Emotional Intelligence (EQ) Coaching

Based on Developing Emotional Intelligence: Realizing success with performance-based EQ coaching, by Joseph Liberti, EQ at Work, 2005
Contents

- Definition
- Defining Success
- The Challenge
- Performance-based Coaching
- Findings
- EQ Coach
EQ Defined
• The intelligent use of one’s emotions
• “How people handle themselves and their relationships” – Prof. Goleman
• A set of competencies, or abilities, in how a person
  (a) is aware of himself/herself;
  (b) manages himself/herself;
  (c) is aware of others and
  (d) manages his/her relationship with others
The promise of EQ Development

• Greater personal and organizational effectiveness
• Improved Leadership and Quality of Life

How can you realize the promise?
How to measure success in EQ Development
Improved Performance

• That increases the ability of an organization to achieve its goals
• Dependent on behaviour
• The real measure of success for an EQ development programme is: *Does it produce lasting positive change of behaviours?*
The Challenge
Change Initiatives

• Most of them fail – failure rates in the 80-90% range
• Change is difficult – *for e.g.* letting go of *old habits and adopting new ones*
• Change means facing paradox and the unknown
• Unlike IQ which is fixed, EQ can be infinitely developed
• But development of EQ requires motivation support and practice through coaching
• Coaching makes a difference in EQ development
Performance-Based Coaching
Coaching

- A process providing the individual motivation, feedback, instruction, practice and guidance to increase awareness, create insight and enable new decisions and actions that support the achievement of desired outcomes.
- Help people reach their full potential.
- Best approach to develop EQ and adopt new, more effective behaviours that increase effectiveness in managing themselves and relating with and positively influencing others.
Effective EQ Coaching

• **Keyed to an EQ Assessment** – using the assessment as a guide to develop EQ skills

• **Based on a clear model and method** – identifies the guiding principles of EQ and how to understand, recognize, develop and demonstrate them

• **Structured** – increase safety, willingness to experiment with behaviours and the possibility for change

• **Supported by Learning Assignments and Practices** – provides practice and bring predictable results

• **Integrated with daily work and life processes** – learning relevant to work and life and connects learning to daily events to facilitate change of habit
• Is Performance-based
• Uses two types of learning:
  • Cognitive and
  • Emotional

Cognitive plus emotional earning = “rewiring” the brain for new habits
Performance-Based Coaching

• Recognized improvement evidenced by positive, measurable change in behaviour

• Involves - assessment of emotional competencies; skill development; monitoring behaviour and performance and providing support for improvement
EQ Coaching Process

1. Assessment

2. Emotional Literacy Development

3. Personal Responsibility

4. Cognitive Restructuring

5. Behavioural Restructuring
1. Assessment

- Includes an EQ assessment, a workplace competency assessment and an evaluation coaching session
- Examine what is happening in work and life,
- Identify strengths and opportunities for development,
- Set development goals, and
- Establish agreements and norms for coaching engagement
2. Emotional Literacy Development

- Ability to “read and write” or understand, use and express emotions
- Conditioned by accepting injunctions like “Little men don’t cry” and “leave your feelings at the door”
- Focus is on regaining natural ability to feel and use emotions wisely
- Learn to accurately recognize emotions, build an emotional vocabulary and use the motional data for decision masking
- Learn to identify the relationship between feelings, thoughts and choices made
3. Personal Responsibility:  
Taking ownership and claiming full power

- EQ best developed and applied in the context of personal responsibility
- Recognize that they have no control over how others behave but do have control over how they choose to feel, think and act
- Take ownership of emotions and outcomes
- Learn to use your emotions and the emotions of others to make the most powerful effective choices
4. Cognitive Restructuring: Thinking differently

- Involves a two-step approach
  1. Identify how your emotions influence the way you think about yourself, others and events in the workplace – helps deconstruct habitual patterns of behaviour and evaluate the results of choices and actions
  2. Identify more resourceful ways of appraising and reasoning about events in the workplace that enable more effective behavioural choices and outcomes
5. Behavioural Restructuring: Helping you find new ways of being

- Practice and repetition build skills and create new habits of behaviour
- Practice ways of feeling, thinking and behaving and monitor experience and results
- Coach supports by monitoring results and reinforcing or changing the practice to increase learning and skill
1. Assessment (Repeated): Finding what works best and going for more!

- Cycle of development continues with assessment of the results of behavioural assignments and identifying the next steps
- Assess what worked, what didn’t, and identify the next learning objective to reach behavioural goals and realize the full potential for success and happiness
Findings
Does Performance-Based EQ Coaching Work?

- YES!
- An example
- The client: a major retailer
- The subjects: 35 senior managers
- The process
- Each manager received an EQ assessment before and after the coaching programme as well as an assessment of leadership competencies deemed by the organization to be critical
- Each participant received approximately 30 hours of assessment and coaching over 3 months
Emotional Competencies Assessed

- A Genos EI 360 multi-rater assessment used before and after coaching to assess:

1. **Emotional Self-Awareness** – ability to recognize and express one’s own emotions
2. **Understanding Others** – ability to recognize and understand the emotional of others
3. **Emotions and Decision-Making** – ability to use one's own and others’ emotions to inform decision-making
4. **Managing Emotions** – ability to manage one’s own and other’s emotions to achieve a more positive resourceful state
5. **Controlling Emotions** – ability to control emotional impulse and respond creatively instead of reacting strongly
EQ Competencies: Percentage Change

- Controlling Emotions: +34%
- Managing Emotions: +54%
- Decision-Making: +76%
- Understanding Others’ Emotions: +59%
- Recognizing & Expressing Emotions: +25%

+25% to +76% Increase in EQ Competency Ratings after coaching
Leadership Competencies Assessed

• Assessed:
  1. Role Model
  2. Developing Staff
  3. Motivating Staff
  4. Innovative Thought
  5. Client Focus
Leadership Assessment

+10% to +60% increase in Leadership Competency Ratings

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<th>Motivating Staff</th>
<th>Innovative Thought</th>
<th>Client Focus</th>
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Before and After ratings comparison.
Improvements in after Performance-based EQ Coaching

Increase in the degree to which staff felt recognized and valued.
EQ Coach
Support you to:

• See Your Blind Spots
• Evoke Emotional Experience
  Learn by engagement
• Aid decision-making
• Support Accountability
• Accelerate Progress
Qualities of an effective EQ Coach

• A Role Model
• Accepting themselves and of the coached
• Courageous
• Organized for success
• Committed
Can You Benefit From EQ Coaching

• Yes
• If you are willing to learn change and grow
• The real prize of EQ Coaching is the process liberates the most authentic, creative and powerful self