

COACHING LEADERS

by David Cory

The logo for Emotional Intelligence Training Company (EITC) is displayed in a dark blue rectangular box. The letters 'EITC' are in a light blue, sans-serif font.

Are you a leader who inspires, motivates and makes employees feel like they can achieve great things? Are you a leader who causes others to feel a sense of self-confidence, self-worth, and like they have a 'place' and that they 'belong'? Is it your intention to make employees feel good? Research shows that in this current labour market with the competition for the attraction and retention of top talent, this type of leadership separates the good companies from the **great** companies.

Leaders need to know more about their own emotions (self management) and the emotions of their employees (relationship management). Furthermore, what leaders need is to be 'intelligent' about emotion. Leaders need to develop their 'emotional intelligence' skills.

The development of emotional intelligence skills is best done one-to-one in a coaching relationship. One of the most useful theories of 'EQ Competencies' was created by Dr. Reuven Bar-On, and is one of the most well researched and useful theories to improve the ability of leaders to be effective in understanding their own emotions and how to connect with others to promote employee engagement.

Dr. Bar-On's work in the area began with his concern with why so many patients in his clinical psychology practice with high IQ's seemed to struggle with life. In other words, why did smart people do dumb things? Dr. Bar-On then set off to study which competencies differentiated people who did

'smart' things, that is, behaviour that assisted them to reach their goals from people who did 'dumb' things, that is, behaviour which did not assist them to meet their goals.

His work was carried out in the context of creating an assessment tool to measure these 'competencies' resulting in an 'EQ' – an 'Emotional Quotient.' Dr. Bar-On's definition of emotional intelligence is as follows:

"Emotional Intelligence is an array of noncognitive capabilities, competencies, and skills that influence one's ability to succeed in coping with environmental demands and pressures." Dr. Reuven Bar-On, 1987

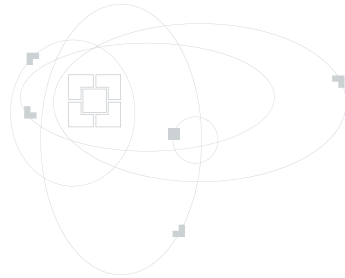
If we think in terms of leadership skills, emotional intelligence then, is the array of competencies that influence one's ability to succeed in coping with the demands and pressures of leading people in a corporate environment.

The logo for Emotional Intelligence Training Company (EITC) is displayed in a light blue, sans-serif font on a dark grey background.

Emotional Intelligence Training Company Inc
www.eitrainingcompany.com
david@eitrainingcompany.com
604.224.2358

Dr. Bar-On has described 15 'EQ' competencies that can be measured with the Emotional Quotient Inventory (EQ-i):

1. Emotional Self-Awareness
2. Assertiveness
3. Self-Regard
4. Self-Actualization
5. Independence
6. Interpersonal Relationship
7. Empathy
8. Social Responsibility
9. Problem Solving
10. Reality Testing
11. Flexibility
12. Stress Tolerance
13. Impulse Control
14. Happiness
15. Optimism



Coaching begins by learning more about your current level of emotional intelligence competency through the use of an online self-assessment tool, interviews with your direct reports, or a '360 degree' or multi-rater assessment.

Then the coach creates a detailed picture of your current reality. Together you create a picture of your future desired reality and the kind of leader that you want to become. Now we can do a 'gap' analysis and determine steps which will lead from where you currently are to where you want to be.

It is critical that leaders consider this type of development because leaders create the context within which employees work. Leaders can create a productive, happy, healthy context where employees feel valued, inspired, motivated, and where they feel they can produce their best work. Likewise, leaders can create the opposite environment where employees feel dread as they think about entering the work environment and, given the choice, they would leave the organization at the first opportunity. Given the importance of leaders and leadership on the effectiveness and, hence, on the productivity of an organization, leaders must, therefore, understand how to inspire and ignite passion to make employees happy and keep employees healthy, so they stay and contribute to their full potential for their whole careers.

DAVID CORY, B.ED., M.A.

David Cory is a trainer and coach who specializes in leadership development using the concept of emotional intelligence. He also teaches coaches and HR professionals how to use EQ in their work. He can be reached at david@eittrainingcompany.com