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# The Silver Fox Advisor

Helping business leaders build value since 1986

December 2012



Dear Ginger,

Welcome to the Silver Fox Advisors monthly newsletter, "Profit Building Ideas", which has been developed as informative reading material for business owners and managers.

We hope you will find this newsletter to be interesting and valuable to your business.



Silver Fox Advisors

## Five Emotionally Driven Leadership Styles

Want to know an individual's predominate leadership style before you promote them? Want to change your leadership style? Learning how to tie leadership style to emotional traits or skills is extremely helpful.

As the world was just becoming aware and somewhat comfortable with Emotional Intelligence (EI), researchers developed several different tools to measure it and learn more about the skill. That was in the mid 1990's, since that time there have been a number of tools, some good and some not so good, introduced. As a result, many are confused and uncertain of the steps necessary to transform this information into improved results and greater profits.

Research results continue to "pile-up," establishing the value of EI to the leadership process and project success. It is universally recognized that leaders with higher EI skills get better results than those less skilled in the emotional area. Learning to use these findings to aid organizations in employee selection and leadership development has been a challenge.



### In This Issue

[Five Emotionally Driven Leadership Styles](#)

[Do You Understand The Cost Of A 'C' Team?](#)

[Change Your Mind, Change Your Life!](#)

[Ten Ways To Have Your Best Year Ever!](#)

**Ten Ways To Have Your Best Year Ever!**



We often think of New Year's as the time to start fresh and make those famous resolutions. But anytime is the right time to take control of our lives, to choose how we will live. Real success in life is about balance, about choosing priorities, and then following a plan to focus on the things that are most important to us. The following suggestions can help.

1. Take time to decide what you really want this year. What would make it a great year, a fantastic year

Many organizations are aware of the value of emotional intelligence to a leader's success, but uncertain about how to apply it. To gain the full benefit of EI in a leadership role, companies need to better understand how to best grow EI among leaders.

Correlating leadership styles with emotional intelligence strengths makes it easier for organizations to identify different emotional styles among their leaders/managers and as a result place them in roles calling for their strengths. Because emotional intelligence is a skill and learnable, companies can provide training and support for leaders who need to modify their leadership style to be more effective.

Leadership styles are often determined by the leader's emotional strengths, often expressed in four or five distinct clusters of emotional strengths: Self-Perception, Self-Expression, Interpersonal, Decision Making and Stress Management.

These 5 clusters reflect five different leadership styles and much is gained by naming them in more commonly used terms, i.e.: The Star, The Coach, The Social Worker, The Engineer, and The Physician. This makes it easier for everyone to comprehend the differences. The necessary skills among the 5 clusters are the same but the names have changed.

A "Star" styled leader, for instance, is likely to call upon his/her self-awareness and self-confidence to lead. A "Physician" style leader is likely to leverage their ability to manage stress and "role with the punches" to manage. A "Coach" styled leader is often engaged in making sure their subordinates understand the rules and can strategize for victory. The "Social Worker" styled leader is always focused on others and attempts to achieve goals through others by better understanding them. Finally, the "Engineer" is all about tasks and problem solving as well as creating realistic objectives.

Each of these leadership styles is shaped by their understanding and natural abilities. However, determining the style most needed for the task and finding a leader with the necessary style, has just become a lot easier.

Now organizations can scientifically identify the leadership style that matches the needs of the job. For example, what kind of task would likely require a "Star" type leader?

Tasks that require "Star" type leaders are those jobs that have ambitious objectives, requiring a positive attitude, and the ability to motivate others. What type of leader could best head-up a large public project, for instance? The "Social Worker" leader might be a good fit here since he/she is likely highly skilled at connecting with people and sensitive to the needs of others.

Understanding how results can be improved by matching Emotional Leadership Styles with the needs of the job, can significantly improve your bottom line and productivity.

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## Do You Understand The Cost Of A 'C' Team?

You Should For Better Business

When you have 'C' team employees, not only will you lose money from low production, but also your brand's reputation can suffer causing loss of customers. 'C' team employees are those who do not bring anything new to the table. They cruise through work doing the bare minimum or less than what's expected.



for you? Dream and scheme, and then dream bigger! And write it down, just for the fun of it.

2. Mark one day each month, just for you. Use ink, not pencil, and schedule an appointment with yourself for one full day each month. Have fun and renew yourself, just for the joy of it.

3. Take more vacation than you had planned. Look at the calendar and write in a couple extra weeks off! Do things you enjoy, but mostly relax. Go camping, rent a cabin at the beach, and visit old friends.

4. Commit to a project you've dreamed of but haven't done. This is not a "should" or a "have to", this is one of those, "I've always wanted to but never did" projects. Learn to ski, write a book, visit Niagara Falls, start a business, or run for mayor. This is your year!

5. Buy four books you've always wanted to read, and schedule time for them. Put it in your appointment calendar as "continuing education" or "research", and enjoy!

6. Start a special savings account to prepare for something huge!

7. Renew relationships with family and friends. Every week, send a note or make a call, and re-connect with the people who have helped you along the way.

8. Every day, tell someone you appreciate them, that you are grateful for their help. Practice the attitude of gratitude!

9. Raise your sites and increase your goals. Whatever you hope to accomplish in the next year, double it, and commit to making it happen! Push yourself for greatness and settle for nothing less.

This lack of motivation will not only cost you in the areas mentioned above. They can also cost you extra hours of training and re-training, and many hours of picking up the slack yourself. Re-training employees who have already been trained is a complete waste of company time and money. 'A' team employees will most likely not need to be re-trained; so, if your company consisted of only 'A' team employees, it would be much more profitable and successful.

Mistakes in the workplace, plus work left unfinished by 'C' team employees, will cause more work for you and your 'A' team employees. This in turn, will decrease your productivity and prevent the 'A' team members from moving on to other, possibly more important projects.

You can find out which employees belong to which category by conducting performance reviews on a quarterly basis. Ensure your review form covers rating the employee on performance, attendance, productivity, training, goals achievement, and any other area(s) important to your company. Only permit your best supervisors or team leaders to conduct these reviews.

Once you get the results of your employee reviews, you can then decide who is and who isn't providing their best every day. Having individual meetings with the employees who are not measuring or stepping up and taking initiative will be your next step. These meetings will take time, and may result in the delay of some profitable work completion. However, that is the cost of having 'C' team employees. The more of these types of employees you have in your staff, the longer this will take.

During your meetings with your 'C' team employees, you want to explain to them exactly why you are having the meeting. Let them know that you are only interested in having employees who are not just interested in being paid. Employees that care about the success of your company, that want to help take your company to the next level, and take the initiative to start new projects without much direction are the kind of employees you are looking for.

Explain to your 'C' team employees that this is their warning, and that they should up their game and start showing more initiative and responsibility, or there will be consequences. Ask them where they see themselves after one, three, & five years. During the initial hiring interview you had with these employees, they may have said they planned to stick with your company for years to come; now their view may have changed. Some employees continue in the field they are most comfortable with, even if they are unhappy there. Conducting reviews and one-on-one meetings can help your 'C' team employees realize that they are in fact not happy in the career they have chosen. You will be helping them and your business by encouraging them to go after their other career goals if they do not feel they are where they should be in their career right now.

Though this process will cost you time and possibly some money, it is imperative to weed out the "bad seeds" and come out on top with only 'A' team employees who are interested not just in their weekly paycheck, but also in making your company the best it can be.

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## Change Your Mind, Change Your Life!

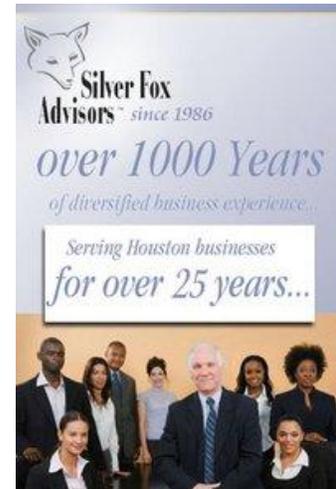
The Power of Positive Thinking!

When tapping (into) the power of positive thought, the most important step is to



10. Be kind to yourself and those around you. Be gentle, practice patience, expect the best and settle for nothing less.

~ Dr Philip E. Humbert originally submitted this piece. Reprinted with permission.



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*"Live daringly, boldly, fearlessly. Taste the relish to be found in competition - in having put forth the best within you."*

~ Henry J. Kaiser

*"One of the marks of*

create a mindset that allows you to think positively. Once you have pulled the weeds from your mental garden, you can begin to sow the seeds that will anchor your new way of life.

Creating a positive mindset takes training. In much the same manner as runners train their bodies to endure long periods of sustained activity, you can train your mind to sustain positive thought, and naturally defer to pleasant or optimistic paths. At first, thinking positively may feel awkward or ridiculous (particularly if you are the type of person who believes perky morning people should be shot). Keep in mind, though, that it does get easier the more you do it, and eventually, sustaining a positive mindset will be as natural as breathing.

Like any training program, there are steps you can follow to achieve your optimal results: in this case, a positive mental outlook. You may recall that it takes 21 days to form a new habit (what's that...you've forgotten already? Go back and add 'long-term memory' to your list of habits you'd like to improve). Therefore, you should perform each of the steps for at least 21 consecutive days. You can take on one step at a time, or implement an entire program; just be sure you aren't leaving anything out. Step up to your mental treadmill, and let the training begin!

"Most folks are about as happy as they make up their minds to be." ~ Abraham Lincoln

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*excellent people is that they never compare themselves with others. They only compare themselves with themselves and with their past accomplishments and future potential."*

~ Brian Tracy

Silverfox Advisors 713.467.5900 [executivedirector@silverfox.org](mailto:executivedirector@silverfox.org)

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Silverfox Advisors | P. O. Box 59 | Bellaire | TX | 77402