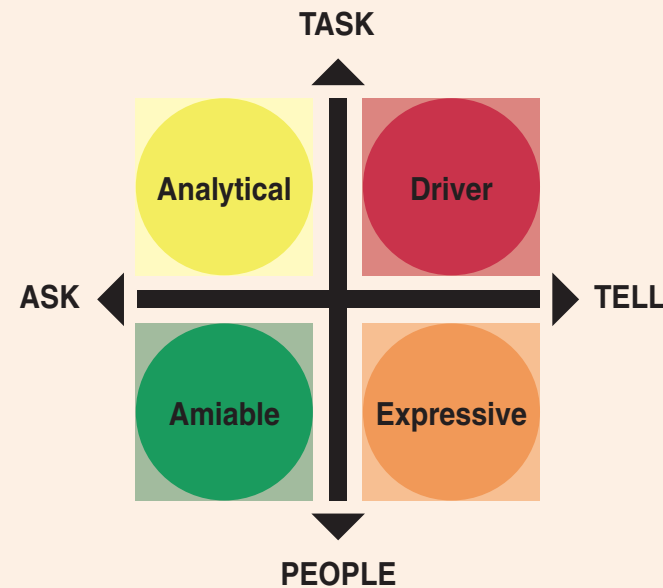


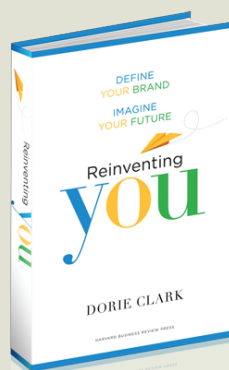
SOCIAL STYLES/VERSATILITY WORKSHOP

In January O. E. Strategies conducted a Social Styles workshop which was attended by 40 school district administrative professionals. Social Styles and the complementary trait of Versatility are key predictors of how we work with others, as well as our general interpersonal effectiveness. Workshop participants received guidance on Tracom's widely used Social Styles model before they completed self-assessments of their Social Styles and interpersonal Versatility. The four dominant Social Styles include Driving, Expressive, Amiable, and Analytical, each of which differs in their tendency to gravitate towards Ask versus Tell and Task versus People-focused behaviors. Large differences in style often create difficulties for effective work relationships. Participants engaged in lively discussion around the challenges of working with opposite styles. The group generated strategies for closing the gap by leaning into Versatility, a key factor in interpersonal effectiveness. The workshop concluded with a guided action planning activity based on individual results. Those interested in holding a similar workshop can contact Jeanette Seiling at jseiling@oestrategies.com.



BOOK REVIEW

Reinventing You: Define Your Brand, Imagine Your Future
Harvard Business Review Press; 2013
Author: Dorie Clark



Dorie Clark is a marketing strategy consultant and professional speaker. She is an Adjunct Professor of Business Administration at Duke University's Fuqua School of Business and has lectured at several other universities including Harvard, Georgetown and the University of Michigan. In addition to her frequent contributions to the Harvard Business Review and other respected publications, Clark wrote *Stand Out* which was named the number one leadership book of 2015 by *Inc.* magazine.

Personal branding describes the process by which individuals differentiate themselves by identifying and articulating their unique value and leveraging it with a consistent message and image to achieve a goal. Keeping up with the ever-changing corporate landscape requires professionals to stay relevant in order to be competitive. In *Reinventing You*, Clark combines personal stories with interviews from well-known people to show readers how to think big about personal and professional goals, take control of their career, build a reputation that opens doors and live the life they want.

Clark provides a step-by-step guide to help readers evaluate their strengths, translate them into a personal brand, and ensure that others will recognize the contributions they can make. *Reinventing You* offers insights to help readers at different stages of their careers position themselves for the success they desire. Leaders and independent contributors at all levels of the organization can benefit from aligning themselves with a personal brand that is intentional and leverages strengths.

Strategies:SHOP TALK

Newsletter of Organizational Effectiveness Strategies

Winter Edition 2017



Organizational Effectiveness
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EMOTIONAL INTELLIGENCE IN ORGANIZATIONS

FROM THE PRESIDENT'S DESK EMOTIONALLY EFFECTIVE CULTURE BUILDING Suzanne M. Miklos, Ph.D.

To be emotionally competent as an organization, the leadership team must be able to strike some key balances that support the desired culture. One of the most common examples of a difficult balance to strike is being supportive and considerate of organization members' feelings and having sufficient accountability. These qualities can seem to be at odds with each other but they are complementary.

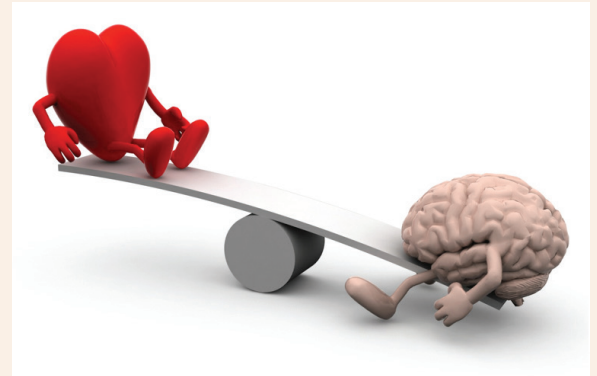
Some organizations, such as law firms, that are intentionally hierarchical and competitive lean to the accountability side. The culture considers expressing empathy as a form of weaknesses. The positive side is that it effectively builds accountability, competitiveness and drive. The down side might be that because the environment is hard on individuals' self esteem and wellbeing, there tends to be high turnover. Those that stay become the next generation of tough minded, driven leaders.

Other organizations, such as many government firms, emphasize the supportive side. These organizations build caring environments, where people are treated with dignity and respect. They still have many employees who spend their careers with the organization. There is a culture of security. Leaders, who are viewed as harsh, are not successful. The consequence of this type of culture is that it is difficult to effectively implement change and to hold people accountable.

The idea of balance contends that being strong on these two complementary qualities builds an emotionally intelligent organization. Healthcare organizations are trying hard to build this balance as it transforms payment models. To become a high performing organi-

zation intense transparency around performance is required. Colleagues must feel valued and supported while being held highly accountable with clear, frank feedback.

When we run leadership profile reports on groups, these issues become clear for the leadership team. When the team as a whole represents a particular imbalance, they have opportunity to enhance its collective emotional intelligence skills. Building a more supportive culture helps to engage and retain talent. Building a more accountable organization facilitates the implementation of change. Doing both requires balance. The role of leadership behaviors in building a balanced culture is enormous.



A company that is building accountability and sharing popular books, conducting seminars and updating its performance review system may still not achieve the results they want. One key reason is that the management behaviors have a systemic imbalance that reflects the current culture but is counter to the needed shift. For example, innovation is not just about teaching people to be innovative; it requires that leadership is comfortable balancing experimentation with risk management. It demands that honest, direct feedback when the idea is doomed is balanced with reward and recognition for taking the risk.

Effective culture change is supported by leaders who become aware of their own behavioral gaps and use training, practice, group coaching and feedback tools to create the fertile ground in which culture shifts can bloom.

UPCOMING EVENT

In April, O. E. Strategies will conduct their next Senior HR Leader Development Workshop. In August 2016, our workshop was attended by Northeast Ohio HR leaders and led to a lively conversation about how essential it has become for HR to adapt to the mega trends affecting the field. The need for more development for our next generation of HR Leaders was also a common topic. Each leader took time to deepen their understanding of the behavioral traits that contribute to their success. While engaging with colleagues across a range of industries, participants worked to build a custom development plan. Our next workshop is scheduled for April 7, 2017. We hope you can set aside this date and join us. For more information visit our website (www.oestrategies.com) or call our office (440.546.0008).

SUPERVISOR'S CORNER

DEVELOPING YOUR LEADERSHIP BRAND AND 360 FEEDBACK

Diane Govern, Ph.D.

Have you ever thought about your leadership brand? If not, maybe you should. Your leadership brand is the essence of how others see you. It is the sum of the attributes, words, style, feelings and impression you make on your stakeholders with regard to your leadership impact. In other words, it is what you are known for. Anyone who is interested in growing and being effective as a leader should consider their leadership brand as a starting point for a growth plan. Let's face it: you already have a brand. Now it becomes a matter of deciding is this the brand you want?

A good way to measure your personal brand is to gather 360 feedback. By surveying your stakeholders, you will find out not only what your brand is but also how consistent it is across your rater groups. You may even find out that you have multiple brands! Take the example of Bev, a mid-level manager at a large bank. After participating in the 360 process, Bev learned that her brand from her employees' perspectives was an approachable advocate for resources and supportive coaching. However, her brand from her peers was not as positive: a helpful but reserved team player who is reluctant to weigh in with her own opinion. In her debriefing session on her 360 results, Bev realized that she takes great pride in being helpful and the go-to person for supporting her unit's success. However, she admitted that she did not feel as confident when interacting with her peers in a brainstorming session.

The exercise of gathering 360 feedback helped Bev to realize that she also wanted to be known for adding valuable insights when at the table with her peers and in other settings with more senior leaders. In order to advance in her career, she would need to increase her brand clarity around this issue. With this powerful insight, Bev developed an action plan that would help her meet her goal of developing a stronger voice in group settings with more senior leaders. Her hope is that her brand would be balanced between approachable and supportive and, at the same time, assertive when voicing her independent view.

Here are some questions to ask yourself in developing your brand:

1. What is your superpower? What do you do better than anyone else?
2. What are your top values – your operating principles?
3. What do people frequently compliment you on or praise you for?
4. What is it that your manager, colleagues, friends, and clients come to you for?
5. What adjectives do people consistently use to describe you – perhaps when they are introducing you to others?
6. How do you do what you do? What makes the way you achieve results interesting or unique?
7. What energizes or ignites you? What are your true passions?

Now, imagine that you are creating a word cloud with the answers to your questions. When you look at themes represented, is this the brand you want? If so, then formalize your brand into a written vision statement, no more than 2-3 sentences, that includes not only what you want to achieve as a leader, but also how you will achieve it. If the picture that emerges from the answers is different than your ideal, then develop a plan with specific goals for shifting your behaviors. Engage a coach or trusted peer to help you on your growth journey. Achieving your ideal leadership brand begins one baby step at a time.

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RESEARCH ARTICLE

IS EMOTIONAL INTELLIGENCE TRAINABLE?

Casey Onder, Ph.D.

Emotional Intelligence (EQ) is in vogue in applied psychology, with numerous books, coaching and training programs devoted to the topic. The evidence for EQ's impact is compelling and intuitively appealing: High EQ has been associated with enhanced relationship quality, decreased stress and increased leadership effectiveness (Chamorro-Premuzic, 2013). Some even argue that EQ predicts occupational success better than IQ, with high EQ individuals earning an average of \$29,000 more per year than low EQ individuals (Wagner, 1997; Bradberry, 2014).

Nature or Nurture

While EQ appears to be a valuable trait at work, organizations investing in developing EQ assume that it can change. Research has found that certain psychological characteristics, such as the Big 5 personality factors, are fairly consistent across the lifespan (Judge et al., 1999). Are high EQ employees simply born with it? As with many individual characteristics, both nature and nurture play a role. A study of identical and fraternal twins showed that overall EQ is up to 42% heritable. This means that 42% of between-person differences in EQ are due to underlying genetic differences (Vemon et al., 2008). This leaves a hefty 58% of EQ as changeable. Other research has demonstrated that EQ can be increased with targeted training.

EQ Training Has Measurable Impact

In one study, Cherniss et al. (2010) administered an EQ training program to 89 leaders from entry level to C-suite across nine companies. The training lasted two years and targeted self-management, empathy and relationship-building. The researchers examined changes in leaders who received the training to a group of leaders who did not receive training. They found increases in both self-ratings and other ratings of EQ. The finding regarding other ratings is important because the value added of EQ in a business context is often tied to the ability to work well with others. The use of a randomized control group suggests that the effects of EQ training do not appear to be due to placebo. Other EQ training programs have shown similar efficacy, for example, leading to increased perceptions of EQ by direct reports of participating leaders (Groves et al., 2008; Zammuner et al., 2013).

Even very brief interventions appear to have some benefit. An experimental study by Zammuner and colleagues (2013) found that a self-administered, online training lasting only three hours increased self and report ratings of EQ-related skills, including conflict management and service orientation, relative to leaders who had not undergone the training. Thus, while more intensive training often produces larger or more sustained effects, small doses can also be effective.

Training and Trainee Characteristics Key to Sustained Improvement

Training of EQ skills does appear to have measurable effects – on EQ itself and by extension – on its slew of work-related and personal benefits. It is important that organizations keep in mind best practices for transfer of training when implementing EQ programming. It is one thing for employees to understand EQ and engage in classroom exercises and another for them to apply EQ in their work roles. In addition to learning itself, motivation, confidence in one's new skill set and opportunities to use EQ skills once learned are crucial to supporting application (Colquitt et al., 2000; Holton et al., 2000).



Conclusion

Development of employees' EQ, particularly of leaders, is a smart move. EQ can be defined and developed in many different ways. We suggest that organizations take care to ensure that they target the EQ skills that will be the most impactful based on research, and that best practices for long-term application of learning are employed.

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