

STRATEGIES SHOP TALK

Newsletter of Organizational Effectiveness Strategies: Winning Through People



From The President's Desk

Suzanne M. Miklos, Ph.D.

When coaching, opportunities to help participants fall into two buckets: impacting thinking by broadening or sharpening the thought processes and impacting the emotional system. All of the works on customer loyalty and employee engagement fall into the bucket of emotional competence. When we, or people we lead, lack emotional competence, we see blame, frustration, email rage or other responses to the impatient feeling of I can't make it happen.

As a coach, when people have the capability but let circumstance or emotion get in the way, we can use our coaching skills to help that person get unstuck. A first step is to help the person identify what it is they desire to accomplish. For example, the irritable driver gets into a habit of critiquing other people's driving as though they can hear the grumbles through the traffic. This non-productive habit may have started with frustration over work schedules, driving time or chronic lateness. Likewise in corporate environments, we have the grammar police, the meeting protocol police and the clothing police: all of whom typically have one part good point and three parts misplaced frustration. These are the more extreme examples, but they represent someone whose energies are invested in some sideline of corporate life, rather than on execution of important goals. Lacking a sense of control over some critical outcome, a habit of distraction and disruption have been established.

How do we coach for a can-do, resilient, flexible attitude? By asking questions that help the person reconnect with what is most meaningful and what they can control and influence. Drivers cannot hear words through the window and

hand gestures aren't generally effective. Raging or playing the victim about ineffective suppliers and subversive support departments is likewise a distraction. Help people think through what they would do if egos were not important.

The final step is to admit what is unknown and uncontrollable. Decisions can be made about how early to leave, what routes to drive and even where to live in relationship to work. Acknowledging and admitting that we cannot control the weather, the other drivers and traffic conditions are critical to thinking creatively about the things that can be controlled.

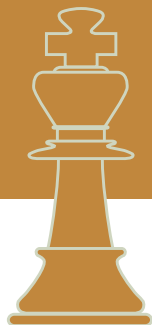
Helpful Coaching Questions

What sideline distractions are taking more mental and physical energy than they are worth?

If I assume everyone has good intentions and their own view of how to achieve the mission, how might I behave?

How might you increase the trust and optimism in the business climate?





Coaching: How to Develop Emotional Intelligence in Your Organization

Supervisor's Corner

Whitney Watts

Change is Inevitable

Time and time again industry evolves to keep up with customer demands, new innovations and marketplace competition. Organizations went from the Age of Brawn (physical work), to the Age of Information (technology) and is now into the Age of Experience where relationship building is key. Information is becoming more accessible and complex, making it necessary for people to form relationships to build off of one another's knowledge. As this shift takes place EQ (Emotional Intelligence), more than IQ, will be predictive of leadership success.

Emotional Intelligence is defined as competencies that influence one's capability to cope with a variety of situations successfully. (Bar-On 1997) EQ consists of several groups of skills: intrapersonal, interpersonal, stress management, adaptability and general mood, all of which can be learned and developed at any point. Workplace coaching of EQ can be beneficial not only for work effectiveness, but also for personal well-being.

Coaching Around EQ

Step one is to identify the connection between the person's behavior and the organization's needs. For example, improved stress management leads to fewer customer complaints. Coaching increases self-awareness, pinpoints root causes of conflict, and supports the practice of new skills and learning. Specifically when coaching EQ, focus should be on building awareness around the individual's emotions and how they are used.

James Flaherty, in his book, *Coaching: Evoking Excellence in Others* reminds us that the way in which people interpret their environment and relationships is normally consistent with their action. If they believe people are hostile,

they respond with defensiveness. Put simply, the coach has to use clues that will give insight on how the individual understands the situation and the work environment.

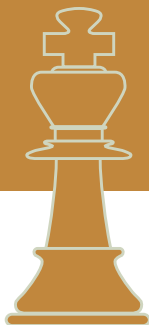
Coaching around EQ can be very insightful for the client, as well as challenging and intense. For this reason, coaches should plan ahead and keep adjusting the plan to the developmental progress. Behavior change requires practice. Self-observation and repetition of new skills, like responding well to frustration, leads to new habits.

Conclusion

Developing Emotional Intelligence increases opportunities for professional and personal success.

Meet A Consultant: Beth Linderbaum, Ph.D.

We have all faced the challenge of change in our lives and in our organizations and we all know that change can be hard. Understanding where we have been, figuring out where to go, and getting others on board can be a daunting process. Here at O.E. Strategies, I enjoy supporting companies and leaders through change. In the words of Eleanor Roosevelt, "The future belongs to those who believe in the beauty of their dreams."



Supervisor's Corner continued

Consider Approaching Clients with Boyatzis' Self Directed Learning Model



Boyatzis' Self-Directed Learning Model was developed by Richard E. Boyatzis of the Case Western University's Weatherhead School of Management.

COACHING FOR EQ

Below are a few questions to think about when coaching around self awareness to bring about Emotional Intelligence:

Stages in Self Awareness	Coaching Questions	Outcome
Think about the facts	What behaviors can I observe in my interactions with others?	Individual becomes grounded in reality
	What have I been unable to get accomplished?	
Check my beliefs	What prevented me from accomplishing my goal?	Individual becomes aware of his/her biases
	Were conflicts/breakdowns avoidable?	
Think positively/realistically	Did others intend to delay me?	Individual begins to think realistically and optimistically
	What are other people's perspectives and reasoning behind their actions?	

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Book Review

The Breakthrough Company: How Everyday Companies Become Extraordinary Performers, by Keith McFarland

After five years of research of more than 7,000 companies, Keith McFarland detailed nine companies that broke through to become major organizations in his book, *The Breakthrough Company: How Everyday Companies Achieve Extraordinary Results*. Each of these companies started out as small cap firms and were able to reach growth that surpassed \$250 million in annual sales, of which only 1% of American companies are able to do. Through research and analysis of the traits of these firms McFarland suggests ways and action plans for anyone wanting to take their company to the next level. U.S. News and World Report selected *Breakthrough Company* for the “Best in Business” Bookshelf in January 2008.

In this book you will gain new perspective on the importance of:

- a) putting the needs of the company over the needs of the individual,
- b) building company character, and
- c) partnering with external influences who offer wisdom and pushback.



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