



Emotional Capability Profile & Workshop

What is Emotional Capability?

There is general agreement amongst those who have studied emotional intelligence that this is a significant contributor to a person's effectiveness and that it has a greater impact on performance than IQ and technical skills. Emotional Capability emphasises that emotional intelligence is made up of a number of skill clusters that can be reinforced and developed.

The Emotional Capability Profile uses the most up-to-date research findings and is designed as a development tool (not a measurement tool). Based on the perception of self and others, it is a way of giving feedback to individuals about their use of those skills that are widely held to be associated with demonstrating emotional intelligence at work. People are finding that this profile provides practical insights into the skills associated with managing one's own emotions and actions, and in developing sustained and appropriate relationships with others.

The ECP has been used to assist leaders to enhance their leadership skills either as part of a leadership development program or a culture change program. It has also been very effective as a basis for coaching leaders on a one-to-one basis. The ECP has also been used very effectively with team members of client organisations, especially when linked to team building.

The instrument is universally relevant across a wide range of organisational types such as public sector, public utilities, not-for-profit organisations and the private sector, where it is applicable to a wide range of industries. The ECP is equally suitable for different sizes of organisation and can be used at every hierarchical level.

The ECP enables analysis of organisational effectiveness and can provide benchmark and trend data over time indicating the progress of organisational development interventions.



CASE STUDIES

◆ Whangarei District Council – New Zealand

This rapidly growing local authority in New Zealand wanted its Managers to effectively collaborate and be innovative in leading their teams to meet the demands of an increasingly diverse and expanding ratepayer and community base. The Emotional Capability Profile was central to their Leadership Development programme (Breakthrough Leadership) that included all managers and key influencers. The feedback proved invaluable in assisting people to enhance their performance and their overall development actions drove the organisational development plan for the next period. The result was greater cohesion within the Senior Leadership Team, greater openness and ability to work together creatively throughout the organisation, ability to achieve more with increasingly limited and scrutinised funding - and a business excellence award.

◆ ECP as a coaching tool – France

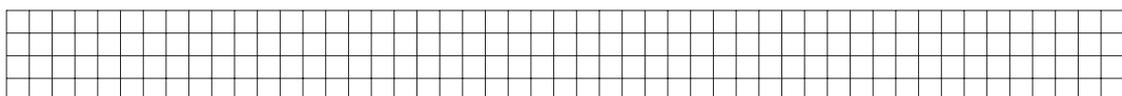
A senior engineering manager was demoted in a re-structuring. He was devastated by this change in his position in the company. He was also a person who lacked people skills, especially empathy. As part of the re-structuring it was agreed that he would receive coaching to assist him to accept his new position and to learn the skills essential to his new role. As part of the coaching an Emotional Capability Profile was completed. The feedback from the ECP matched the verbal feedback he had been receiving. However, as an engineer, he was better able to comprehend the information through the figures, data and explanatory text contained in the profile. The ECP also helped him to determine his personal action plan as it provided a framework to discuss his behaviour. Within 3 months he had already changed the way he dealt with people and was keen to continue the learning journey.

The Profile Contents:

- 66 questions, clustered into 24 elements within 5 components of Emotional Capability.
- The profile starts with a comprehensive overview of the research, constructs, model, definitions and guidelines for interpreting the report.
- The feedback is provided as an overall view, and then data within each separate component, with scores for self and others in combination with a bar chart.
- Wide variations in scores provided by a person's respondents are indicated in the data.
- Each component has a narrative appearing after the data page which indicates the individual's strengths, areas for development and some suggestions as to actions the person may find useful.
- Finally, there is a page of Development Actions indicating the key action steps a person may wish to take to improve or enhance their emotional capability.

Emotional Capability Profile Features

- Recent concept turned into practical tools to help apply learning into everyday practice.
- This program is combined with a workshop.
- A tool that can assist with organisation development and culture change with the ability to track results over time.
- Multiple uses - The ECP can be used as the diagnostic basis for, individual development, team development, one to one coaching and/or, identification of organisation-wide development needs.



Emotional Capability is the pivotal factor in optimising performance

ECP Supporting Workshop

The workshop links with the ECP and provides an interactive and supportive environment including experiential projects that support the learning. There is also a comprehensive participant workbook. The workshop is able to be tailored to a group's developmental needs through a choice of learning modules and can be designed to integrate with an overall organisational developmental programme

Who Should Attend?

The workshop is designed for people who perform leadership roles (senior through to first line positions) and those people who are considered to be key influencers in the organisation. In addition, this workshop is useful in building the effectiveness of an intact team and in providing front-line team members with skills in dealing effectively with customers.

ECP can be used effectively:

- As part of an Introductory program to help new people understand their entry level of competency linked to the organisation's competencies.
- As a core development opportunity for all leaders and potential leaders.
- As a longitudinal development tool by repetition of the Profile after 6-12 months to measure development (and the ROI of interventions).
- As an objective basis for remedial coaching e.g. where an individual is technically proficient but has less than effective self-management and interpersonal skills.
- As a diagnostic tool to support team building and the development of group emotional intelligence (as opposed to a group of emotionally capable people) or as the basis of individual coaching for development or career planning.

Credentials

ECP, as a theory-led, self-development tool, has proven to be a reliable and valid survey instrument in its original form. Feedback from participants demonstrates a high level of face validity and there is substantial anecdotal evidence for its effectiveness in diagnosing and developing the desired competencies based on the model of emotional intelligence in the workplace. Current studies are demonstrating the effectiveness of the Profile on a test-coaching-intervention-retest basis.

ABOUT THE AUTHORS



Frances Tweedy

Frances Tweedy In 1984, Frances formed the partnership Human Resource Associates (NZ) following a career in human resource management in the computer industry. She has worked extensively in the areas of organisational change and development in Australia and New Zealand since the mid 1980's. Many assignments have involved strategic planning with senior teams and developing learning events in the area of leadership and personal development. Assignments also include such areas as goal setting, performance management systems, team building (including interpersonal skills), customer service, continual improvement, training needs analysis, leadership development and reward evaluation. She is a Past National President of the Institute of Personal Management of New Zealand (now HRINZ).



Cheryl Wright

Cheryl Wright began consulting in 1984 following a career in human resource management. She has worked with diverse public and private sector organisations with a particular focus on the retailing industry. Cheryl's areas of focus are organisational change, strategic HR, leadership development and emotional capability. Many of her assignments are aimed at delivering business effectiveness through enhanced people performance and achieving organisational alignment with key business strategies. Cheryl facilitates learning across a wide range of leadership/management skills and knowledge and strongly believes that the best learning takes place in a participative, supportive and enjoyable environment.



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