

## Maximising leaderships and team effectiveness through Emotional intelligence

### Background

In 2007 senior managers of large multinational bank based in the United Arab Emirates decided to invest in developing the interpersonal effectiveness of its leaders and teams' across one of the banks divisions. Based on earlier positive contracts with JCA, the bank commissioned a four phase programme to develop Emotional intelligence with 12 teams and 30 senior managers.

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.

### Aim

The aim of this programme was to raise the Emotional intelligence within this division of the bank so as to improve leadership and team effectiveness so as to reduce staff turnover, maximise customer satisfaction and increase the division's productivity.

### Solution

Four phases were planned:

#### Phase 1: Train eight stakeholders in Emotional Intelligence

Eight representatives, including divisional heads, completed the Individual and team training course. This demonstrated commitment to the process and gave insight on how to apply EI internally

#### Phase 2: Identify key development areas

This was done by teams and leaders completing a the '**te**' and 360 questionnaires

Results were fed back to teams and a summary of areas for team development were agreed with team members and their unit heads

#### Phase 3: A two day team development programme for 12 teams

This was constructed, along with a 1:1 coaching process for team leaders.

Phase 4: For teams and individuals to embed their learning back in the workplace

Ongoing Catalyst coaching with JCA, completion of a development diary and log, initiating a buddy support system, and team leaders and members having specific agreed actions and accountabilities.

## Business benefits

Individuals and teams will:

- Feel energised to make changes in their behaviour and lives
- Have specific actions they will implement after the programme
- Be more productive in their use of time
- Raise their levels of personal and team performance
- Learn life skills for use in all parts of their lives
- Have the skills to continue their personal development

Organisational impact: The benefit of these individual and team workshops will also impact upon the atmosphere of the organisation. Typically this will include:

- ✓ Individuals will be more committed, integrated and aligned
- ✓ Teams will be more collaborative and positive to achieving the aims of the division
- ✓ This will permeate throughout the Unit. The impact on a whole will be to have more motivated employees, who understand and relate better with one another and their customers, there is reduced absenteeism, lower turnover, improved morale and higher productivity.