

RocheMartin

Inspired Emotional Intelligence



Taking your leadership development programme to new heights with Emotional Intelligence

How to create a high performance, emotionally intelligent organisation

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Introduction

Around the world, demands on leaders are changing.

As technologies and societies advance, traditional concerns are being replaced with a new set of challenges. More than ever, the focus for today's most effective leaders is empathy, adaptability, resilience, and optimism.

In a world full of disruption, anxiety, and uncertainty, the old model of simply issuing orders and waiting for results is no longer productive – if, indeed, it ever was. Changing workplace values and employee needs are driving an irreversible shift.

So, today, the focus lies on skills that, when grouped together, can be accurately labeled as Emotional Intelligence (EQ). Good leaders focus on recognising what employees are feeling, and how this is impacting their performance. On understanding how best to provide an environment of psychological safety that motivates employees to produce their best work day in, day out. And on giving teams the core skills to control their own emotional regulation, equipping them to tackle challenging situations while reducing anger and anxiety.

Organisations without high levels of EQ experience a range of challenges. These can manifest in falling revenues, high employee churn, toxic cultures, destructive employees, and an inability to manage multi-generational talent or hybrid working. They may also face issues when significant changes occur inside the organisation, such as new senior leadership hires or mergers and acquisitions.

Individually, none of these issues are minor. Collectively, they are potentially crippling. So CEOs and HR directors are rightly wondering: how can we ensure our leaders are best equipped for today's challenges?

Traditionally, this was answered by leadership development programmes (a \$366bn global industry, according to 2019 figures). But these programmes do not focus sufficiently on emotional and social skills training. Instead of recognising the importance of EQ, which is listed by the World Economic Forum as one of today's most critical leadership skills, these programmes either ignore it or pay it nothing more than lip service.

It is a situation requiring urgent change. By mastering EQ skills, you can deploy them to best effect regardless of the situation.

If you're a CEO or HR Director, this ebook will give you the insights to understand:

- How to assess your existing leadership development programme
- Practical steps to help you improve your programme through the introduction of EQ
- How to measure the effect of those changes
- The impact you are likely to see from the introduction of EQ

We hope you gain all the insight you need to take the first step towards a better future for you and your organisation.



Understanding the problems with existing leadership development programmes

Most leadership development programmes have existed for many years. Without constant updates, they soon become tired. Six common issues are prevalent within these programmes.

1. A failure to measure results

Most business investments rely on clear evidence of a return on investment. Yet when it comes to leadership development programmes, many HR departments appear willing to accept qualitative data, such as participant feedback, rather than quantitative data measured against clearly defined and measurable objectives.

It does not need to be this way. With the right tools, a participant's Emotional Intelligence scores can be measured pre- and post- programme, giving you benchmarked 360° feedback on which progress can be tracked.

The impact of increased EQ skills can also be quantified through business impacts such as cost savings, increased sales, and higher levels of productivity.



2. A one-size-fits-all approach

Most training programmes are not adapted to the company or circumstances in which they are delivered. Instead, they are created once and rolled out repeatedly across different organisations, without paying attention to the size, culture, or leadership structure of the company in which they operate.

This increases the efficiency and profitability of those providing the programmes, but does not serve the client in any way whatsoever. All leadership development programmes should, as standard:

- Recognise the specific context of the enterprise and its challenges
- Understand clearly what matters most to the business
- Identify its clear purpose and objective within the company

3. No senior buy-in

For leadership development programmes to be accepted, respected and widely embraced within an organisation, they must be seen to be something from which everyone can benefit. Senior buy-in is crucial in this equation.

If your senior leaders cannot get enthusiastic about your company's leadership development programme, what chance do you have of generating positivity and acceptance among lower-ranked individuals?

Education and training gain the most traction within highly visible organisational change and development efforts championed by senior leaders. That's because such efforts motivate people to learn and change; create the conditions for them to apply what they've studied; foster immediate improvements in individual and organisational effectiveness; and put in place systems that help sustain the learning.

Harvard Business Review



4. A lack of practical elements

As human beings, we learn best by practice and repetition. The actual doing of something makes it far more likely for your brain to retain that information than if you had simply read it in a book. If too much time is spent delivering information and content, rather than engaging participants with actionable tasks that are proven to develop leadership skills, then the whole exercise can quickly become futile.

5. No long-term engagement

Reinforcement is key to successful learning. We cannot just do something once and then repeat it successfully 6 months, 12 months, or 5 years down the line.

Unfortunately, many leadership development programmes are structured as a one-off event. A day's training is expected to yield the kind of results that only considered and structured learning, action, and reflection can achieve. Little wonder the results are questionable. Continuous learning is the only way to make things stick.

6. No focus on teamwork

Most leadership development programmes fail to put enough, or even any, focus on the importance of teamwork. This creates senior figures without a crucial leadership competency. It leaves the leader isolated and unable to get the best out of their team because they are simply ill-equipped to do so.

Many leadership development programs are pure classroom theory and coursework with no real connection to the 'how', leaving the participants with a 'That was cool, but what now?' feeling.

Forbes



Why is Emotional Intelligence missing from leadership development programmes?



Legacy programmes may have been in place for many years. They fall victim to the 'that's how we've always done it' mindset. This can lead to it being seen as simply **too much effort to change** things.



Designers of leadership development programmes have **focused too much on personality**, without looking for or understanding the academic research that links EQ – rather than personality – to clear and measurable advances in performance and potential.



Generational gaps have led to leadership cultures developing where there is **a lack of understanding** of the power of Emotional Intelligence in the release of talent, energy, and motivation.



Many people hold an **incorrect assumption** that Emotional Intelligence skills are either innate or acquired as children, and that once we enter adulthood those skills – or the lack of them – are set for life.



There is a **reluctance to allocate ongoing training budgets** beyond one day workshops. However, improving a participant's Emotional Intelligence skills is something best achieved through consistent practice, monitoring, and feedback.



Senior decision-makers, and those involved in the creation and delivery of leadership development programmes, can get **sidetracked by other 'hot topics'**, such as psychological safety or agile working, both of which generate significant amounts of attention but rarely deliver the comprehensive and holistic benefits of EQ.

Exploring the relationship between Emotional Intelligence skills and effective leadership

Emotional Intelligence skills are proven to correlate directly with high-performing leaders and organisations. Academic and scientific research has shown, without doubt, the link between strong EQ capabilities and critical business metrics including profitability, productivity, morale, and sales performance.

When you understand Emotional Intelligence training best practices, it is not difficult to see why the effects are so powerful.

RocheMartin's EQ training, for example, focuses on the 10 core competencies of Emotional Intelligence. These have been identified by more than 20 years' research and a deep analysis of almost 150 peer-reviewed, scientific papers. The creation and development of a normative sample of more than 180,000 profiles of the highest performing leaders supports that work even further.

As a result, we know that each of our 10 core EQ competencies are essential tools for effective leaders, executives, and managers.



“

The RocheMartin Emotional Intelligence platform has completely transformed our business development culture. Our sales team are more confident in their approach and this has led to exceptional commercial results.

Daniel Van den Broeck
Senior Vice President
Applications Northern Europe **Oracle**

10 key competencies for successful leaders

INNER FOCUS

Helping individuals recognise and control their own emotional challenges and communicating openly.



Self-Knowing

recognising how your feelings impact on your opinions, attitudes and judgments



Self-Control

being able to control your emotions and show restraint until you have had the time and space to think in a detached and rational manner



Self-Confidence

being able to accept and respect yourself as you are

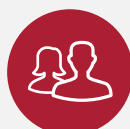


Self-Reliance

being able to plan, make decisions and take responsibility with relative comfort and ease (i.e. you don't need others to verify your actions)

OTHER FOCUS

Enhancing our capacity to influence others through positive interpersonal relationships.



Empathy

being aware of, understanding and appreciating the feelings of others' 'thoughts and feelings'



Relationship Skills

being able to build collaborative, positive relationships where both parties benefit



Straightforwardness

communicating feelings, thoughts and beliefs in a clear, open manner

OUTER FOCUS

Enabling us to respond creatively and effectively, rather than defensively.



Optimism

being able to sense opportunities and focus on what can be achieved and bounce back quickly from setbacks



Self-actualisation

learning to manage emotional energy in order to maintain an enthusiastic commitment to long-term goals



Adaptability

a key skill to develop in any workplace – especially at times of uncertainty and doubt – adaptability is your capacity to react well to change, be open to new ideas, and adjust your emotions, thoughts and behaviours



Profitability and the impact of EQ

In the groundbreaking study *Firms of Endearment*, Professor Raj Sisodia identified 72 companies built and operating with high levels of Emotional Intelligence at their core. He then tracked their financial performance. Over a 15-year period, the results were remarkable. Collectively, the 72 companies outperformed the S&P 500 by a factor of 10.5 times.

How to implement EQ into leadership development programmes

Taking the decision to include Emotional Intelligence in a leadership development programme is not the end of the journey. It is only the beginning.

To provide the best possible experience for your participants, and to generate the biggest possible results for them and your organisation, **EQ development requires commitment to a seven-part process.**

1. Engagement

Participants need to understand why they are being encouraged to improve their EQ skills. The benefits include everything from decreased stress levels through to better leadership, increased performance, and embracing diversity and inclusion. And because the benefits are so wide-ranging, you can point to the most pertinent issues for each participant. This helps participants to buy into the concept and approach the programme with enthusiasm and commitment.

2. Benchmarking

Without knowing where a participant starts from on their EQ journey, it is impossible to assess how much progress they make. Tools like the Emotional Capital Report (ECR) and ECR 360 provide a benchmark score for a participant's Emotional Intelligence scores. The ECR is completed before any EQ training is provided, and then again weeks or months later after an ongoing period of practice and repetition. Seeing clear forward momentum is proven to be hugely motivating.

3. Goal setting

Research has shown that a participant's performance in leadership development programmes increases substantially when they set clear objectives to work towards. Using the scores from the initial ECR or ECR 360, participants and their managers or trainers can collectively set themselves a target of where they want to be at various points during their programme. The ECR and ECR 360 both assess Emotional Intelligence in measurable ways, so it is easy to see if goals have been achieved.

4. Skills modeling

Participants must be able to see that what is being asked of them is being asked of, and advocated by, others around them. So senior executives must be ready to actively embrace the principles of EQ training in their day-to-day activities. Seeing these lived, real-world examples serves as a powerful motivator for programme participants and acts as a constant reminder of the personal advances they are trying to make.

5. Practice

Developing strong Emotional Intelligence skills is not something that can be achieved simply by attending a two-hour workshop. It requires commitment, awareness, dedication, and ongoing practice. Participants must be engaged in constant dialogue with their trainers and colleagues. They should be given a bespoke programme of practice and repetition tailored to their specific objectives. And they should receive regular feedback to help them monitor their progress and maintain their enthusiasm.

6. Follow-up support

One-to-one coaching and ongoing support significantly increases the value and effectiveness of Emotional Intelligence training. Participants can gain specific advice relating to the issues and challenges they are encountering during the development of the EQ skills. Repeated contact and support also ensures the participant does not feel abandoned and left to secure their own progress.

7. Change evaluations

After several weeks or months of practice, completing a second ECR or ECR 360 enables a participant to see how much progress they have made and how close they are to achieving their EQ goals. This accountability is a powerful motivator. It also enables both participants and trainers to start to understand the return on investment achieved through their efforts.



EQ Training Checklist

- ✓ Find a powerful sponsor
- ✓ Link EQ to a business need
- ✓ Recruit emotionally intelligent leadership
- ✓ Use supporting research to breed confidence
- ✓ Create multiple use cases simultaneously (i.e. sales, leadership, recruitment)

How long should it take?

University College London research suggests new habits are only established over a 60-day period. We recommend EQ programmes focus on distributed practice over time, rather than one-off workshops. You can expect to see:

- Radical change in some individuals in just three or four weeks, using the Transformational Assessment model
- Measurable results for an entire cohort of leaders after completing a three-month programme
- New habits and behaviours fully developed and embedded, using the seven-step process featured in this chapter, over a six-month period (Prochaska, 1999)

Ongoing measurement: the key to success

Investments in leadership development programmes should be constantly monitored and assessed, just like any other strategic business expenditure.

When it comes to EQ and leadership development programmes, there are two elements to assess:

- Increases in Emotional Intelligence scores among programme participants
- Increases in direct business performance metrics

Increases in Emotional Intelligence scores

By using the benchmarking methods outlined in chapter 5, senior HR leaders can accurately measure the ongoing advances being made by each cohort. As their EQ learnings become embedded in their professional lives, and the habit of continuous practice and awareness is cemented into place, employees are almost certain to start to score higher results across all 10 of the core Emotional Intelligence competencies assessed in the ECR and ECR 360.

This enables HR teams to monitor collective improvements across the organisation. As these improvements become more pronounced, increases in business performance metrics are likely to follow.



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The ECR is more than just a tool and RocheMartin has a very clear process of how you provide that feedback. People in our organisation have said that it's the best 90 minutes coaching in their career to-date.

Diane Hogbin-Mills
Executive Programmes Manager
Network Rail

Increases in direct business performance metrics

Direct business performance benefits do not happen instantly. They take time to filter into the business's performance as employees become more practiced in EQ principles and apply them more regularly – and more effectively – in their day-to-day conversations and working habits. But, over time, these are all likely impacts from enhanced EQ performance:

→ Better financial performance

Improvements in profitability tied to advances in EQ performance have been clearly demonstrated, most famously in Raj Sisodia's Firms of Endearment study (see chapter 4).

→ Increased engagement and customer service

Effective EQ training has also led to more engaged leaders and employees. Australian telecommunications firm Optus is one example. By placing EQ at the centre of its leadership development programme, it increased its leadership score by 16% in nine months, improved engagement by 6% in the same timescale, and boosted customer focus by 6%.

→ Improved morale

Teams work better, and exist in a happier work environment, when leaders demonstrate higher EQ performance. Software giant Oracle has experienced this, with 92% of its salespeople having a more positive attitude to their job and 89% feeling more confident in their abilities after completing a RocheMartin Emotional Capital training programme.



→ Higher retention rates

Workplaces and organisations with high EQ scores keep their employees longer, protecting them from the continuous disruption and associated costs for ongoing recruitment and replacement. When RocheMartin worked with a large construction firm that had historically high levels of employee turnover, we helped it to advance towards potentially millions of dollars of savings every year in reduced recruitment costs – simply by providing the EQ skills that encouraged employees to stay in post longer.

→ Greater flexibility, creativity, and empowerment

In today's fast-moving business environment, employees who feel they have the environment in which they can adapt and create, without feeling worried about the consequences, can prove a critical asset and a key competitive advantage. This environment can only be created by the executives who lead it, which is why our two-year leadership development programme at aerospace giants Boeing was so acclaimed. Among a group of senior executives, it delivered a 7% jump in emotional capital in Year 1 and a 9% increase in Year 2.

→ Sales performance

Leadership development programmes built around EQ competencies have been proven to improve participants' optimism levels. In turn, this has been shown to lead to better sales performance. In the 1980s, highly optimistic sales professionals (the top 10%) sold 88% more than the most pessimistic salespeople at life insurance giant Metropolitan Life.

→ Enhanced stress management

British media giant Sky saw better working practices across its organisation when it embraced Emotional Intelligence in its leadership development programme. Over an 18-month period, more than 200 leaders completed two ECR assessments each. The results were significant. "We're making better business decisions," said Group CEO Jeremy Darroch. "We're drawing more from the breadth and depth of the organisation, and we're managing tensions much better than in the past."



Conclusion

Today, there is no longer any doubt. Leaders looking to build effective leadership development programmes must put Emotional Intelligence at the heart of their offering.

Any other approach will fail to maximise the potential benefits of the programme, resulting in missed opportunities to secure a happier, more prosperous future for both the organisation and individual employees.

If you are designing a new programme from scratch, or simply looking to refine an existing programme to better serve your needs, take time to ensure your new initiative will:

- Measure results accurately and effectively, both at a collective and individual level
- Reflect the unique challenges of your specific business (do not simply use a programme template)
- Secure buy-in and support from senior figures about the importance and role of EQ in your programme
- Offer practical exercises to develop your employees' individual EQ skills
- Maintain a long-term engagement with EQ, taking your team beyond a one-day course to a lasting practice

If you achieve each of these objectives, the impact on your business is likely to be striking.



**Contact us today to start a
no obligation conversation
about tailored EQ training
for your organisation and
its current challenges**

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