

Emotional Intelligence— Making emotions work for you.

Take a minute and ask yourself two questions:

- Who has been a great boss or leader and why?
- What describes a dream team you have been on at least once in your career?

Do words such as trust, commitment, focus and openness come up? It is likely that both the team and the leader had high emotional intelligence.

Ever since the debut of Daniel Goleman's book on Emotional Intelligence in 1998, a great deal of debate, research and discussion has occurred in management circles. Is EQ just the latest psychobabble or is there something of merit in this approach to developing people, teams and organizations?

What is EQ?

The idea of emotional intelligence has been around since the 1920's. Described first as social intelligence (Thorndike, 1920), then later as a form of multiple intelligences (Gardner, 1983), emotional intelligence today refers to the ability to understand and regulate emotions and to use this knowledge in effective ways.

Does EQ really make a difference?

Unfortunately, most of us have been programmed to believe that emotions have no place in the workforce. Yet research studies have demonstrated the importance of emotional intelligence at work. **Up to 80% of an individual's success has been linked to competencies related to emotional intelligence.**

"Richard Boyatzis, professor and chairman of the organizational behavior department at Case Western Reserve University in Cleveland, assessed the senior partners in a multinational consultancy and found that those who exhibited E.I. competencies more frequently delivered over \$1 million more in annual profits from their accounts than did other senior partners." *CIO Magazine, March 2003*

Can you learn to be more emotionally intelligent?

Developing stronger emotional intelligence begins with understanding clearly what your current level of EQ is and how it impacts others. To gain this level of clarity, both self-reflection and 360-degree instruments can be helpful. Specific action plans around several key improvement areas can provide the map for becoming more emotionally intelligent and a better leader.

Once leaders become more highly attuned to those around them as both individuals and as a group, they are able to tap the hidden potential in the organization. The more focus there is on the unique and exceptional contributions of others, the more they will give, the more trust develops – an upward and positive spiral gives the organization momentum and vitality. This kind of vitality is crucial especially in tough times and during times of change and duress.

Here are a few examples of the practical value of improved EQ

In customer relations: Helping customers feel heard, understood and respected as well as valued and important.

In IT: Balancing technical expertise with people skills to ensure effective project and program management.

In sales: meeting the real needs of the customer, both stated and unstated and becoming a trusted advisor.

In human resources: understanding how to be consultative and how to appropriately guide and counsel others with a balance of support and discipline.

In high potential groups: Being able to accelerate development using multiple forms of intelligence and excellence.

Visit KLI's website to learn more about The EQ Essentials Seminar and EQ Coaching.

*Have lunch at your desk
and learn at the same time!
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Negotiating Strategies

In the workplace, we are negotiating every day in one way or another. Get up to speed on the basics of negotiating and how women and men negotiate differently.

**Wednesday, March 10, 2004
12:00 PM – 1:30 PM**

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Leadership Matters

KEY INITIATIVES COACHING

WINTER 2004

Coaching is effective, but what about lasting value?

Coaching is communication fueled with learning.
The value of a well-developed process for coaching is that it provides direction and discipline. Benchmarks and milestones add value and make the coaching program more than "just talking". Overall success is when individual and organizational goals are met. A tested program and process are a part of what you should expect.

Make the value last.
Some individualized coaching programs are tailored to the needs of the individual in rudimentary ways, but do not tackle the tough issues of continuous learning and renewal. One of the foundations of effective leadership is knowing how to learn the most from any experience – learning to learn – and to integrate learning into an overall framework.

Leaders flourish when learning is tailored to their needs.
Research shows that professionals flourish not in the typical classroom environment, but in a way that is focused, tailored and meaningful. Successful executive coaching should include a mix of information, feedback, reflection and problem solving. In addition, effective coaching should reflect the learning style of the executive to enhance overall development and return.

Understanding yourself is the key to learning and change.
Strong assessment tools provide a greater sense of the perspective of others. When the collaboration among coach and executive is characterized by trust and credibility, it can be a vehicle for a more complete and multidimensional picture of the individual. Good coaches must be patient and fearless. Executives rarely take the time to self reflect yet this process, when guided by a good coach, can provide some of the most interesting and valuable insights. In addition, coaches must be willing to put information on the table for the use of the executive – their own experience with the executive is a valid and provocative information source. The best coaches are able to help executives integrate diverse information and experience into a call for positive action.

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Working at change that matters.

Strategic Alignment – Pulling the whole Team together.

"We have good people, but we just aren't on the same page...."

"The team is good technically, but they just don't understand our business..."

"We just aren't getting what we thought from the merger.... what is the problem here?"

We hear these phrases all the time. Change, integration, new business models, mergers... these are commonplace events in the business world today. As companies and leaders work hard at the continuous improvement necessary to stay competitive, common questions come up.

- Why aren't we able to gain the synergies and productivity we expected?
- Are we getting the most from people and processes?
- Are we meeting our customer's needs from their point of view?
- If our customers were asked to recommend us to others, would they do so without hesitation?

A CASE STUDY IN :

Strategic Alignment

Initial Request: The leadership of the department expressed a need to do a "pulse point" survey for a global department. A previous survey about training needs yielded good information and resulted in developing a training protocol. The idea of a pulse point survey was to do quick temperature checks on the progress of the department, the culture and other factors leading to satisfaction and productivity.

Starting Point: Key Leadership Initiatives was brought in to develop and implement the survey. KLI created a list of competencies based on research targeted to highly productive teams. Since the leadership team wanted to keep the survey short, they were asked to select 5 of 38 competencies. From there, 5 questions for each competency would comprise the survey. At this point, because the survey was not viewed as necessarily high profile by the leadership team, the project was reviewed, competencies selected and the project went to the next stage.

As the project emerged: After review and discussion of the questions, the leadership of the organization began to take more ownership for what was being measured and what would occur after the survey results were in. This was a pivotal point for the leadership of the department as they became invested in taking action based on the survey results.

Implementation Stage: After a well conceived communication plan was put in place, the survey was distributed. With a 70% response rate and a great deal of "write in" data, it became clear that the employees in the organization were anxious to have input.

Results of the Survey: The results were interesting. The department was viewed as a good place to work. Individuals believed they had strong direct manager relationships. The company was seen as a good employer. Areas in need of attention surrounded career development opportunities, processes, bureaucracy and relationships outside of the boss-subordinate sphere of influence.

Action Steps: The leadership team reviewed the results together. They decided to use their next off site meeting as an opportunity to re-visit the results and to dig a bit more deeply into the data in order to assess the information and determine priority actions.

Outcomes: Stage 1 outcomes included development of the leadership team; what constitutes high performance; agreement and consensus on important department competencies; clarity about what employees were thinking and feeling and what either enhanced or impeded their satisfaction and performance; development of High potential employees giving them exposure to the leadership team and to new processes and approaches to people management; strong foundation for team development at the leadership level in setting the stage for strategic alignment and action.

When something changes---a new leader comes on board, a new direction for the company is set, a merger takes place--- strategic focus can get lost. The goals of strategic alignment are to create an immutable force in service to the customer, to explicitly define what is required to get there and to position the leadership team to sustain the gains required to keep things on course. This is a great challenge for any organization, but taking it on is not only a key role of executive leadership, but also the single most important approach to developing a highly competitive organization and team.

Strategic Alignment weaves together facts and knowledge as well as vision and values creating unique capabilities that are hard to duplicate---and therefore a source of competitive advantage.

What about becoming so engaged in a strategic approach that flexibility and responsiveness might suffer? Opening up communication channels as primary data gathering tool creates a feedback loop, that if nurtured and approached like any other business process provides the necessary information to chart the course as it is developing.

In his book, Organizing Genius: The Secrets of Creative Collaboration" Warren Bennis says: "We must turn to great groups if we hope to begin to understand how that rarest of precious resources---genius---can be successfully combined with great effort to achieve results that enhance all our lives. It is in such groups that we may also discover why some organizations seem to breed greatness, freeing members to be better than anyone imagined."

Strategic Alignment may be an important key to unlocking your company's potential.

"Key Leadership was expert at identifying development objectives for me as a leader, for other members of the team and for the team as a whole. KLI used a variety of techniques ranging from one on one interviews, assessment instruments and team activities. Their perceptions were extraordinarily intuitive and accurate. Their toolkit seems to be bottomless."

Vice President,
Global Pharmaceutical Company