

Maximising leaderships and team effectiveness through Emotional intelligence



A case study of coaching using the *ie* with Thomson Reuters

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Aim

In this case study I want to show how, within a coaching relationship, a psychometric instrument measuring attitudes and skills for Emotional Intelligence, has been used to enhance the learning and development gained and how it has integrated with coaching principles and reality. I will show how it fits into a development programme, with a firm Business need, and how coaching relationships develop out of this..

Since 2004, the bank has been driven by a passion to be one of the most modern, dynamic and customer focused Banks in the UAE and is well on the way to becoming the UAE's leading financial institution and to set the standard within the banking industry. The Bank's main ambition is for each customer to walk away with an unrivalled banking experience.

Background

In Thomson Reuters I have been working with IT consultants to develop a more consultancy based approach, to meeting clients' needs, effectively and speedily with the help the 'ie' questionnaire. We have weaved the soft skills and hard process very effectively together. This also gives direct experience for people that Business Process without Effective Relationships is slow to deliver and will not get at the real customer need. Relationship on its own, will not deliver Business Results.

Business Process	+	Ineffective Relationship	=	Hard work and doesn't meet real needs. Client not engaged.
No process	+	'Good' relationship	=	Feels OK for a while but no business results and relationship deteriorates
Common Effective Process	+	Effective Relationship	=	Consistent meeting of client needs

Solution:

Effective Relationships and Coaching Structure – 'ie' in the development process

Development modules were run, firstly on the Business Process, with the effective relationship as the sub agenda, then another two days on Effective Relationships with the business process as the background. A follow up day run jointly focussing on Business Process and Relationship.

The '*ie*' instrument was initially fed back on the relationships module, with a group session and short 1:1, followed a few days later by an individual coaching session for each participant on the '*ie*'. This was an essential part of the programme and if people opted for the programme they committed to take the feedback to this stage. Due to the power of the IE feedback, sufficient time for detailed 1:1 sessions must be in the overall programme.

Following this initial stage, optional 1:1 coaching, on an ongoing monthly basis, was available and many of the participants have taken this up, either on a regular basis or dropping in occasionally. All coaching sessions are coachee led and in a great percentage the agenda is around the Emotional Intelligence quadrants. I often find that at some stage in this ongoing coaching relationship, the IE instrument forms a valuable lens to focus to on a particular subject, be it assertiveness, emotional expression and control, goal directedness etc.

Benefits :

Individual Effectiveness is a very powerful tool that has been an invaluable aid in developing the Emotional Intelligence of over 60 IT consultants in Thomson Reuters. Analysis of overall 'ie' score was gathered for groups and in the first 9 months, the first group through the programme showed an 11% increased in their 'ie' scores.

Client feedback:

I find IE very powerful as it tends to get to the heart of the matter. It brings into focus patterns, of relating to ourselves and of managing relationships, that can be deep reaching. It is very helpful in getting to some profound awareness and feedback should be handled with appropriate care.