

Looking within to
produce without



**ASSIGN
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Looking Within to Produce Without Affiliation: I am a relatively good leader exercising democratic style of leadership and majority of the times the performance of my team is excellent. However, I sometimes have emotional challenges which tend to hinder my work performance and in turn that of my team. My anger for example sometimes gets in the way and makes it hard to be democratic during such times. In order to change these negative emotional aspects into ruining my leadership and relationship with my team, it is important to carry out an analysis to find out what other emotional states ruin my performance in order to try and change them.

As for the anger for example, I should practice claiming techniques, try to find positivity in every negative situation and this will assist in dealing with my inner feelings and preventing them from coming to the external and running my performance. Self-awareness of the situations that participate in my emotional state is necessary so that I can be able to better handle myself and be a better leader (Goleman, Boyatzis & McKee, 2001).

My boss is not one of the nice people and this is especially visible when performance declines even if slightly. He is an autocratic leader that likes things to go his way and controls everything leaving us to be only faithful followers. Most of the times our performance is great but there are a few hitches we encounter at times and it is at these times that he is unbearable. The best thing I have learnt is to read his emotional state once he comes in the morning. This is important in order to know how to relate and interact with him for the day without him affecting my day and performance as well. If he is in a terrible mood, the best thing is to avoid crossing his path by asking him questions unless it is a really urgent matter. Becoming least resisting is another way to deal with him. Whatever he wants done no matter

the magnitude or time limit I never argue or complain within earshot. This way, he is less angry and no conflicts arise.

Leaders are more productive when they have open communication with their team members. This will require them to focus more on others and externally open as well as focusing more on the results. I would like my boss to for example be more supportive of the team by being empathetic and expressing concern about both personal and work issues. In this way, he can cultivate a culture of sharing, getting to know the potential each of us possess as well as develop trust with the team.

I would also like my boss to constantly motivate us and especially after one of his emotional meltdowns so that the performance will not be negatively affected. This should be accompanied through letting the members express their beliefs and core values which will foster interdependence, create conversations and provide us with a sense of a shared identity all of which is important for increased productivity (Quinn, 2005).

References

Goleman, D., Boyatzis, R. & McKee, A. (2001, December). Primal Leadership. *Harvard Business Review*, 42-51.

Quinn, R. (2005, July-August). Moments of Greatness: Entering the Fundamental State of Leadership. *Harvard Business School*, 75-83.