

AUTHORITY



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Emotional Intelligence: A Predictor of Success

Patreece Thompson, MD

Daniel Goleman created a stir with his 1996 book, *Emotional Intelligence* where he asserted that “managing one’s emotions effectively, motivation, empathy, reading other people’s feelings accurately, teamwork, persuasion and leadership,” are just as important to success as one’s cognitive abilities. In his sequel, *Working with Emotional Intelligence*, his two years of researching the most successful employees in nearly 200 large companies documents that for all kinds of jobs, “emotional intelligence is twice as important an ingredient of outstanding employee performance as cognitive ability and technical skill combined” and accounts for more than 85% of star performance in top leaders.

What is emotional intelligence?

Emotional intelligence is defined by 4 main components, and there are 20 competencies associated with each:

1. *Self-awareness*: emotional self-awareness, accurate self-assessment and self-confidence.
2. *Self-management*: achievement orientation, adaptability, initiative, trustworthiness, conscientiousness and self-control.
3. *Social awareness*: empathy, service orientation, organizational awareness.
4. *Social skills*: leadership, influence, communication, developing others, change catalyst, conflict management, building bonds, teamwork and collaboration.

An interesting study comparing candidates who were selected to be president in the most-admired companies with those who were passed over illustrated that the presidents demonstrated empathy 3x, self-confidence 2x, self-control 7x, teamwork 2½x and achievement 2x more than the ones who were de-selected (although not necessarily all components were present in the same person). *(continued next column)*

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Is Training Worth the Investment? Hats off to our Training Team!

In an article based on the results of the 1999 American Society for Training and Development State of the Industry Report entitled “Sharpening the Leading Edge,” Laurie Bassie and Mark Van Buren identified 55 out of 750+ organizations as leading edge firms which are at the apex of training due to the amount of training they provide, use of learning technologies, levels of outsourcing their training as well as their performance. They concluded that there is a strong correlation between the investments of leading edge firms and higher performance in sales, overall profitability and qualities of products and services.

Career Concepts delivered training to supervisors, and middle and top management over a six month period at a manufacturing firm even as it underwent restructuring and early retirement to reduce long-term labor costs. Our challenge was to demonstrate improvement in profit, productivity, customer satisfaction and culture, for which all had measurements except the company culture. We recently received an email from the general manager that directly illustrates the impact of training. All reference to the company and product line has been removed. This letter is printed with permission and the endorsement of the client.

“For the first time since 1998, I am not reporting a negative number on the gross profit line of our income statement. Since January, I have reported two consecutive months of ‘black ink’ as opposed to ‘red ink.’ It appears that March will be even better so I must say we are on a positive trend in the right direction.

- Productivity since last November has increased every month (in all departments) with each month breaking the record of the previous month. In fact, our Value Added, Total Labor, and Direct Labor productivity measurements are higher than we ever reported since becoming X. January was a surprise and everyone said that one point doesn't make a trend. February came in even better so two points will give me a line that slopes in the right direction. March looks like it will be even better, so maybe I can argue that three points in a row indicates the start of a trend. I'm crossing my fingers but I want you to know this is not just beginner's luck. We have been genuinely working on the problems.
- This is validated by witnessing improved communication, better safety and accident investigation reporting, and more aggressive enforcement of work rules. Some Advisors stand out with a dramatic change in their attitude and performance. Manufacturing cost as a percentage of total production cost is the lowest in five years. I see a positive change in the performance of our advisors (some more improved than others).

I haven't figured out the best way to measure the cultural improvements, but given the fact that our production metrics are showing a major improvement, I have to conclude that the culture has changed accordingly. I know that our employees are worried because manufacturing throughout the country is struggling. The local newspapers, business journals, etc. are not printing good news. The recent announcement by X to close five plants and to reduce 35,000 workers most definitely hit home. Our plant ships X to some of those X plants. Unfortunately, that business will be lost. The X industry as a whole is in a severe struggle for survival. We are now seeing a greater threat from China and former European eastern block countries. Labor costs are very low in these parts of the world. In fact, many of the major X manufacturers are building plants in China including X.

I'm excited about the changes that I see in our X plant and I know the Career Concepts training program has helped. My advisors, who are dealing with issues out on the front lines, are key to this success. I need to continue motivating, communicating, and investing in our management team to improve leadership skills and to attack the challenges of the business.

In closing, I just want to repeat my appreciation for the training provided by Patreece and Karrie. This training has helped. It takes time to implement what has been learned. I'm sure the best is yet to come. Like the mason said, “I'm not just laying bricks - I'm building a Cathedral.”

Emotional Intelligence *(continued)*

What does this mean? The data reflects that no longer are emotions the “soft stuff” of leadership. It is becoming the sine-qua non of great leadership. The good news is that emotional intelligence can be developed particularly through coaching. The great news is that coaching a good employee or leader in emotional intelligence can yield significant bottom-line results for the organization.

What Makes Great Leaders? Findings from the *Fortune Magazine/Hay Group 1999 “Executive Survey of Leadership Effectiveness.”*

Developing Emotional Intelligence. Richard E. Boyatzis. *Developments in Emotional Intelligence.* San Francisco: Jossey-Bass (in-press).

The Emotional Path to Success. Craig Lambert. *Harvard Magazine,* 1998.

Lightning Rod Leadership

Sharon Imperiale

A few Sundays ago, the pastor of my church talked about the power and role of leadership. He equated the role of the leader to that of a lightning rod. As with the lightning rod, often the leader is called upon to take the brunt of the strike, diffuse the potential damage and insulate the blow to the rest of the infrastructure. If you picture a lightning rod standing tall above the structure always prepared to absorb the hit and protect the all that stands under it and remain standing despite the present predicament, would you want less from a leader? How many of us who lead organizations act as lightning rods?

While listening to my pastor I thought about myself and how I had acted as a leader in the many assignments that I have had, and what I expected of leadership in my organization, my country and my church. Curiously, this started me thinking about Benjamin Franklin, who, of course, invented the lightning rod. I decided to explore this lightning rod concept but in my research learned so much more about Benjamin Franklin as a leader rather than inventor. I found the answer to my question in terms of my expectations of a leader and myself. Benjamin Franklin was curious, intellectual, a visionary, courageous, ethical, a continuous learner, driven, charismatic, diplomatic, straightforward yet articulate, value driven, etc. He invented, taught, learned and organized for the greater good. He also left a fascinating list of virtues that if we followed, perhaps we would have many more “lightning rod leaders.” Here are some of his 13 virtues:

“Speak not but what may benefit others or yourself; avoid trifling conversation. Let all your things have their places; let each part of your business have its time. Resolve to perform what you ought; perform without fail what you resolve. Make no expense but to do good to others or yourself; i.e., waste nothing. Lose no time; be always employed in something useful; cut off all unnecessary actions. Use no hurtful deceit; think innocently and justly, and, if you speak, speak accordingly. Wrong none by doing injuries or omitting the benefits that are your duty. Avoid extremes; forbear resenting injuries so much as you think they deserve. Be not disturbed at trifles, or at accidents common or unavoidable. Imitate Jesus and Socrates.”

In summary, Mr. Franklin suggests we communicate directly, be results driven, remain mindful of the bottom-line, self-develop, be honest and ethical, don’t sweat the small stuff, practice justice, seek wisdom, use questions to seek knowledge, be charismatic... I am grateful as usual for my pastor’s insight, wisdom and leadership. Now he also knows I pay attention!

You’re in A Job Search? You Are In Sales!!! Marybeth E. Fedyna, M.A.

You are in a Job Search, and have just realized that you have embarked on a journey as a professional sales representative. Yes, I did say sales! You have identified the Product – You, and are about to market the most important product of your life. You are now ready to do market research (*information interviewing*) in order to develop the most effective, sales oriented marketing piece—the *resume*.

It is during the Information Interviewing stage that the job seeker gathers as much information as possible in order to effectively proceed to more advanced stages of the selling model. It is during the market research stage of job hunting that the job seeker learns: target company needs, market trends, marketable skills, salary trends, referrals, future and present openings, and general advice and guidance.

After one has done effective market research, the creation of the resume, the marketing piece, is paramount. What does your resume say about you? Is it packed with results-oriented bullets? Does it have quantification? Is the format professional, readable, highlighted appropriately? Are you positioned as someone worth talking to?

With your market research complete and your marketing piece, the resume, your campaign is in full swing. You will now be ready for the sales meeting—the *interview*. It is during this time that you will be able to present features and benefits—*skills and accomplishments*, and handle obstacles—*challenging interview questions*. It is vital to be prepared to know your top features and how they can be of benefit to the individual with whom you are speaking. Can you thoroughly substantiate every bullet on the resume? Do you have examples prepared of successes that will convey top notch value to your potential buyer—the *employer*?

Think about someone you know who is successful in sales. What are some of the key behavioral characteristics that they display? I would venture to say that in addition to product knowledge, zest and passion for the product is evidenced. Are you excited about you and what you have to offer? To excel in sales, one has to be an exceptional customer responder, i.e., figure out what the customer wants and needs, and deliver it to them. As a job seeker, one must be anticipatory of the questions of the interviewer, and be prepared to deliver in complete expository sentences how the ideal candidate for the job in question is you.

Having successfully responded to all of the interviewer’s questions and challenges, it is now time for one of the most important stages of the sales model—the *close*. I am not suggesting that you be excessively direct and say, “Will you hire me?” but consider this scenario:

1. Job candidate and interviewer have successful “sales” dialogue.
2. The interviewer’s questions have ended, and the interviewer says: “Do you have any questions?” I suggest that you ask: “What are the characteristics of the ideal candidate for this position?”
3. After listening to the interviewer’s responses, it is your big moment—the close! It is your chance to clearly outline how you possess the desired characteristics, skills, and experience that the interviewer is asserting. Outline for him/her why you are the ideal candidate.
4. Secure the business. Ask: when can I come on board? Now, I encourage you to use your best judgment if this will be appropriate for the time and setting and level of this particular interview. But remember, you are there to sell and ask for the business.

To conclude, you, as a job seeker, are a sales professional selling the most important product around. Let’s make sure that your marketing campaign, your marketing piece, and your selling skills are finely tuned as you seek employment in Spring, 2002!

What is Career Resiliency? Sharon Imperiale

In both outplacement coaching and survivor’s training we talk about “career resiliency.” Specifically, we discuss the need to keep your skills current, know what your company expects now and anticipate what they will need in the future, understand the current and future trends and predictions of your industry, know how your strengths, interests and talents transfer to other jobs and careers, etc. More importantly, career resiliency is also about the ability to pick yourself up, self-motivate and re-engage despite feelings of adversity or despair. While this applies to loss, in this case job loss, the concept is much more far-reaching.

During a recent coaching assignment, I worked with an executive, Donna, who was in competition for a position of more responsibility, prestige and compensation—in other words, a promotion. Donna readied herself for the competition by updating her credentials, understanding the new role and her potential boss, exploring the objectives of the business unit and positioning herself among the decision makers. The preceding year had its challenges in terms of producing the results needed to meet financial objectives. While there were many obstacles that remained outside of her control, the perception by the sales force was simple: service delivery was not where it needed to be. This perception lingered and despite all efforts to challenge the perception and remain the candidate of choice for the promotion, the job was awarded to an outside applicant. The feedback to Donna was promising for the “next time.” Tough situation!

My counsel was straightforward. “You need to show resiliency, the ability to bounce back, take it constructively...” Easy words, difficult execution. The reality was clear— someone else got the job. Was he better qualified? Maybe, maybe not, but it doesn’t matter. The reality was that Donna had a bad rap, now she has a chance to overcome it; doors were not shut and she needs to accept the *reality* that she now reports to her recent competition. The bigger *reality* is that all eyes are on how she handles this *reality*.

Ironically, Donna and I spent a lot of time preparing for her interview and articulating her skills and values. Strength and the ability to keep momentum were high on the list. Since these were recent selling points, it is essential that she supports her new boss, makes the change transparent to her peers and reports, and shows the team what strength and resilience is about.

Finally, she needs to *manage* the perception that the lack of quality and service is something she has within her control. By soliciting feedback, gaining control, and finding solutions she will win confidence. She will need to improvise, compromise and innovate because that’s what **they** are looking for! Donna needs the attitude and competence to propel forward despite the pressure, stress or degree of uncertainty with which she is coping. The ability to be resilient is tantamount to career survival.