative culture within your department. Particularly as we are talking about these millennial that may be on your staff. Millennial's definitely do not like this generation to be micromanaged. He careful about continuing if you are commanding style of leadership. It is affect of four leading a team that needs more direction. Like a military leader. He uses a commanding style. Or a football coach may use a commanding style. As well. If you remember, I am a football fan. For those of you who are a football fan, Vince Lombardi, famous football coach. He is known for using the commanding style in coaching his team. But also, he was responsible for coaching his team to the first super Bowls. You see how that was effective. It was the first two super Bowls. No one really knew how to win a Super Bowl. There is inexperienced there, as well. He let lead them in the first back to back Super Bowl wins. He is a good example of the commanding style of leadership. Visionary style. A visionary leader really understands the big

picture. They are really able to communicate long-term goals to their team. How to meet the needs of the agency. They explain it to the staff. And to make them feel inspired. And how they will benefit from the realization. They give them that vision that brings people together towards that shared goal. Working collaboratively. The risk of this is inattention to short-term goals. If you have always operated in this visionary style, where you are communicating the big picture, focusing on the long-term goal, remember there are those short-term steps to get to it. If you are always assisting the staff to understand the big picture, but not helping to focus on the practical steps of the short-term goals, then you risk losing that peace where they won't have that attention. But the benefit of the visionary style is it works well. When there is a big orange organizational change going on. Because you have to communicate where a team might be for Teague about this change. You coming in and saying listen, this is the big picture. This is why we need this change. That vision will help them maybe come to gather. There is a reason you would use the visionary style. However, be careful about always operating in that style of leadership. The three examples I thought of -- Henry Ford. Who invented the first car. Nelson Mandela. A great leader. And Elon Musk. All three of these men are known for inspiring others to think outside the box, and believe in the big vision. All three of these men are trying to communicate a change. That was happening. For Henry Ford to go back and say hey, listen, we need to invent a car. People, I'm sure, were like what? It took a lot of vision to convince people they could drive a car. That is the visionary style. The affiliative style of leadership wants to resolve team conflicts. So all team members can feel positively connected to each other. They want to cut promote the peace and harmony. They believe that hostility and tension between members and staff often impair the meeting of agency goals. And that it is a great benefit, because it helps with the cohesiveness of the team. The engagement for the team. Communicates support with staff. Particularly in uncertain times. However, the risk of always operating in an affiliative style of leadership is that you may become best buddies. With your staff. Becoming too close to them. Because you don't want to break the peace and harmony. Therefore, you are avoiding conflict. This can lead to low staff morale. Conflict, in any agency, with any group of people is inevitable. It is how you resolve the conflict. As a affiliative leader you are only interested in the peace and harmony and everything that is beautiful. It can actually backfire on you. And lead to low staff morale. An example of an affiliative leader was Joe Torre. I am a sports fan. He is a great baseball sports manager. He used this style of leadership back when he was leading his team, the Yankees, to win the World Series in 1999. The reason he had to use this style during this time was because his players were going through so much. At that time. Personally. On a personal level. He was trying to keep them focused on the goal. He would do things like making public statements to the media. Focus on praising them. And he would always express his strong desire for them to stay connected and be together. It works. He used the affiliative style in order to win the world series. Then there is the Democratic style. The Democratic style of leadership is a great way. It is about collaborative staff, encouraging new ideas. Getting back to their ideas and suggestions, to get a consensus. Encouraging the team to engage in the process and make a decision. That fosters commitment. From the team. For the work. There is great benefit. Staff do tend to be highly committed and engaged. In the process. Especially when there is a high level of commitment on the team. However, the risk of that, for a Democratic leader if they do that all the time where they need to -- They have to go to the team first get a consensus. What if there are quick decisions that need to be made? What if the team is used to this Democratic process,

but then the leader makes a quick decision. There may be confusion as to why the leader made this quick decision without their input. If you are Democratic leader, that you communicate any reasons why a quick decision was needed to prevent that distrust, or low morale. A couple of examples of Democratic leaders are Larry Page. CEO of Google. And President Dwight Eisenhower. Larry Page, he is known by his employees to involve them in decision-making by using questioning, in order to help them bring out their best ideas. President Eisenhower, was the one who began adding positions in the White House to get more expert opinions, and get others involved in the decision-making process. That big cabinet of different advisers. President Dwight Eisenhower began that process as a Democratic leader. And then there is the pacesetter style leader. They have complete focus on performance and results. They expect nothing but excellence from their team. They lead by example. They have this energy, and they expect nothing but perfection. Follow me. Let's overachieve. Let's do it, do it. They expect others to work as hard as they do. That is great. That is great for urgent short-term goals. Sometimes you have to get in there and work hard to meet a goal. Many of you know, working for an agency, those end of the fiscal year goals that must be met. Your manager. You may supervise them. Let's go. You are working hard, hard. The risk of that, if you continue in this pacesetter style of leadership, going going going, it can quickly lead to burnout. For team members that feel like they cannot keep up with that, that pacesetter styles, you have to be careful. Maybe use it on a short-term basis, intermittently. An example of a pacesetter leader was Jack Welch. The former CEO of General Electric. He consistently rewarded the top 20% of performance in the company. And fired the bottom 10%. He always expected the best. He rewarded the best. And then the others got consequences. And then the last leadership style we will discuss today is, the coaching style. A coaching leader coaches. That's exactly what they do. They coach their staff. 13. Through direction. Through support. Encouraging them to to develop themselves. To become better professionals. Better individuals. And it does. This coaching style generally encourages this commitment. Engagement and loyalty from staff. It can be beneficial. However, the risk is, as a supervisor, if you are going to engage in this coaching style, it is time-consuming. It can be. You have got to be careful. You've got to be proficient in your coaching skills. You have got to make sure your staff is committed in that coaching process. Just as much as you are committed to coaching. It is a two-way process as well. All right. I have gone over the various coaching styles. I hope you have identified yourself in one of those coaching styles. One or two. Because I have another poll question. Poll number three. And you can select up to two. They overlap with each other. I do that. I am this way and that way. Which leadership style do you most identify with? And choose up to two. Focus on the ones you generally operate in most of the time. Which leadership style do you most identify with?

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About 10 or 11 seconds left. We are giving you extra time on this one. I want you to be able to read them all. You may have to scroll to see all of the choices. Thank you. All right. Let's see. Let me open those results for you. There you go.

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A majority of you profess to be Democratic leaders, and coaches. The majority of you are coaching leaders. And Democratic leaders. Okay. Good. Good. Let me ask you one more question. Let's go to poll number four. As opposed to who you are currently as a leader, how you operate currently, which leadership style do you aspire to have, or would you like to strengthen?

Different from the first question. I asked you currently who are. Now, which leadership style would you aspire to or strengthen? Select up to two.

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About 20 seconds left. Again, you may be needing to scroll to see all the choices. We've got about 10 seconds. We've got answers flying in. One second.

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Les want to be Democratic. The aspiration is the visionary leader, and coaching leader. Visionary and coaching. Okay. Now you know what kind of leader you want to be, let's discuss how you can develop your leadership skills. So you can get to the goal of being a visionary leader or a coaching leader. I would like to emphasize that in these leadership styles you will go in and out. Depends on the situation that you might have to use the various styles. Of leadership. But generally, how you begin to develop your leadership skills, if you begin with focus on yourself. And what do I mean by that? Do a self-assessment. For instance, I am going to take you through a quick assessment, ask you questions, so you can assess your leadership skills. For many online, assessments that you can take and assess how you are now as a leader. To focus on yourself. So you can determine the areas that are necessary for improvement. There is always room for improvement. Always room for improvement. I will refer at the end of the session, we will do a quick assessment. Also some resources for you to take these online assessments. Let's start with an honest assessment. Focus on yourself. Once you know the skills that you need to improve for your leadership style, add value. Meaning, now that you know, now figure out for your agency, or for your current goals, your current professional goals, individual goals, which is most helpful for you to focus on? Often times, we will try to get better at our weaknesses. Now, you may want to get better on your strengths. If your agency relies a lot on writing skills, improve on that. Or is it pup look speaking skills? You want to add value to whatever path you are on. Work on your emotional fitness. A good leader must make others feel stable in an unstable environment. I will say that is true now more than ever. You've got to work on your emotional fitness. It doesn't mean the leader has all the answers. A leader is focused on solutions and confidence, that an answer can be found. And call me in their presentation. This is an example of emotional fitness. But also leaders model creativity. They keep a sense of humor about themselves. And curiosity. Even in stressful environments. You want to model that. Definitely work on your emotional fitness. Practice self-awareness. I mentioned Daniel Goleman, and his work and books on emotional intelligence. Self-awareness is one of the primary components of emotional intelligence, and improving your emotional intelligence. At work, you have to understand yourself. First and foremost. That is why I began with saying to focus on yourself. Self-assessment. Understanding your strengths. Your weaknesses. Tony Robbins. He calls that your brand identity. What you bring to the table? You've got to know that. In your role. In your agency and department. You want to develop that. Those skills. Particularly at work. Know thyself. Adopt a growth mind-set. Always be in the learning mode. True leaders use this self-awareness, this inside , to consistently challenge themselves to grow. Criticism and setbacks are not roadblocks for a leader. But they are opportunities. That is the growth mind-set. It is not like you go into your pity party and woe is me. It's more like okay, this happened. There is an issue. How can we grow from this? What can we do? How can we improve our skills? Always have a growth mind-set in every situation. You want to be supportive of others. I'm sure there have been many who have been supportive to you. As you aspire to be the type of leader you want to be. I'm sure you

have been mentored by others. You want to return not. A true leader is a great facilitator. Who looks for greatness and others. In his or her staff. And rewards them. With positive feedback. When appropriate. Listening to their opinions. People like to be validated. By being listened to. Definitely support others as you have been supported. Always think strategically. That means being goal oriented. You have got to know the goal. Keep the goal forefront in your mind. Your agency mission. Maybe your staff development. A lot of resourcefulness is required on the leader's shoulders. Helping your staff to not only achieve personal goals, but personal and professional goals, and recognizing that potential in them. Always think of it strategically. And being innovative. Thinking outside of the box. Find a way to differentiate yourself with fresh creative ideas that benefit others. Benefit the agency. In addition the tooth thinking strategically, but be creative and that thinking. Take on more responsibility when you can. As you are developing in your leadership skills, you become more efficient in your leadership skills, consider asking for more responsibility, to show off your new skills. You have an opportunity to learn more. As a growth mind-set, you are ever learning. You should always have the mind-set to level up. Always. Last but not least, surround yourself with greatness. Tony Robbins says proximity is power , if you want to have an extraordinary life. Surround yourself with people who make you better. We know that if you are the smartest person in a group, then you are in the wrong group. Consider asking someone about your agency. Someone who demonstrates the leader skip skills you are aspiring to be. Ask them questions. Attend leadership events. There are plenty of online resources to surround yourself with greatness , and network with others who you see are successful in their leadership skills. I want to have time -- I thought we would have time for the leadership assessment. I don't think we do. Would you agree, Jessica? We only have 10 minutes. I wanted to leave time for Q&A. Should we do it?

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How long do you think it will take? More than five minutes?

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Well --

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We have people thing to do it. Let's try to do it really quick.

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All right. I love that engagement., Let's do it. I'm going to -- You are going to choose your answer for each. Yes, no, or sometimes. And then you are going to assign points as we go along. Okay? Here we go. Number one. Have I establish, and do I live by a consistent set of rules? Have I established, and do I live by a consistent set of rules? Yes, sometimes, or no. Do I periodically revise my set of rules when it is prudent and appropriate to do so? Do I periodically revise my set of rules when it is prudent and appropriate to do so? Do I refuse to force my values and standards for my own life on other people? Question number three. Do I refuse to force my values and tenders for my own life on other people? Number four. Do I look at both sides of an issue, and do I look at positive outcomes for each course of action? Do I look at both sides of an issue, and do I look at positive outcomes for each course of action? Number five. Can I control my anger, and do I have the strength to restrain rage? Can I control my anger, and do I have the strength to restrain rage? Number six. Do I respond positively to genuine and well-informed criticism? Do I respond positively to genuine and well-informed criticism? Number seven. Can I accept styles which are different from my own? And what I mean by styles, leadership styles or



personality styles. Okay? Can I accept styles, which are different from my own? Number eight. Do I look for positive value in other people's solutions to problems we have in common? Do I look for positive value in other people's solutions to problems we have in common? Number nine. Do I ask the same behavior of my employees that I accept for myself? Do I ask the same behavior of my employees that I expect from myself? Number 10. Do I stay cool under fire when I am challenged by my employees? Do I stay cool under fire when I am challenged by my employees? Okay. Those are the good 10 leadership questions for your self-assessment. Yes, give yourself 10 points for each yes answer. Sometimes, give yourself five points. Zero points for any no answers. Okay? If you scored between 75 to 95. 75 to 95, you are doing pretty good on your leadership skills. Continue with that growth mind-set. You are doing pretty good. If you scored between 75 and 95. If you scored between 50 to 70 -- 74, I should say. You are doing moderately well. You are doing okay. Keep growing. Keep improvement. Improving. 50 to 70. You are doing pretty good. If you score below 50, it needs improvement. That is why you are here. If you scored below 50, you need a little improvement, but that is why you are here. Okay. As you are tallying up, let me wrap up really quick with Q&A. These are the resources you will be receiving. This resource page. I mentioned Daniel Goleman, included his book on primal leadership. Also a book by John Maxwell, who is a guru on being a leader. And developing that leader within you. Also, on your resource see sheet you see possible online assessments that we have discussed during the session.

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Thank you so much, Carla. Just remind everyone, one of the resources you will be receiving -- Here, I will go back to that slide. You will receive a handout that has all of that on it. The quiz we just took is going to be on your resources. You can take the test again. And see what your scores were. We are going to get to your questions and answers. If you would like to ask a question, please go ahead and submit it in the Q&A. I will see how many we can get to. The first question, Ms. Carla, is, is it possible that I have a boss who supervises me, but I consider my coworker to be the leader of the department?

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Yes. That is possible. Remember, I said how a leader doesn't necessarily mean they are a boss. You may have a person, or a person who considers you to be their boss. But they may, in your department, consider someone else to be the leader, because of the way their style of influence of how the process is done. Their innovation. The creativity there. Their personality. Basically. How they handled them. As well. It definitely is possible. I think many of us can attest to that. We have had managers that we may not feel comfortable going to, when we are trying to learn something. We go maybe to our coworker who demonstrates these leadership skills. Definitely possible.

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Great. The next question is, how can I increase my emotional intelligence to be a better leader?

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I definitely want to reference Daniel Goleman. His books on emotional intelligence are excellent and wonderful. To improve those skills. Also, there are online assessments as well for emotional intelligence. If you just google emotional intelligent assessments. A wealth will come up for you to identify where you are. First you have to know what consists of emotional intelligence. That is first and foremost. There is a self-awareness parked there is awareness about others emotions.

Awareness about your emotions. Awareness about other people's emotions. How to manage all of that. It is definitely in possible for you to -- Different than your academic intelligence. I encourage you to work on it, because that is a primary skill for a leader. To be emotionally intelligent.

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Thank you. I know we are almost at the top of the hour. Several people asked a version of this. Sometimes I feel myself switching between styles. Depending on the situation. Is this normal?

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Absolutely. I would say it is necessary. I mentioned in the different leadership styles, the various ways that the benefits and risks of using certain styles for short-term and long-term goals. Different things, organizational change. As part of your self-awareness as a leader, you have to know the season you are in so to speak. You are going through an organizational change, you may want to switch to a visionary style or something. Knowing the different leadership styles. It is good for you to be fluid and all of those so you can operate in the different styles. Generally we tend to rely on a couple of styles. What you do want to go between many different styles to be really effective as a leader.

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Great. Apologies for going a little over. I thought that was important to get out there. We are going to go ahead and conclude. If we didn't get to your question, or if you think of something later, please feel free to reach out to us anytime, day or night. About this or any other health or wellness concern. I do want to thank everybody, and especially you Carla. I appreciate you for being here today. We hope that you have a great rest of your day.

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Thank you. Goodbye, everyone. [Event concluded]