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Intelligent Leadership

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Our Courses:

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Dear «First_Name»

In 1995 Emotional Intelligence (EI) came to the fore as a result of a book by Daniel Goleman: *Emotional intelligence: why it can matter more than IQ*. Goleman has claimed that **approximately 90% of star performers' success in leadership is attributable to emotional intelligence**. Goleman argues that **the distinguishing feature of good managers among MBA-holders is higher levels of emotional intelligence**.

In this newsletter I will be exploring:

- The impact of under-supply of EI on business performance
- What is EI?
- How EI can be developed

[Read on](#)

The Impact of Under-supply of EI on Business Performance

The case studies that follow are typical of what I have found over the years, working both as a HR Manager and now as a Coach / Trainer:

No: 1 'Fred' agrees to introduce 'Colin' to his biggest client and during the meeting Fred notices that the client has clearly, (to Fred at least,) heard enough of 'Colin's' sales pitch. However, 'Colin' carries on regardless and fails to secure any further business, because he doesn't pick up on the client's annoyance. **(EI Factor: Emotionality)**

No: 2 'Sally' a team leader complains of a lack of initiative by staff, having to 'spoon-feed' and of a 9 – 5 mentality. All decisions have to be rubber stamped by 'Sally' who suffers with stress and struggles to be optimistic about the future of the department. The end result: the team was heavily resourced and underperforming. **(EI Factors: Wellbeing and Self Control)**

No 3: 'John' is technically brilliant and so has gradually worked his way up the ranks resulting in him leading a team; the problem is that he isn't actually leading, he prefers to work in isolation. Team members are complaining that they aren't developing personally, as 'John' isn't keen to share his 'trade secrets'. However, 'John' enjoys the kudos that being a leader gives him and isn't afraid of criticising his team members in public, if things don't meet his expectations, (which incidentally he's failed to communicate). **(EI Factors: Emotionality, Self Control and Sociability)**

Personal Effectiveness:

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Coaching

Whilst some of the above issues may seem petty, the bottom line is that business performance is being affected by under-supply of EI in certain factors. Additionally, the last place leaders tend to look when there are team performance issues is at themselves; it's not too dissimilar to parents with naughty kids! Until EI came along it was also challenging to pin these problems down to a particular area of competence, or to formally measure them in order that they can be improved upon.

What is EI?

We use a trait based questionnaire to assess a person's level of Emotional Intelligence, which comprises of the following aspects; how do you measure up? Run through the questions below by marking yourself out of 10: 10 = no development required, 1 = significant development required. (Please note this questionnaire is designed to give you a flavour of your existing level of EI and is not an official assessment). [Click here](#) to find out how we use the Thomas International Emotional Intelligence Assessment. [Click here](#) to find out how we use the EI Assessment to develop leaders.

Factor:		Score:
Adaptability:	How well do you adapt to new environments / change?	
Self-motivation:	How much drive do you have? Do you strive to achieve and improve?	
Wellbeing:	How optimistic are you about the current economic crisis?	
	What's your current level of happiness ?	
	How are your levels of confidence and self-esteem ?	
Self-control:	How well do you regulate your emotions and feelings?	
	Do you ever shoot from the hip? Are you able to control impulses ?	
	Do you ever experience stress ? How well do you handle pressure?	
Emotionality:	Are you able to see things from someone else's view point?	
	How much empathy do you have?	
	Are you able to recognise emotions in others and yourself?	
	How fluent are you at expressing your emotions to others	
Sociability:	How well do you form relationships and emotional bonds with others?	
	Are you able to manage other people's emotional state ?	
	How assertive are you at expressing your wants and needs?	
	How socially aware are you? How do you adapt to different social settings?	

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27/08/09, places are limited. Book now...

Developing EI

Unlike IQ, EI isn't fixed and can be developed through behaviour change; however, in order for the brain circuitry to change, it takes consistent effort (practicing the new behaviour) for at least 2 months. This is one of the reasons [coaching](#) is becoming an important part of organisation's staple diet to improve performance.

Steps to improving EI

1. Assess your current level of EI either by completing:
 - a. The above self assessment and / or obtaining feedback from colleagues
 - b. An official EI Assessment, ([click here](#) for more details).
2. Identify 3 aspects of your EI that you would like to focus on over the next 6 – 12 months.
3. Set measurable goals for each area of improvement.
4. Go out and practice the new behaviours for ideally, 12 months.
5. Enlist the help of a colleague or [coach](#) to provide you with feedback during regular intervals.
6. 12 – 18 months: review goals / re-assess EI.

In October we will be launching our [Leading for Excellence Programme](#) which combines an EI Assessment, Personality Profiling, Coaching, Leadership Training and a whole host of other things. You can sample this course by attending our **free 1/2 day Leading for**

Excellence Appetizer on 27th August. To find out more [click here](#) or [Book Now](#)

The Leading for Excellence Programme

[The Leading for Excellence Programme](#) is split over 3 stages, all of which can be bought as individual modules or as a **total package saving 20%**. You could also be eligible for £1,000 funding towards the cost...[find out more.](#)

Module 1:	• A two hour one-to-one feedback meeting, including identification of development needs	2 Hour Meeting + 2 Reports	£400 + VAT
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Understanding Yourself	<ul style="list-style-type: none"> Two written reports 	Delivered at your convenience prior to Module 2	
Module 2: Understanding Leadership	<ul style="list-style-type: none"> Exploration of theories and models of leadership The purpose of leadership The role of leader Understanding self and purpose: <ul style="list-style-type: none"> Building on the insights gained in Module 1 Exploring personal values Becoming a visionary leader: <ul style="list-style-type: none"> Developing a Vision Establishing appropriate business values to deliver the Vision Leading change: <ul style="list-style-type: none"> Overcoming obstacles Living to values Introduction to a model for delivering high levels of organisational performance 	3 Days 27 – 29 October 2009	£750 + VAT
Module 3: Acting As Leader To Deliver Excellence	<ul style="list-style-type: none"> Analysis of key statistics whatever you are driving to improve, e.g. turnover, profit etc. Developing a strategy to deliver the vision established in Module 2 Your leadership role in this context Driving the strategy Reviewing key statistics and outcomes 	3 Hour Monthly Coaching Sessions (up to 12 months) Delivered at your convenience after Module 2	£165 + VAT per hour

[Book Now](#)

For further details [Contact Us](#) or speak to Mike Read on Tel: 07710 165 058.

Have a great month.

Estelle & Mike Read

FREE

1/2 day Leading for Excellence Appetizer on 27th August 2009. Places are limited.
Book Now.

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