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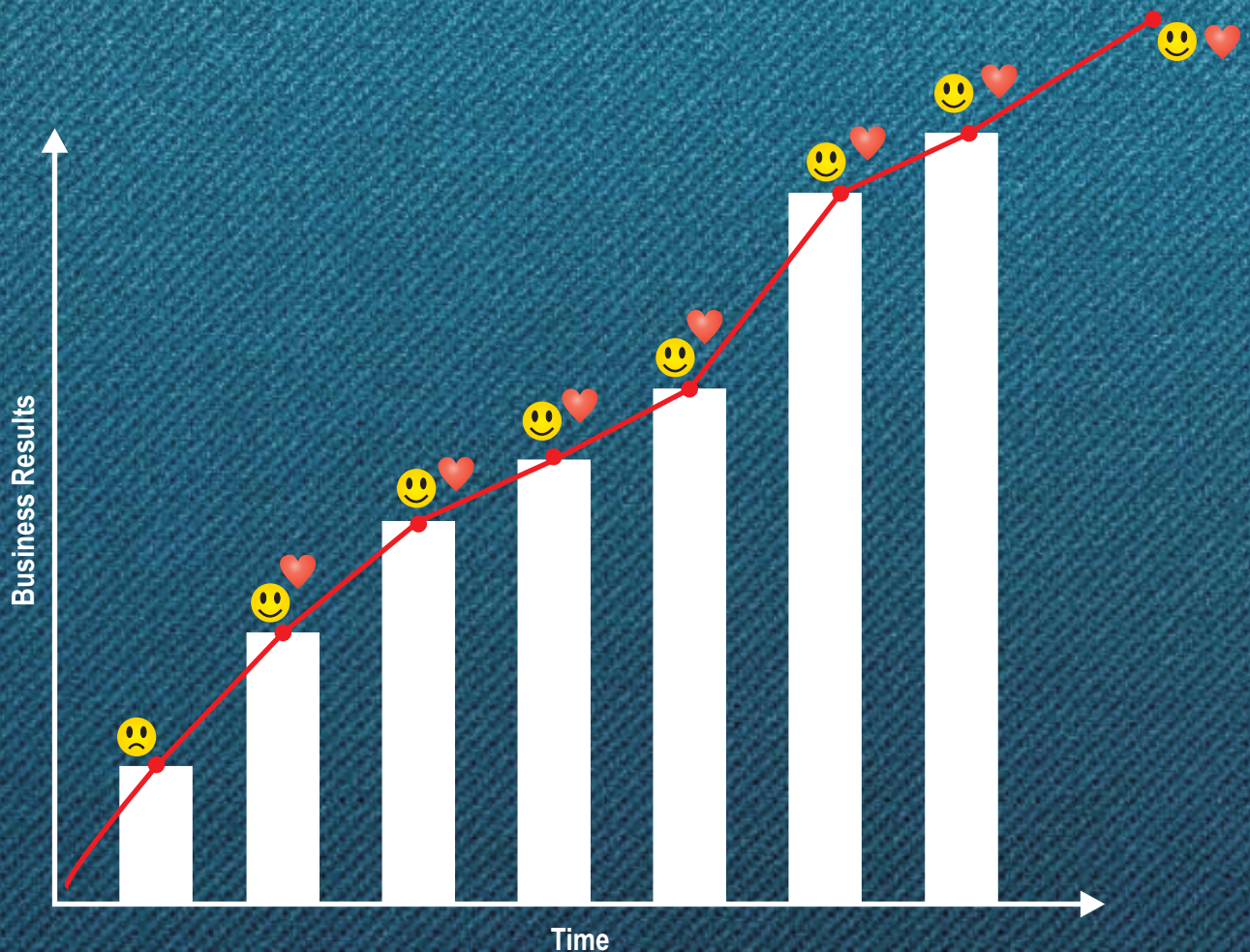
PEQM Tool Certification

U&I

The InspireOne Newsletter

Oct – Dec 2014

Building Emotionally Intelligent Organizations



From the Editor's Desk

To an executive, the words Emotion and Intelligence, or E&I, can sound like an oxymoron. The word Emotion talks about feelings while Intelligence is generally perceived to be more about facts. As we all know, both facts and feelings play out quite extensively in the corporate world. And while we seldom get the interplay between facts and feelings right, never has the requirement for executives to demonstrate leadership through facts and feelings been more relevant.

Leveraging facts and feelings or Emotional Intelligence (EI) is increasingly proving to be a high predictor of success at the workplace. Research suggests as many as 90% of high performers have higher than normal Emotional Intelligence. This also translates to people with a high degree of Emotional Intelligence earning more money than industry averages.

Given the increasing importance and relevance, we attempt to decode Emotional Intelligence at the workplace in this edition of the U&I. Our work with organizations across industries has enabled us to be privy to minute on-the-job behaviors which create or destroy value on a daily basis.

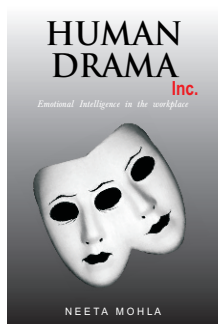
Based on our newly launched book on Emotional Intelligence titled "Human Drama Inc." (see below) we have shared some specific, workplace anecdotes which you can relate to and draw parallels with your current role. As a practical example, we have put the spotlight on how a leading IT organization leverages Emotional Intelligence to build its leadership pipeline at the mid manager level.

Finally, to conclude, we see an increasing trend among organizations to equip their managers on leading a multi-generation workforce. On our product showcase section, we present our solution on this burgeoning requirement and talk about how we can support your organization in effectively navigating the generation divide at the workplace.

As always, Dilbert gets the final word!

We hope you enjoy this edition of the U&I. Thank you for your continued interest and ongoing inputs and comments.

What's New!



Human Drama Inc.
book on Emotional Intelligence
authored by **Ms. Neeta Mohla**, Director InspireOne

Human Drama Inc is based on decades of rich experience of working with business leaders and senior executives including CEOs and top management of leading organizations. Through many years, thousands of stories and anecdotes have been gathered. The author has delivered numerous workshops and seminars on the subject over a decade. This book explores some of those anecdotes emphasizing how one's own, and others emotions come into play in critical work situations that leaders sometimes find challenging.

Emotional Intelligence at Work

I Win, Everybody Loses

-Excerpt from the book 'Human Drama Inc'

In March 2000, a young entrepreneur, Pradeep, along with a team of five talented people, formed a small market research firm called MRF. The organization grew speedily over the next five years due, in large part, to Pradeep's sharp business acumen and keen analytical skills.

In 2006, the MRF team was approached by Tekram, a Malaysia-based company, for a large-scale five-year contract. This was the moment when MRF knew they had finally arrived.

After a month of meetings and negotiations, a final meeting was arranged at the Tekram headquarters in Malaysia. The CEOs and CFOs, valuation experts and top leaders from both sides were present. As the two teams presented their valuations, the air was rife with tension. As expected, the valuations differed, resulting in a constant volley of numbers and remarks being exchanged by the two teams. While challenging the MRF team's perspective, the Tekram valuation expert made a major technical faux pas.

Pradeep, MRF's CEO, immediately noticed this and knew it would be the turning point in the negotiations. He excitedly pointed out the error, almost as if he had been waiting for the Tekram valuation expert to falter. The Tekram team was embarrassed and requested for some more time to recalibrate. However, having gained the upper hand, Pradeep was unwilling to let go of this golden opportunity. He brought up the error repeatedly to underscore their expertise and superiority in their field.

The CEO of Tekram reluctantly agreed to work on MRF's terms. The Indian delegation was overjoyed while the Tekram valuation expert went home seething, embarrassed and angry that Pradeep had continued to stress on her mistake and use it to his advantage. She was an ambitious person and her presence at this crucial meeting had been a clear indication that her CFO had faith in her. After this fiasco, however, he had pulled her aside to tell her that he was disappointed in her. She was enraged and vowed to make the Indian team pay for this.

In an unfortunate turn of events for the MRF team, she was the point of contact for the intervention and she used it to her advantage to make the association difficult for them. She asked for unnecessary forms and details to be filled out, she often delayed their payment on the pretext that they had not completed certain formalities and every time MRF had a query or complaint, she was most uncooperative and even downright rude. She ensured that her senior leaders had a bad impression of the team, so even escalation of matters was futile.

Moreover, as she worked well with other vendors, everyone at Tekram assumed that the problems with MRF were from the Indian side, and not because of her. Fraught with difficulties from the start, the deal eventually fell apart a year into the association.

Decoding what happened behind the scenes

The above story illustrates how lack of impulse control on the part of Pradeep at a critical moment led to problems in the partnership, eventually resulting in a dramatic split. Had he managed his emotions better, he would have been able to avoid making a personal attack on the Tekram valuation expert and established his expertise quietly instead. The Tekram expert's response was equally immature. She could have admitted her mistake and moved on.

The story highlights how even smart, intelligent people can be brought down and loses their edge by demonstrating low Emotional Intelligence (EI). The significant advantage that Pradeep had to offer through his cognitive ability was lost in a flash because of his low Impulse Control. And so, **even a person's strengths and talents, can topple instantaneously if not supported by strong Emotional competence.**

A difficult relationship with a vendor puts pressure on both parties, and in this case, it also prevented Tekram from maximizing the value they could have derived from the vendor, finally losing the deal altogether. Rather than being a win-win situation for both parties, the end result was a lost opportunity for both organizations.

Looks easy, but its not

The problem with Emotional Intelligence is that at 1 level it seems simplistic - almost as if one is stating the obvious. e.g. Does Pradeep not know or understand that he needs to rein in his impulses? Most likely he does know this and perhaps even tries check his impulses as well. Yet, at another level, the knowing- doing gap is significant. So while Pradeep may at times be successful, when it came to a critical point (like it did in the story), applying emotional competencies was not such a simplistic job.

In fact, whether its about managing our destructive or dysfunctional selves, using emotions effectively or even creating engagement in groups - effectiveness involves a complex understanding of self, others and the context. It involves a complex ability to regulate own emotions in difficult or emotionally charged situations.

The current researches of Neuroscience and Neuroleadership are helping to validate and build new insights into researched concepts and theories which so far have relied on social psychology theories.

Lets look at some early findings from this in the adjoining section.

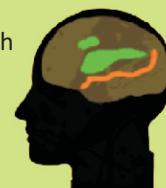
Research on Emotional Intelligence

"Plasticity" is the term neurologists use to describe the brain's ability to change. Using strategies to increase your emotional intelligence allows the billions of microscopic neurons lining the road between the rational and emotional centers of your brain to branch off small "arms" to reach out to the other cells. This chain reaction of growth ensures it's easier to kick this new behavior into action in the future. Once you train your brain by repeatedly using new emotional intelligence strategies, emotionally intelligent behaviors become habits.

**Travis Bradberry,
Forbes, 2014 (Article)**

Strategic Thinking linked to EI

People associate strategy with rational thinking and other high-level functions of the prefrontal cortex...



but the best strategic thinkers show how more activity in parts of the brain linked with emotion and intuition. Their nervous systems may even repress rational thought to free those areas

Experiences with resonant leaders activated neural systems involved in arousing attention, the mirror system and regions associated with approach relationships. Meanwhile, dissonant leaders showed significantly lesser neural activity in those areas of the brain, and activated regions associated with narrowing attention, less compassion and more negative emotions.

**-Richard Boyatzis ,
'Neuroscience and leadership: the
promise of insights' , 2011**

Global Perspectives: Application of Emotional Intelligence

Using Emotional Intelligence to Pass the Test Flight

Sally Ann Huson – TMI Australia



It is hard to imagine being successful without looking at how this success correlates with us managing our emotions. The degree with which we do this is evidenced by the fact that we are already successful, on one scale or another. The critical question is- **“Can we be even more successful?”** A rhetorical question, and I suspect there is a resounding **“Of course!”** in the rhetorical reply!!

In all aspects of our working lives, Emotional Intelligence pervades our ability to use our emotions so they work for us and not against us. EI is a function of all we do and makes demands on us constantly. Just as I am writing this, a colleague of mine working across the globe, writes to tell me that they have noticed some tension between a client and another consulting partner, their dilemma is seemingly simple – should they step in or not. It is clear to me that this **social awareness** can only stem from their **self-awareness**. The ability to be emotionally self-aware, be objective, appraise and express their concerns, all perfectly demonstrate to me that their EI is alive and kicking and working just fine.

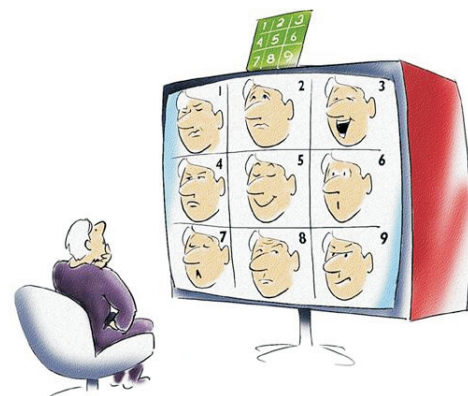
Using your EI is not limited or related to any geography. I see this in my travels to many different parts of the world where the cultural divide is non-existent when it comes to facing our everyday working quandaries! Wherever we find ourselves in the world, EI is there as a tool to help us.

I found myself examining my own EI just recently; faced as I was with a 15 hour flight seated next to a demanding and non-self-reliant 82 year old, intent on telling me her woes and worries whilst the individual across the aisle snored contentedly at volume, to his heart's content. Instead of sitting there getting all resentful, it worked for me to examine how to manage my emotions. Truthfully, it took much emotional energy and restraint in order to do this and I am glad to say I managed the transition and was the better for it. My self-talk went along the lines of:

- **‘She’s lonely, she needs help, she wants people to provide her with solutions’** (as she was trying to get her screen up from the seat side pocket to watch a movie, and looking at me angrily like I should be doing this for her)

- **‘I’ll get the flight attendant to help her’** (as she asked for my ear phones because she couldn't find hers)

Breathing deeply, I reached for my **stress management** and **adaptability** competencies, continuing to breathe deeply I changed from feelings of annoyance and anguish to more suitable emotions of resignation and tranquillity as I placed my eye shades on, put my ear plugs in and promptly went to sleep.



Change your Emotional Channel after visualizing what different emotions would look like on a TV Monitor

Emotionally Intelligent Customer Service

George Aveling – TMI Malaysia



“Looking 5 years ahead, will operational excellence continue to give us the competitive differentiation that we have enjoyed in the past?” This was the question that a well-established organizations was asking itself. This client of ours, have developed their brand, and their enormous financial success – around operational excellence. The company provides fast, efficient service. But today, the Management has come to the conclusion that, ***to build customer loyalty in the years ahead, it needs to deliver a more human style of service – ‘service from the heart.’***

Looking deeper, and based on our past work with the organizations, it was clear that there was a major hurdle that needed to be addressed in order for employees to deliver 'service from the heart'. The current culture of operational excellence bred a generation of managers who were KPI-focused drivers of people that followed a task driven rather than a people or collaboration driven style of management. This style of management may have been acceptable to the stoical baby boomers, and bearable by Generation X employees, but would not engage and retain new recruits who would be predominantly Generation Y. The organization was looking at a serious problem that threatened to impact business results, if it wasn't checked at the right time.



To provide Service from the Heart, treat your customer like you would treat the guests that you have invited home for dinner

To maintain their competitive edge, the organization decided to partner with us on a journey that aligns with TMI's core philosophy of Putting People First. With the support of our colleagues from TMI India, we are developing an Emotionally Intelligent Service Leadership program that will cover the entire management population, comprising over 250 managers in this company. The aim is for them to become service leaders – and to do so in an emotionally intelligent manner.

This is an important first step to the creation of an organizational culture which focuses on delivering service from the heart. After all, how can we expect employees to deliver service from the heart if their managers are not role modeling this, nor managing them in a way that inspires the heart? The organizational values, signals, reward and performance management processes and systems should also be in alignment to support this change and for it to become truly ingrained in the culture of the company.

I believe that this is the start of a wave. More and more companies are seeing that delivering 'service from the heart' is critical to customer loyalty. And this realisation is forcing a change in management culture – from task focus to an emotionally intelligent people focus.

Tips to improve EI



Take a few minutes to pause and reflect on how you are feeling, what is your self-talk and monitor your behaviors.



As a general tip, listen, listen and listen. This simple tip will go a long way in minimizing unnecessary conflicts and help you to develop better relationships with others.



Dream and visualize your future, your life. Focus on those things that take you closer to your ideal life.



Rather than dominating or withdrawing in relationships, work towards creating win-win solutions.

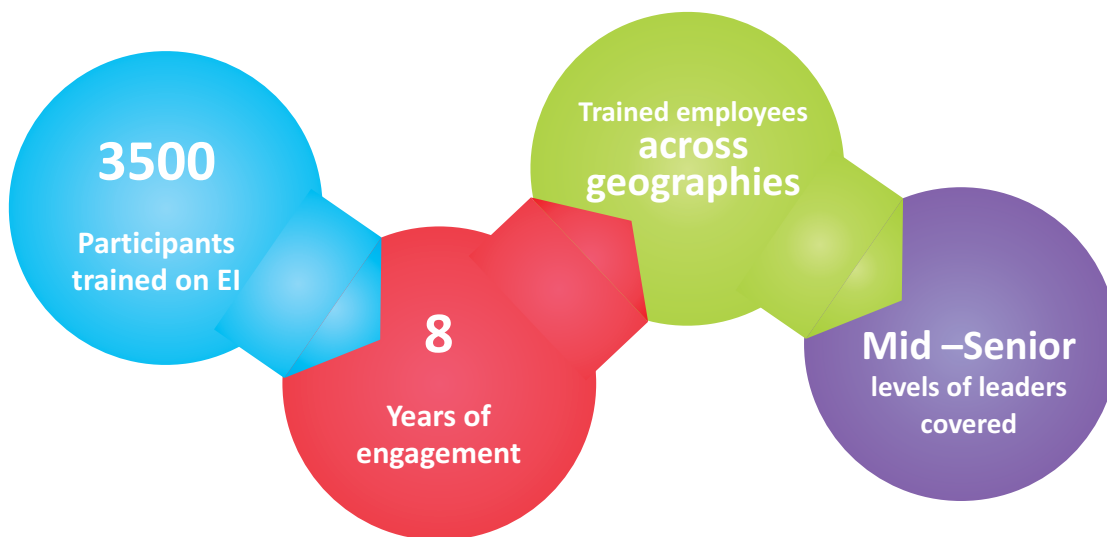
Case Study

Creating a Culture of Emotional Intelligence

For over 8 years, we have partnered with one of the world's **largest global software and services consulting** organization, a subsidiary of one of India's largest, oldest and most reputed conglomerates. **With over 200 offices across 44 countries and combined revenue of over a hundred billion dollars**, this leading IT firm wanted to create Leadership behaviors in line with their Organization's Leadership Practices across geographies.

The company realized that in order to increase people scalability and productivity, their senior and mid management had to engage project team members across various functions and regions.

SCOPE OF THE INITIATIVE



The Need:

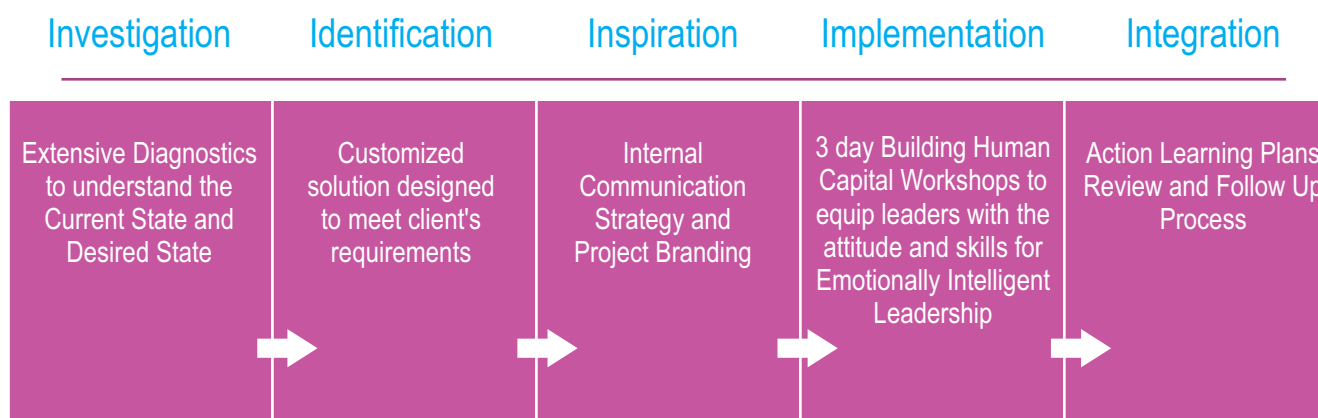
Extensive diagnostics were conducted to identify the pain areas that were leading to the need for leadership development. Some of the issues that were being caused a result were:

- Conflicts between on shore teams and off shore Global Delivery Center
- Teams working in silos
- Leadership issues of low ownership levels leading to high stress in the system
- Differences in leadership approach resulting in sub cultures

To address this business need, the management viewed **Emotional Intelligence (EI) as a major leadership competency which would enable the management to connect with their workforce, build trust among workers and imbibe a leadership based culture.**

The Solution:

Through our findings, the client's Leadership competencies were linked to the InspireOne EI Model. Based on the linkage, all the leaders were assessed using the Personal Emotional Quotient Meter (PEQM), a Tool that evaluates Emotional Intelligence and were given individual feedback on their EI Profiles. This helped the leaders realize their areas of strengths and development with regard to EI and created a buy-in for the program. Thereafter, they attended experiential sessions on Emotional Intelligence which enabled them to link the use of EI with their roles as managers of large teams. The 3 day *Building Human Capital* workshop was heavily customized to the client's environment and multiple case studies were created that were specific to their context.



Solution Framework : The 5 I Process

The InspireOne approach for any kind of change advocates the use of strong Integration mechanisms to ensure that the participants are able to take the learning back to the workplace and that the organizational culture also supports the change. For our client, this was done by creating a strong branding for the project and an internal communication plan that emphasized the importance of creating an emotionally intelligent culture in the organization. The EI Leadership behaviors were embedded in the participants through Action Plans built on application of the learnt skills in real situations. There was a review process to follow up on the use of the identified behaviors and self learning groups were created to discuss challenges and their solutions.

The Impact:

- Program has been deployed across levels
- Emotional Intelligence is integrated within the Company's DNA
- Impactful positioning of Leadership programs
- Competitive edge in the organization's People Development Strategy
- Continued emphasis on Leadership programs is there even in lean times

Over 3,500 leaders have been a part of this initiative and it has now become a necessary part of the developmental journey of all mid-level leaders in the organization.

InspireOne has been engaged with this organization as the partner of choice in this area of Leadership Development for almost a decade and we continue to partner on more subjects of talent development as well.

Participant Speak:

Really enjoyed the EI Activator game- it linked well to our situation

I learnt to assert myself without being rude – thank you for this life skill!

The module on conflict management has helped me build better relationships with my colleagues

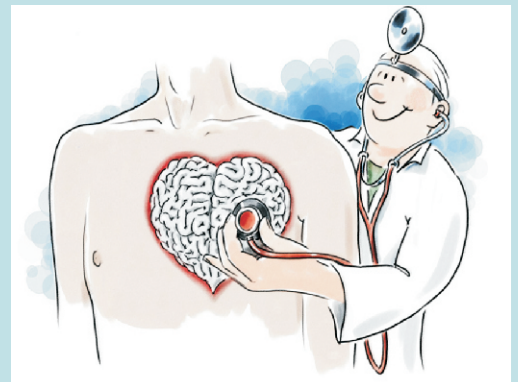
I can see a difference in my own attitude towards building relationships with my team members and they have also told me they feel a positive difference in my behaviour

The “I am now more aware of how different emotions manifest in my reactions and behaviours, this helps me manage my emotions better”



Client Speak:

“Participants have been motivated to experiment with new behaviors after experiencing success in their work and personal situations. Large practices have asked for the programs after recommendations from other participants. Change in perspective, better interpersonal relationships, ability to manage oneself in challenging situations and creating a better team culture has been observed as a result of the program. The change required was not only at a skill development level, but building higher degree of sensitivity with respect to own behaviors and the impact on teams. This initiative is ongoing, so that EI gets embedded in the culture of our organization.”



Developing Emotionally Intelligent Leaders

Leaders often claim that “Our people are our greatest asset.” As companies aim to survive and thrive in the economic downturn, this claim is being challenged. Good leaders, however, recognize the value of having an engaged workforce. The real benefit of emotional intelligence is that it enables leaders to have more meaningful and effective relationships with their people.

What is Emotional Intelligence?

There are many interpretations of emotional intelligence. Essentially it is the principles and values that dictate the thoughts and feelings behind our reactions, which guide our response patterns in different situations. Leaders who are emotionally competent are able to recognize these different emotional patterns in themselves and others, and to direct them in appropriate ways.

Daniel Goleman, author of the internationally best-selling book, “Emotional Intelligence” (1995), claims that emotional intelligence is not new, as Aristotle mentioned the importance of emotion in human interaction back in Ancient Greece. As Aristotle put it, those who have the unique skill “to be angry with the right person, to the right degree, at the right time, for the right purpose, and the right way” will have the edge in all aspects of life. How often do we hear of employees being dissatisfied with the way in which they have received feedback on their performance or with the timing of the feedback? Some leaders are unable to control the frustration and disappointment they feel about an individual's performance. Others give feedback to an individual when that person is feeling at his/her most vulnerable emotionally. Leaders might want to ask themselves: How do I prepare myself as a leader to give feedback, and also how do I prepare the individual to receive the feedback?

Leading without Emotional Intelligence

A leader who leads without emotional intelligence might not be aware of the negative or de-motivating effect that his/her style of leadership has on the people he/she is leading. The leader may get results; however, those results could probably be much improved by adopting a more flexible/situational leadership style.

A leader's level of emotional intelligence is often made apparent in the way he/she communicates with people. Has he/she given any consideration to how to address people when delivering key messages? Has the leader considered the time, place and format (face-to-face, email, telephone)? Has he/she thought about how people might respond or feel about the message being communicated? Does the leader really listen to what is being communicated by his/her people? Does he/she really hear or care or just carry on regardless?

If you are not aware of what makes a person tick inside and outside work, how will you be able to motivate him/her to want to do his/her best? Are the values of the people you are leading in line with your values as leader and with those of the business? A leader might have the attitude that he/she treats everyone fairly by treating everybody the same. However, in today's world, adopting that attitude and style of leadership will not meet the needs and expectations the working population of today and tomorrow.

EMOTIONS INFLUENCE EVERYTHING WE DO IN THE WORKPLACE. USED CORRECTLY, THEY CAN LEAD TO ENHANCED TEAM SPIRIT AND INCREASED OUTPUT

As a leader, there are always challenges and hurdles to overcome. To meet these challenges, you have to be aware of your own emotions and the emotions of others. It has been suggested that observing the way a person interacts with his/ her team members and other colleagues, on an emotional level, will give some indication of how he/she might act in a leadership role. This creates the opportunity to identify any development needed to boost skills and attributes, to increase effectiveness as a leader and to learn how to modify reactions to difficult and challenging situations.

Employees are looking more and more for work-life balance and for meaning in their work. Motivating and developing people in today's challenging work environment requires a leadership approach that recognizes and appreciates how decisions will affect people.

Leaders who use the concepts of emotional intelligence can, therefore, have a strong impact. By understanding how and why people react emotionally to different situations in the workplace, you can implement change more effectively as you will be more responsive to the needs and expectations of the people you are leading.



About the Author

Aubrey Stuart

Aubrey Stuart is a Consultant with IBM Smarter Workforce. He has over 13 years of experience in Learning and Development, and has worked across a broad range of industry sectors. Mr. Stuart is a qualified Learning and Development professional with a background in Organizational Development, and a reputation as an insightful, collaborative, passionate and inspiring consultant.

He has worked across a wide range of business sectors, becoming experienced in delivering the highest quality global training programs and business solutions to a wide variety of blue chip organizations. Mr. Stuart holds a CIPD Post graduate in Human Resources Management, CIPD Certificate in Training and Development and is a Facet 5 Psychometric certified facilitator. He is a Chartered Member of the Chartered Institute of Personnel and Development MCIPD, and is also a published contributor to People Management.

DEVELOPING A LEADER'S CAPABILITY TO LEAD WITH EMOTIONAL INTELLIGENCE

Emotional intelligence has a part to play when assessing a person's potential for leadership. It should not be used in isolation, but along with traditional methods of selecting and developing leaders.

This is because emotions influence everything we do in the workplace. Managed correctly, they can lead to enhanced team spirit and increased output. However, emotions can also have the opposite effect on a workforce.

One of the biggest challenges for a leader is gaining or having the respect of the people they are leading. One question I like to put to leaders is how far are your people prepared to go beyond the call of their normal duties and responsibilities? In a nutshell, will they go the extra mile for you?

Success in Multi - Generational Workplaces

“Building Generationally Inclusive Teams”

Different generations mean differing perspectives, different work ethics and different motivators, and imagine all of this in the same workplace! The ensuing chaos is what most organisations are grappling with.

Contextualisation in this multi-generational workplace is therefore, imperative. It is critical to build mutual respect, and understand that “being different is not being wrong”.

InspireOne's “Success in Multi-Generational Workplaces” workshops have been crafted to address this need at two levels:

- To enable both Gen X and Y to understand and communicate effectively with each other.
- To enable Gen X to lead and leverage a Gen Y team towards superior results.



ZOOMERS

Zoomers are in their late 40's to late 60's



GENERATION X

Generation X are in their 30's to late 40's



GENERATION Y

Generation Y are in their 20's to early 30's



Understanding Generations



Understand the generations and increase awareness on the different generational attitudes, values and preferences

Communicating with Generations



Learn to communicate better with the generations and increase cooperation among the team

Leading Generations



Add generational awareness to your leadership skill set to increase morale and improve performance of your team members

For more details about this program, contact us at info@inspireone.in.

Tool Certification

Personal Emotional Quotient Meter™

To be aware of and understand oneself means knowing who one is and understanding why one thinks, feels and behaves the way one does.

Designed by Reuven Bar-On and Claus Moller, the **Personal EQ Meter** is TMI's renowned international tool designed to accurately assess and develop an individual's Emotional Intelligence (EI). PEQM assess individuals across 15 critical components of EI and 5 main areas - Self Awareness, Self Management, Self Motivation, Social Awareness and Social Skills.

We had successfully organized two PEQM Certification Workshops in Mumbai and New Delhi in June - July 2014.

This Certification helps an individual to become qualified to use the Personal EQ Meter Tool. Certified participants are able to assist business leaders, teams and clients become more efficient in giving feedback for any people interface situation. In India, this tool has been used extensively by over 4,000 employees across varied industries.

Contact us to know more about the PEQM Tool and for details on Certification.
0124 - 4827200 | info@inspireone.in | www.inspireone.in

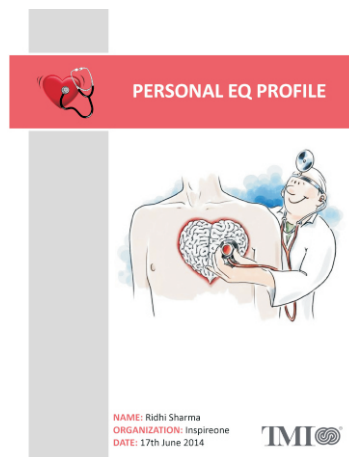
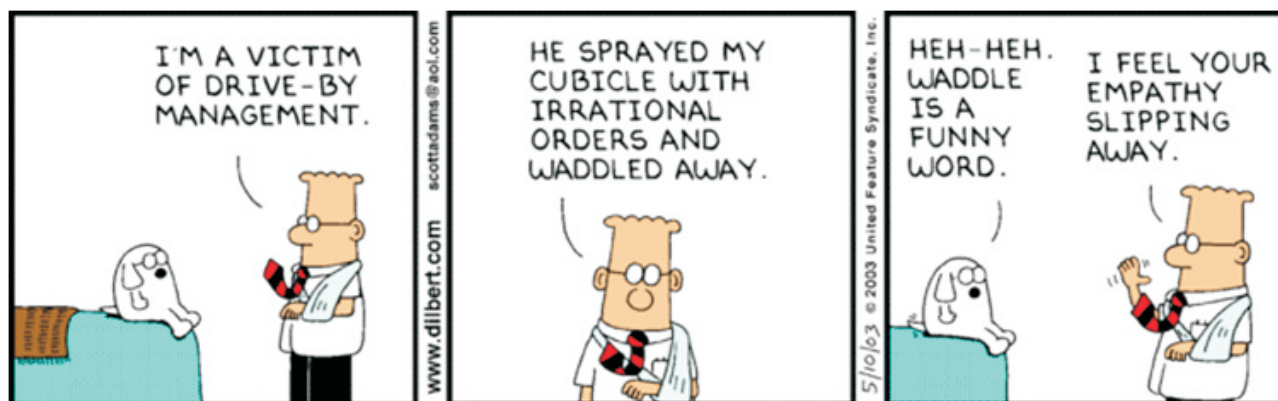


Figure1. PEQM Tool Report



Figure2. Snapshot of PEQM Output

Unwind with Dilbert





InspireOne

www.inspireone.in