
DISCOVER

PROVE

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Becoming an *Emotionally Intelligent* Leader



CREATO
Performance Solutions

"Interpersonal communication and other so-called soft skills are what corporate recruiters crave most but find most elusive in M.B.A. graduates," says the WSJ. "The major business schools produce graduates with analytical horsepower and solid command of the basics -- finance, marketing and strategy. But soft skills such as communication, leadership and a team mentality sometimes receive cursory treatment."

-- Wall Street Journal

One of the greatest challenges facing business leaders today is ineffective or impaired relationships among personnel at virtually every organizational level.

Leaders don't communicate clearly with managers. Managers don't communicate well with subordinates and subordinates don't communicate well with each other. The result is interpersonal conflict, wasted time, inefficient processes, and compromised organizational effectiveness.

Leaders often enter the workplace with little or no training in interpersonal or "soft" skills. Many believe that "hard skills" are what will get them ahead in their careers. But as author Daniel Goleman stated recently: *"The rules for work are changing. We're being judged by a new yard stick: not just how smart we are, or by our training and expertise, but also by how we handle ourselves and each other."* Leaders and senior managers often rely on familiar but not necessarily productive patterns of behavior that they've become comfortable with over the years. Many consider themselves "above it all" when it comes to learning about something as "squishy" as interpersonal, soft, or emotional intelligence skills.

The fact is, many organizational cultures are not characterized by an *emotionally intelligent approach* to leadership and relationships. It's often left up to the individual employee to "figure it out" and find their own way of getting through it all. Some do, many don't. The organization pays the price in the form of unacceptable turnover, misunderstandings, conflicts, hostile work relationships, and demoralized workers.

The Workshop

This intensive learning experience is designed to help leaders become more personally effective as leaders at every relationship level in their work, both internally and externally, by developing their EQ skills.

Over the course of this full-day session, participants will learn the foundational skills of *Emotional and Behavioral Intelligence*. As they learn to build on and master these skills, they will achieve a higher level of personal productivity, reduced stress and conflict, and greatly increased leadership effectiveness.

Each participant begins their workshop experience by undergoing a psychometric assessment that is designed to help build self-awareness, one of the critical building blocks of EQ. The resulting report is designed to introduce participants to the language of *Emotional Intelligence*, greatly increase their own self-awareness and to begin the process of self-management, two of the foundations of *Emotional Intelligence*.

***"Knowing others and knowing oneself, in one hundred battles no danger.
Not knowing the other and knowing oneself, one victory for one loss.
Not knowing the other and not knowing oneself, in every battle certain defeat."***

--Sun Tzu, The Art of War

The Workshop (continued)

Through this assessment process, each leader is provided with an objective, measurable, and highly credible report from which they can learn.

During the workshop, each participant will identify his/her "critical audience." This audience is made up of 3-5 individuals with whom it is critical that the participant communicates and works effectively without unnecessary friction or conflict. Before they leave the workshop, each participant will have developed a relationship management strategy for each person in their critical audience. Through this process, the participants have a personal "context for learning" and are then ready to begin applying the data contained in their report during the workshop.

Once the participants understand their own behaviors and emotions they're ready to learn about how other people operate emotionally and behaviorally. This part of the workshop addresses the next two fundamentals of *Emotional and Behavioral Intelligence*: social awareness and relationship management. Participants will learn that treating other people the way they themselves would like to be treated (aka, the *Golden Rule*) simply doesn't work in business relationships. They'll learn precisely how other people want to be treated and communicated with. This is *relationship management*. They'll learn how to quickly identify, understand and adapt to virtually any behavioral and emotional model they may encounter and to manage each such relationship differently and effectively.

Approximately 2-3 weeks after the Workshop, each participant is invited to participate in a follow-up coaching session with the workshop leader. The purpose of this follow-up is to ascertain the effectiveness of the critical audience strategies: what's working, what's not, etc., and to make any course corrections necessary to bring the strategy back into effectiveness. The workshop leader will coach each participant through a practical application of the principles covered during the workshop experience.

"In a study of skills that distinguish star performers in every field from entry-level jobs to executive positions, the single most important factor was not IQ, advanced degrees, or technical experience, it was EQ. Of the competencies required for excellence in performance in the job studies, 67% were emotional competencies."

-- Daniel Goleman

Summary

The *Becoming an Emotionally Intelligent Leader* workshop is an excellent and cost effective way to introduce an organization's managers and leaders to the basics of both *Emotional* and *Behavioral Intelligence*. Participants will come away with a thorough grounding in both concepts as well as practical strategies to apply the learning in a very personal context. They will not just understand "What" to do, but "How" to do it as well.

Prior to the workshop, the workshop leader will work with client management to "calibrate" workshop around the specific development needs of the organization.

Applications for *Emotional and Behavioral Intelligence* include:

- Leadership Development
- Team Building
- Personal Leadership Effectiveness
- Coaching and Mentoring Effectiveness
- Conflict Prevention and Resolution

The workshop was developed and is led by John Delmatoff, Senior Associate Partner at Creato. Mr. Delmatoff brings over 30 years of senior leadership experience to Creato and its clients. He currently coaches senior leaders in a wide range of organizations in the US, Europe and Australia. He is a *Certified Professional Behavioral Analyst* and is on the teaching faculty of the *American College of Healthcare Executives* (ACHE).

To learn more about the *Becoming an Emotionally Intelligent Leader* Program from **Creato** and how it can benefit you and your organization, please contact:

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