

3 EQ AND COACHING

"Setting an example is not the main means of influencing another, it is the only means."

- Albert Einstein

Early **IQ** testing focused on the ability to solve problems, recognize patterns, memory and intellect. However, psychologists began to realize there were two kinds of intelligence and measuring IQ only reflected a small part of the human paradigm and precluded factors that determine personal behavior - the theory of Emotional Intelligence (**EQ**) was born centering on the human emotional aspects.



What is Emotional Intelligence (EQ)?

The definition of EQ depends on who you ask. Keeping it simple, EQ could be defined as **using your emotions intelligently to: recognize, understand and apply your emotions to effectively manage yourself, relate to and positively inspire others to achieve optimal performance.**

According to brain function theories, **our perception of others is more related to emotion than intellect.** A high EQ equates to a high degree of personal awareness, personal control management, societal awareness, influential and the overall ability to handle emotional situations. Higher levels of emotional competencies result in higher performance.

EQ at Work

The workplace is a stage and everyone is an actor. Those who act with masterful EQ are highly successful. EQ is important because it correlates to adaptability, relationships, collaboration, communication and thinking skills. These factors all directly influence and inspire staff to accept and adapt to organizational change.

Knowledgeable leaders know that 'coaching and EQ' are inextricably linked. Those with high EQ create winning strategies and shape the destiny of the organization with a deep understanding of their own, and others' emotions. Equipped with this skill set they use coaching to guide and motivate individuals, teams and groups to success.

Higher levels of emotional competencies result in higher performance.

Helping others 'self-motivate' is a key aspect to improving performance. Humans are basically goal-oriented and motivation drives them to dedication, enthusiasm, energy and the determination to achieve. Negative thinking can be a primary barrier to motivation.

Since motivation comes from within, not from others --- capable leaders help people reframe the 'internal voice' to positive 'self-talk'. As they know constant mental repetitions will become reality, as people believe what they think. They coach individuals to control the internal dialogue with positive statements minus negative thoughts. For example, 'I'm *good* at presentations and I'm *ready* to deliver to my audience', rather than a negative connotation such as, 'I do *not fear* giving the presentation'.

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Motivation comes from within, not from others.

Both the leader and the individual must be capable of regulating their thinking, emotions and behaviors to achieve uncommon results. Leaders with strong EQ can improve workplace performance by coaching to improve effectiveness. They know --- when emotions are high, EQ and IQ are low.

EQ Aspects

EQ can be divided into two aspects: intrapersonal and interpersonal. Intrapersonal EQ involves self-awareness and managing your emotions. The interpersonal aspect includes enhancing personal relationships, developing interpersonal awareness and powerful communication skills. The following is an expanded overview of the basic elements of each aspect:



Words of Wisdom

"Some cause happiness wherever they go; others, whenever they go."

- Oscar Wilde

IntraPersonal EQ

Self-Awareness – Ability to fully understand our self. Using that information to manage emotions productively which can include the following abilities:

- **Emotion:** Recognizing personal emotions and their effects.
- **Self-Assessment:** Identifying personal strengths and limits.
- **Confidence:** Recognizing personal self-worth and capabilities.

Self-Control – Controlling emotions with the ability to change and adapt using the following competencies:

- **Control:** Keeping disruptive emotions and impulses in check.
- **Image:** Maintaining integrity, acting congruently with personal values.
- **Adaptability:** Flexibility in handling change.
- **Attainment:** Striving to improve or meeting a standard of excellence.
- **Proactivity:** Readiness to act on opportunities.
- **Optimism:** Persistence in pursuing goals despite obstacles and setbacks.

InterPersonal EQ

Social Awareness – Intuitively sensing, understanding and reacting appropriately to others' emotions:

- **Empathy:** Ability to relate to, appreciate the feelings of others.
- **Intuition:** Anticipating, recognizing, and meeting needs of others.

Personal Influence – Ability to coach, inspire, engage, persuade, influence and develop others using these competencies:

- **Developing People:** Sensing others' needs and bolstering their abilities.
- **Relationships:** Ability to establish genuine relationships and bonds, and to express caring, concern, and conflict in healthy ways.
- **Inspirational:** Positively inspiring others.
- **Change Agent:** Initiating or managing positive change.
- **Influence:** Ability to positively lead, influence, inspire others, and yourself.
- **Managing Conflict:** Diplomatically negotiating and resolving disagreements.
- **Purpose:** Ability to bring authenticity to your life, by living based on deeply felt intentions, ethics, morals and values.

The EQ Difference

The global business environment has amplified the importance of good EQ skills. The value of human capital, their thinking and the knowledge possessed, have long been recognized for its contribution to corporate success. However, a myriad of surveys and assessments clearly show that 75% of employees have been mistreated by managers with low EQ.

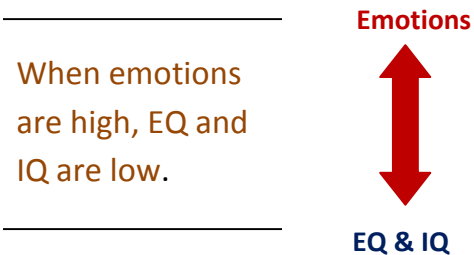
..... 75% of employees have been mistreated by managers with low EQ.

Change the leader's thinking and you change the organization for the better.

The largest survey ever conducted by the Gallup Organization revealed that “people leave managers not companies”. Review any organizational survey or research study and you will find that ‘poor people skills’ ranks as the top complaint. Change the leader’s thinking and you change the entire organization for the better.

New Leadership Paradigm

Highly effective leaders have strong EQ. Decision making has always been based on a set framework of identifying the problem, to research and gather data, to formulate and consider options, then make decisions without emotion. High EQ leaders make better decisions because they are: highly self-aware, their thinking is stretched, innovative, creative, rational and flexible.



Daily challenges are met with a repertoire of behaviors to apply the right approach. They are enlightened and have mastered the relationship skills necessary to maximize their personal and professional performance. Understanding the needs and goals of others and the ability to adapt, allows them to deliver outstanding performance in virtually any role whether it be technical, managerial, professional or entrepreneurial.

Leaders know that they must have more than just technical expertise and high IQs. Strong EQ is vital in successfully coaching and developing human capital to establish competitive market advantages. Individuals with exceptional EQ have the ability to:

- Establish environment of credibility, trust and respect;
- Influence through professional and personal integrity;
- Generate strong communications;
- Collaborate and share knowledge;
- Actively listen;
- Ask good questions;
- Be highly intuitive;
- Motivate actions;
- Strive to improve thinking;
- Inspire innovation and creativity;
- Change behaviors;



Words of Wisdom

“There is nothing either good or bad but thinking makes it so”.

- Shakespeare, Hamlet

- Gain strong commitments;
- Achieve superior results.

Balancing EQ

Effective leadership has both a hard and soft side ---- and balance is essential to success. While EQ is important to success, balancing EQ and IQ is important in applying the right skills at the right time to achieve objectives.

Possessing these powerful 'soft' skills does not imply that leaders with a high EQ lack the ability to make difficult IQ decisions – as they are quite capable of taking a harder stance.

Effective leadership has both a hard and soft side, and that balance is essential to success.

What differentiates those with high EQ is their ability to consciously shift between their IQ and EQ strengths to choose how they will handle situations. They use their abilities in a positive and constructive way by:

- Maintaining their ideals, ethics and principles;
- Being forthright and direct but with a soft approach;
- Collaborating critically to reframe thinking, gain support and commitment;
- Challenging and stretching thinking to explore opportunities and promote learning.

Boost Your EQ

If you are one of the many who was not blessed with a high EQ, it is possible to strengthen both your interpersonal and intrapersonal skills. Here are 6 steps to increase your EQ levels:

1. **Become more self-aware** of really who you are. Understand your 'trigger points', accept and respect that person. Being in touch with yourself will help you consciously and quickly adapt to unexpected and changing events;
2. **Manage your emotions** by expressing yourself in a non-emotional, non-destructive way. Keeping feelings and emotions bottled has a negative effect on you;
3. **Self-motivate** to create the drive, commitment and combat inertia to achieve your goals. Motivation comes from within, not from others;

4. **External awareness, understanding and appreciation of the emotions of others** known as empathy and relating to the other person's situation (and feelings) in a non-judgmental way. To empathize with others, you must set aside your personal feelings and demonstrate understanding by your words and actions;
5. **Build strong and meaningful relationships** with high levels of credibility, trust, and rapport;
6. **Influence others** using 'coaching' skills to inspire, influence and develop greatness.

EQ Coaching

Management knows that even the most intelligent and technically savvy employee can lack adequate interpersonal skills. The good news is.....EQ can be improved. Everyone lacks a certain degree of self-awareness about themselves. An inability to see ourselves as others do, and the absence of empathy and understanding of others can result in overall poor personal and professional performance.

The good news is.....EQ can be improved.

The first step in EQ coaching is to conduct a personal assessment. Once the individual has been measured, leaders can then coach them to improve their self-awareness, help them understand how others see them and how they communicate.

Measuring Others EQ

There are two ways to measure individual workplace behavior.

First, observe behaviors and then provide suggestions to raise self-awareness and formulate a strategy to improve. However, this approach can create a negative result as individuals may feel the manager is, rightly or wrongly, biased toward them.

The second method is comprehensive individual testing that includes an in-depth interview. The testing and interview provide a professional interpretation of the psychological and behavioral characteristics of their job effectiveness. The assessment also helps determine individual strengths and areas for improvement. Using the results and the coaching approaches described in following sections, the leader can intelligently discuss individual

strengths, areas for improvement and support them in designing a personal development action plan to create new brain-wiring and change habits.

The following behaviors are common in most companies that corrective coaching can improve. Leaders can use it to quickly assess the emotional competencies of others:

Personal Awareness and Control:

- Lacks self-confidence;
- Uses anger to control others;
- Angers easily and verbally attacks others;
- Anti-social and withdrawn;
- Feels their answer is the only way.



Words of Wisdom

*"The ways people treat us
are reflections of the ways
we treat ourselves".*

- Lynda Field,
The Self Esteem Workbook

External Awareness and Control:

- Self-centered without considering others feelings;
- Fails to understand or really listen to what others are saying;
- Uncaring attitude toward how their actions affect others;
- Inability to interpret situations.

Social Skills:

- Lacks integrity and honesty;
- Does not fulfill promises made;
- Untrustworthy character;
- Inflexible and resists change;
- Unwilling to present management's directives to others;
- Unable to establish internal stakeholder networks;
- Self-serving behavior without regard for others;
- Distasteful image and behavior;
- Avoids dealing with upper management.

Personal Influence:

- Avoid conflicts by staying quiet during discussions;
- Takes criticism and disagreements personally;
- Silo mentality and avoids cross-functional collaboration;
- Constantly telling others what and how to do tasks, rarely listens;
- Withholds information;
- Lacks enthusiasm and commitment to organization;
- Always focuses on problems and negatives.

Absence of Purpose and Vision:

- Openly rejects management directives, mission and vision;
- Fails to align departmental strategies with company mission;
- Lacks passion, drive and commitment to achieving departmental or company objectives.

Using the coaching techniques outlined in this book, you can assist individuals in identifying and accepting their behavior, reframe and rethink, formulate a strategy to improve key development areas and provide continual encouragement and support going forward.

What's Your EQ?

How strong is your EQ? Go to the **Appendix** and take the Emotional Quotient Assessment to measure your InterPersonal and IntraPersonal EQ abilities. This quick assessment identifies your current competency levels and areas for improvement. The accompanying EQ Personal Development Plan helps you develop an action plan to begin strengthening your competencies. After practicing for about six months, retake the assessment and celebrate your successes!

Effective communication is the art of leadership. The next *Section Three: Powerful Collaboration Skills*, Part 4 explores '**How Great Leaders Collaborate**' to build trust, respect, rapport, empathy, create new thinking and perspectives, overcome barriers, and help change behavior.

Key Success Points

- Leaders must have more than just technical expertise and high IQs.
- High EQ leaders generally deliver outstanding performance.
- EQ is essential to organizational human capital development.
- Intelligent savvy employees can lack adequate interpersonal skills.
- An inability to know ourselves, lack of empathy and understanding others can result in poor performance.
- The key to success in work, relationships and life is -- know who you are.