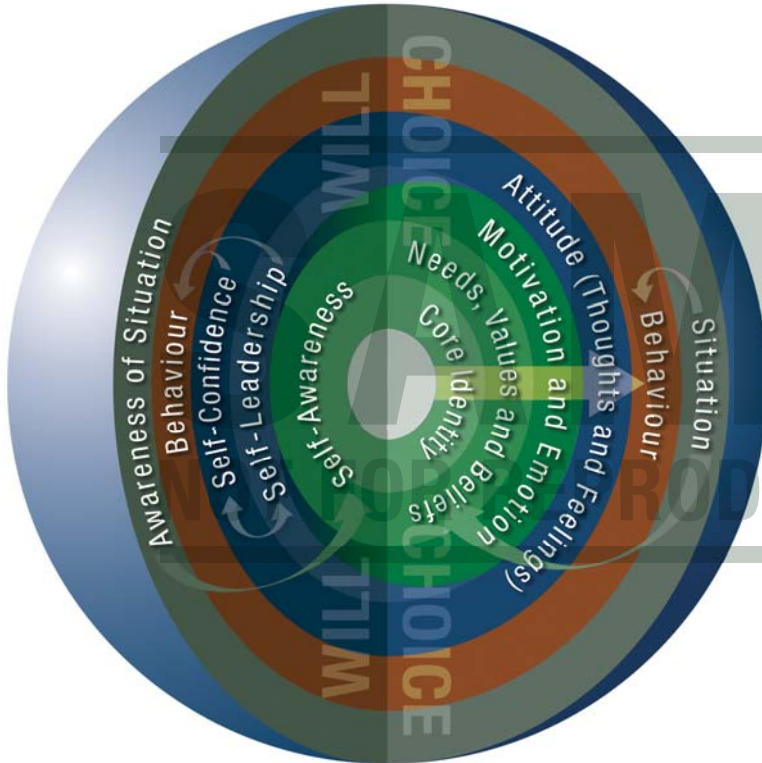


# Understanding Drivers of Behaviour and Developing Emotional Intelligence



People can only do three things: think, feel and act

What drives thoughts, feelings and actions are unique to everyone. To be effective both as a leader or as a team member:

- Seek to understand both yourself and others.
- Develop the willpower to increase your self-leadership.
- Remember that you can always choose your behaviour.

## Develop 'Self Awareness' of these drivers of attitude and behaviour:

- **Core identity:** Genetic inheritance and early environment (aptitudes, culture, learned experience, and sense of purpose – internal compass).
- **Needs:** Needs create the motivation to behave in a certain way. Needs change rapidly and frequently.
- **Beliefs:** Beliefs are assessments (fact) or limiting assertions (opinions) which we hold to be true. **Values:** Values are subjective beliefs with weight, principles are objective beliefs – shaped by culture and experience, both may evolve and change.
- **Motivation:** A desire to act; there is either a selfish or selfless focus for behaviour.
- **Emotions:** 'Triggers' and likely reactions, your state of mind.
- **Attitude:** Thoughts and feelings which shape 'behavioural intention'.
- **Perception:** Filters which influence how we interpret information that we receive and how we interact with 'reality'. Perception impacts all levels.

## Motivation and Attitude are reflected in the behaviour that you choose to display:

- **Develop 'Self-Leadership' through willpower.** Self-control to ensure example, moral courage, sense of duty and maintenance of integrity.
- **Develop 'Self-Confidence'.** Self-Leadership and Self-Confidence strengthen each other and enable effective leadership behaviour.

## The Situation Influences Behaviour (eg leaders' example, systems and processes).

If the situation is powerful enough it can reshape beliefs, values and 'learned behaviour'.

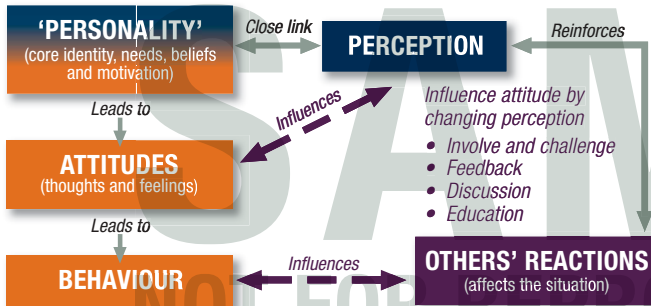
**Develop Awareness of the Situation:** Awareness of cultural norms, others' feelings, your impact etc will assist you to choose appropriate behaviour.

## Perception and Attitude

Some elements that shape 'personality' also shape perception, and both of these influence attitude, which is then reflected in behaviour.

Regular and effective feedback on behaviour and environmental drivers (consequences, example, support and reward) may change behaviour while those drivers are present; they may shape attitude over time.

Some elements that shape perception do not shape personality (which can not be changed easily!). So these levers may be used to change perception and thus influence attitude and behaviour.

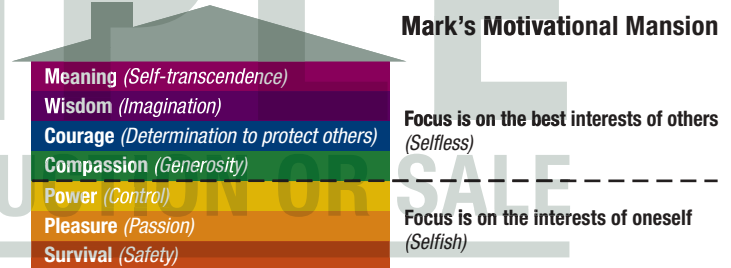
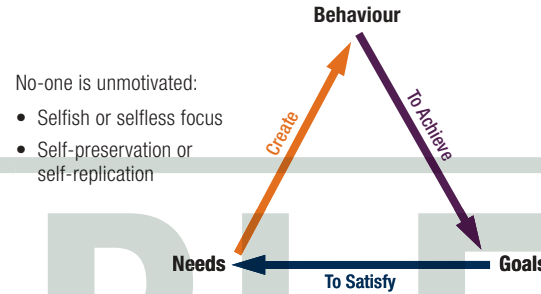


**This cycle can lead to self-fulfilling prophecies**

Perception is the way that we interpret information and is unique. No two people perceive things in exactly the same way.

- Perception is shaped by:
- Previous learned experiences
  - Pessimism and optimism
  - Motivation and needs
  - Values and beliefs
  - Culture and 'group think'
  - Degree of threat
  - Defensive avoidance ('ostrich' syndrome)
  - Presentation (grouping, intensity, attractiveness, size, motion, contrast)
  - Novelty versus familiarity

## Motivation and Needs



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## Herzberg's 2 Factor Theory

### Motivators – Leadership and Job Content

- Vision, purpose and meaning
- Achievement and recognition
- Growth, challenge and responsibility
- Variety
- Comradeship and affiliation
- Morale and identity

### Satisfiers – Unimportant if present, a problem when absent

- Coherent policy
- Sound administration
- Pay and working conditions
- Resources
- 'Team discipline'

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