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# THE CHEQUERBOARD OF LEADERSHIP

Extraordinary leadership occurs  
when EQ meets Delivery

A paper by

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Change & Strategy International Ltd

# The Chequerboard of Leadership

*Extraordinary leadership occurs when EQ meets Delivery*

By Campbell Macpherson

Author of the 2018 Business Book of the Year

Leadership is delivering results - through people.

And this is far from easy, as we all now, for it involves influencing, herding and managing complex, often irrational, emotional humans. Leadership is not about telling people what to do: that never works (at least not for long).

Leadership today is not about hierarchy; it is about influence. And leaders exist at all levels of an organisation – whether you have direct reports or not. Leadership is about influencing people throughout the organisation. It is about helping people to want to change.

Leadership is important: the future of our families, our clubs, our teams, our departments and our organisations depend upon it. The better we are at leading and influencing people, the better off everyone around us will be. And we can all become better, and more influential, leaders.

In my 25+ years of enabling a multitude of business leaders to lead successful and sustainable change, I have seen that extraordinary leaders possess three core, critical skills:

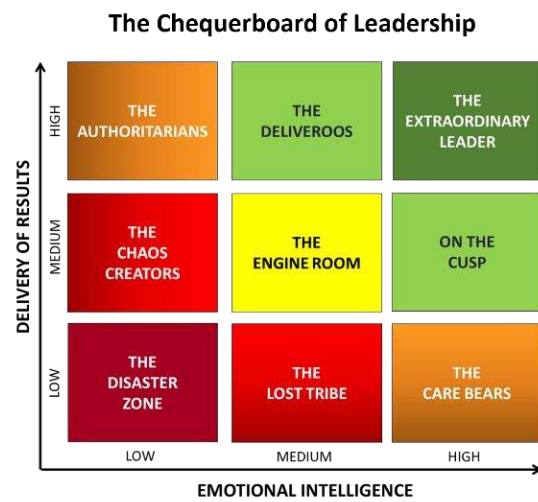
1. The ability to deliver sustainable results
2. The ability to influence, motivate and empower people (Emotional Intelligence)
3. The ability to build extraordinary leadership teams

Poor leaders possess none of these skills. Extraordinary leaders possess all three - in abundance.

They are focused on the delivery of outcomes that are sustainable. They have honed their influencing skills and worked on their emotional intelligence knowing that when it comes to leadership, EQ trumps IQ hands down. And they realise that 21<sup>st</sup> Century leadership is a team game, not a solo pursuit.

They also realise that every one of these attributes require continual development. The future of their careers and their organisations depend upon it.

This paper focuses on the first two attributes above. You can download the paper on Extraordinary Leadership Teams from the Downloads page of [www.changeandstrategy.com](http://www.changeandstrategy.com).

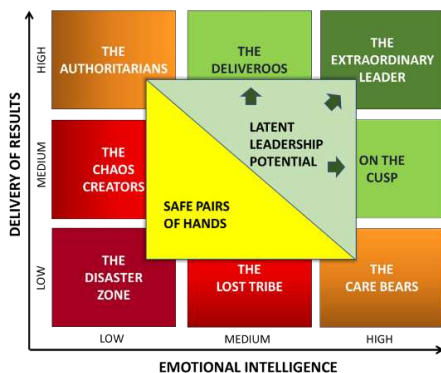
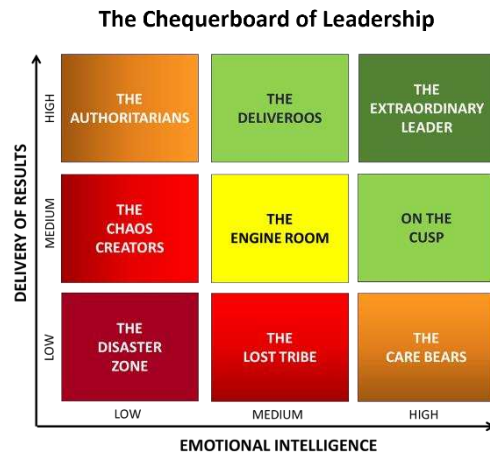


## Extraordinary leaders ... of leaders

When it comes to the first two attributes of individual leadership (Delivery and EQ), each different type of leader between the two extremes of woeful and extraordinary can be plotted on a simple grid that I have called 'The Chequerboard of Leadership'.

It is a chequerboard because a leader's position on the board is not set in stone. No matter which square someone may occupy today, they do not have to be imprisoned in that cell forever, they can move - preferably upwards and to the right - as long as they are aware of their position on the board and possess the desire to change.

Leaders in The Disaster Zone are irredeemable in their current role, while some leaders among the 'Chaos Creators' or 'Lost Tribe' will be capable of changing and developing to become better leaders.



Those in the light green squares are the high potential leaders of your organisation. Companies are quick to design leadership development programmes and talent development programmes for 'The Deliveroos' and those who are 'On the Cusp'. Within 'The Engine Room' (yellow square) are the leaders and managers that can sometimes be taken for granted – and yet they are the backbone of the business. The middle yellow square is also the most populous square on the board – described by one CEO client as their "permafrost middle-management layer".

He was mistaken: his permafrost layer elsewhere - within the red squares.

The 'Engine Room' is where opportunity can be found, for it contains two invaluable groups of people:

1. 'Safe Pairs of Hands' – competent managers that every business needs. And their leadership competence and effectiveness can be enhanced.
2. 'Latent Leadership Potential' – hidden leaders, often technical experts and professionals, whose development as leaders will deliver substantial returns for the business.

Unlocking the potential of The Engine Room could transform your organisation.

*Where would you place yourself on the board?*

*Where would other people place you?*

*In which square would you place your manager?*

*In which square would you place each member of your organisation's senior leadership team?*

*Why?*

## The 5 categories of emotional intelligence

EQ trumps IQ every time. EQ is twice as important than IQ when it comes to leadership. It is the most important quality to develop for success at work and in life.

Harvard Business School describes emotional Intelligence as “your ability to understand yourself and understand other people – what motivates them and how to work cooperatively with them.”

However, if we wish to improve our EQ and become even more effective leaders, we need to dig deeper.

There are five categories of emotional intelligence and each category can be broken down into 28 sub-categories.



*Assess and develop your EQ at [www.changeandstrategy.com](http://www.changeandstrategy.com)*

**1. Self-awareness.** *Recognising your own emotions and feelings, how you react under pressure and the effect you have on others.*

- Self-confidence: sureness about your self-worth, strengths and capabilities.
- Humility: appreciation of your weaknesses, influences and biases. The ability to acknowledge that you may not be 100% right. Humility is strength.
- Observation: The ability to observe your emotions without judgement.
- Behaviour Under Pressure. Awareness of how you react under pressure.
- Impact on Others. Understand the effect you have on others (positive & negative).
- Self-honesty: Honesty about your answers to each of the above.

**2. Self-control.** *Managing disruptive impulses, how you react and how long an emotion lasts.*

- Controlling emotions. The ability to pause, to not act or react impulsively when confronted with an emotional situation. The ability to not react impulsively to someone else’s emotional outburst, even when it is aimed at you.
- Ownership. The realisation that it is you who generates your emotions, not the other party. The emotions you feel, their strength and what triggers them – are all within your control.
- Detachment. The ability to stay slightly detached, emotionally. To be objective and look at the bigger picture.
- Integrity. A desire to maintain standards of honesty and honour.
- Adaptability. The ability to accept uncertainty and adapt accordingly.

**3. Empathy.** *Understanding others – how they think, feel and what they are trying to achieve. The ability to genuinely put yourself in their shoes and appreciate their point of view.*

- Transposition. The ability to put yourself in the other person's shoes, appreciate their point of view and understand their intentions.
- Understanding the Motivation of Others. Understanding the right reason and the real reason for their actions.
- Respect for Others. Respect for the other person and an ability to assume that they have good intentions / are coming from a 'good place'.
- Diversity of Opinion. Embracing and encouraging diversity of thought, background and experience. Embracing and encouraging 'constructive disagreements' and new ideas.
- Social awareness. Reading a group's emotional currents and relationships.

**4. Relationship Management.** *Developing the skills you need to deliver shared objectives.*

- Fostering Key Relationships. The ability to identify the key relationships you need to foster – and proactively develop them.
- Active Listening. Listening to understand not just to reply.
- Clear communications. The ability to deliver clear, concise and relevant messages that are fully understood by the other party or parties.
- Scanning. The ability to gauge how an interaction is going in real time and pick-up on social cues.
- Collaboration, cooperation and compromise. Willingness to compromise to find shared objectives. 'Winning' solo is only ever short term.
- Managing conflicts and difficult situations with honesty and respect

**5. Motivation.** *Of self and of others. Building clear goals, taking initiative, commitment and a positive, proactive attitude.*

- Self-motivation. The ability to motivate yourself, even when things aren't going your way.
- Motivating Others. The ability to motivate other people to want to achieve shared objectives.
- Drive. A strong desire to deliver the required outcomes, to grow and to develop.
- Driving and Embracing Change. Willingness to initiate, lead and embrace change.
- Positivity. Optimistic mindset, positive attitude and a proactive approach.
- Clarity - of what you are seeking to achieve, and why.

*Which of the above are most important for you to enhance your impact and your career?  
How would you rate yourself against every one of the components and sub-components above?  
How would others rate you?*

Conduct an online assessment of your EQ at [www.changeandstrategy.com](http://www.changeandstrategy.com)

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## Change is inevitable. Successful change isn't.

Enabling leaders worldwide to build extraordinary leadership teams and create extraordinary leaders of change – starting with themselves.

### Campbell Macpherson: The Change Catalyst

Campbell Macpherson is an international expert on leadership and change, a keynote speaker, an award-winning author and an Executive Fellow of Henley Business School. He has been enabling leaders for 3 decades across the UK, Europe, Australia, US, ME and Asia.

His executive career included Senior Adviser to the Abu Dhabi Investment Authority, Strategy Director of Zurich, HR Director of Sesame (1000-person FS firm), Marketing Director of Virgin Wines and eBusiness Head of AMP. He began his careers flying jets (badly) in the RAAF.

Clients include: T Rowe Price, BNY Mellon, Pershing, Howden Insurance, CPA, Shoosmiths, Invesco, Henley Business School, Singer Capital Markets, SJP, iPipeline, Mazars, ...

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#### The 12 Traits of Extraordinary Leaders

*Every leader has the potential to be extraordinary*

#### The Chequerboard of Leadership

*When EQ meets Delivery*

#### The 9 Components of Extraordinary Leadership Teams

[Download each of the above from [www.changeandstrategy.com](http://www.changeandstrategy.com)]



Author of  
**THE CHANGE CATALYST**

2018 Business Book of the Year  
2018 Leadership Book of the Year



Author of  
**THE POWER TO CHANGE**

How to harness change and make it work for you. 2020.



Author of  
**YOU: PART TWO**

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**NEW!** Campbell's fourth book Transforming Olympus will be published in 2024.

A leadership fable based on the Greek Gods – as Zeus and Hera realise they must change the way they lead if they are to avoid the devastation of eternal irrelevance.