

38 Ways Leaders Harness the Power of Emotion

Through the use of a statistical technique called “discriminate analysis” we were able to discover several different categories of ways leaders make an emotional impact on their colleagues. We have organized our suggested ways for a leader to harness the power of emotion based on these different styles. It does not appear that one is more powerful than another. But one fact becomes extremely clear from the analysis of our data, the broader the leader’s repertoire of connecting emotionally with others, the more effective the leader will be.

ENTHUSIAST

1. Speak with a smile on your face, good posture, animation, force, gestures and brisk pace.
2. Use language that is upbeat and positive.
3. Focus on the possibilities and opportunities rather than challenges or problems.
4. Express your personal optimism and excitement about the topic at hand.
5. Celebrate successful events.
6. Provide extensive positive feedback and minimize negative messages. Shoot for a ratio of 5 positive to 1 message that would be perceived as corrective.

VISIONARY

7. In specific and vivid terms, describe your vision of an ideal future state or condition.
8. Talk with individuals about how their work enhances the overall strategy of the organization.
9. Connect what each person in your organization does to the fulfillment of customer needs and providing better service.
10. When you initiate new programs, procedures or projects, describe how each ties into your long-term vision.
11. When discussing new products, projects or processes, push to extend the time horizon. “Here’s what will this do for our business five years from now.”
12. Emphasize the meaningfulness of work and its impact on customers.

INVOLVER

13. Seek the opinions of all group members on important strategic decisions.
14. Emphasize the positive elements of any new suggestion before raising any concerns.
15. Specifically inquire about each individual’s career aspirations.
16. Ask about people’s ideal work assignments and what they believe they could additionally contribute.
17. Provide development opportunities for everyone.



18. Provide supportive messages to the team.
19. Link the work of team to values that each person cherishes.
20. Reward effort and contribution, not only achievement.
21. Meet regularly with direct reports and minimize interruptions and distractions.
22. Frequently express heartfelt appreciation for the group's contribution.
23. Reward collaboration and cooperation while discouraging competition within the team and with other teams.

EXPERT

24. Stay abreast of the latest technology and research that relates to your work. Share that information freely.
25. Create specific opportunities in which to share your technical information with others members of your organization.
26. Volunteer information that could assist others, never holding back any useful data.
27. Bring in outside experts to educate you and your group.
28. Encourage innovative solutions to problems.

PRINCIPLED

29. Put on paper your core beliefs and values and share those with members of your team.
30. Write down commitments and promises made to individuals and review these periodically to insure that they are being honored.
31. Invite feedback from colleagues regarding any areas in which your behavior is not aligned with espoused values.
32. Invite team members to speak up if they believe the organization is cutting corners.
33. Weigh in on the side of compassion and tolerance whenever possible.

DRIVER

34. Meet all personal commitments on time and with high quality.
35. Follow through with others on the dates when items are to be delivered or projects completed.
36. Meet with team members to deliberately raise the bar of performance via a stretch goal.
37. Deliberately encourage your work team to escalate their pace with the knowledge that speed clears away barnacles off the boat's hull.
38. Hold people accountable for continuous improvement.

