

enlighten

News and Views from the Executive Coaches at Gordon Cooper Associates Ltd

Executive Coaching Special



What's inside this issue ...

What is Emotional Intelligence (EQ)?

Emotional Intelligence and Success

GCA Coaching Tools

- The GCA 360° on-line Emotional Intelligence Questionnaire

- The GCA 360° Leadership tool

Coach Brokerage - how it works

Meet the Executive Coaches

Gordon Cooper Associates
- GCA -

Welcome! So much has been happening here at GCA within the executive coaching team that we have produced a special edition of 'enlighten' to bring you up-to-date.

So what's the news? We have grown from 1 to a team of 8 accomplished executive coaches. Our carefully managed growth being key to our vision to be the premier provider of executive coaching to professional services firms.

We already have a portfolio of 15 clients from this sector and it's growing fast.

We are delighted to welcome three new coaches to our team. Based in Frankfurt, Doctor Carola Hieker brings a wealth of experience from across the financial services profession, including Andersen, McKinsey and PwC. Sonia Gavira brings a strong business school

perspective and won the top business prize from KPMG for her work at the Ashridge Business School. Fran Moscow is a leading coach from Dale Carnegie, the global performance based consultancy.

We are supported by Caroline Titley, our occupational psychologist, who focuses on research and product development so that we can bring best practice management development thinking to our coaching – something that we believe is innovative in the market place.

This special edition includes a number of articles relating to the use of psychometric tools and emotional intelligence. We also include information on the range of coaching tools we have developed and how our clients use them. There is also more information on our Coach Brokerage Service and

a chance to meet the coaching team.

In the meantime thank-you for your continued support in our executive coaching offering.

Finally, a date for your diary. We are hosting a breakfast seminar on 'The role of the executive coach in the development of high flyers' with some interesting speakers. This will take place in London on Wednesday 20th September - More details to follow - we will keep you posted on this.

Kind regards

Heather Cooper

What is Emotional Intelligence ?

In order to optimise performance at work, individuals need to understand, express and manage emotions in an effective and professional manner. The emotionally intelligent utilise their own and refer to other's emotions effectively. (Goleman 1998)

Emotional intelligence covers self-awareness, impulse control, persistence, zeal, self-motivation, empathy and social deftness.

EQ impacts significantly on performance and leadership at work. (Goleman 1995, George 2000). Research shows our emotions play a much greater role in thought, decision-making and individual success than is commonly acknowledged. This can be observed in the workplace where people of high IQ sometimes flounder, and those of more modest IQ do surprisingly well. Greater EQ helps people to engage with others and communicate in a way that is meaningful, understand the implications of their decisions and be accountable and honest if things go wrong.

The personal costs of deficits in emotional intelligence are wide ranging, but it is not fixed at birth. Emotional intelligence can be nurtured and strengthened in everyone.



Why is Emotional Intelligence important to succeed at work?

Improving Emotional Intelligence within organisations helps create competitive advantage through: increased performance, innovation, motivation, teamwork and leadership.

“ In the fast lane of business life today, people spend more time on computer keyboards, BlackBerries, and conference calls than they do in face-to-face communication. We're expected to piece together broken conversations, cryptic voice mails, and abbreviated text messages to figure out how to proceed. In this increasingly complex web, emotional intelligence is more important than ever before.”

Executive Director, Goldman Sachs International

Examples of research on EQ and performance at work:

Cross-industry studies on EQ in Management (line-supervisors to senior executives) showed EQ could explain nearly 60% variance in job performance across the company (Bradberry, 2002)

Competency research in over 200 companies and organizations worldwide suggests that about 1/3rd of performance difference is due to technical skill and cognitive ability while 2/3rds is due to emotional competence. In top leadership positions, over 4/5ths of the difference is due to emotional competence (Goleman, 1998).

An analysis of more than 300 top-level executives from fifteen global companies showed that six emotional competencies distinguished stars from the average: Influence, Team Leadership, Organizational Awareness, Self-Confidence, Achievement Drive, and Leadership (Spencer, L. M., Jr., 1997).

Experienced partners in a multinational consulting firm were assessed on EQ competencies. Partners who scored above the median on more than 8/20 EQ competencies delivered \$1.2 million more profit from their accounts than did other partners (a 139% incremental gain) (Boyatzis, 1999).

An international drinks corporation involved in EQ development programme found leaders who developed EQ abilities significantly outperformed those who did not. Performance was measured by meeting work targets (McClelland, 1999).

Research by the Centre for Creative Leadership has found that the primary causes of derailment in executives involve deficits in emotional competence. The three primary ones are difficulty in handling change, not being able to work well in a team, and poor interpersonal relations.

The GCA on-line 360° Emotional Intelligence Questionnaire (EIQ)

The Process

GCA 360° Emotional Intelligence Questionnaire is completed on-line. Each candidate has a personalised members homepage with private passwords so they can sign in and complete the EIQ when and where it suits them, all within 10 minutes.

Four other people who know the candidates work behaviour also complete the EIQ on their behalf. The candidate nominates these individuals from people working at their level, seniors, junior and members of their team. Each nominee is also provided with a members page and password. They are encouraged to give objective and constructive feedback which is presented to the candidate anonymously, in line with British Psychological Society's Best Practice Guidelines.

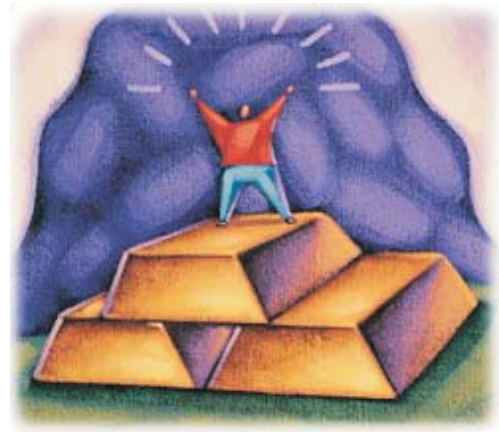
The EIQ Report provides a detailed personalised analysis of the EIQ responses for the executive coach to use within their coaching process.

GCA evaluate the process using self-reported feedback methods.

Caroline Titley

The **benefits** of GCA's 360° Emotional Intelligence Questionnaire and Report

- The client receives open, honest and constructive feedback in an anonymous format.
- The client gains detailed analysis of their personality, therefore enhanced self awareness.
- They understand how their personality type helps and hinders them in different situations e.g. with clients, staff, services, when influencing, when managing conflict etc .
- They learn how they can use their 'emotional intelligence' to form more powerful working relationships and thereby lead others more effectively.
- They work with their coach to apply this enhanced self awareness and learning back to their working environment.



Coach Brokerage Service

Clients wishing to engage an executive coach can use our coach brokering service to help find the right coach for them. Having taken an initial brief we present CVs that match the needs of the client. Following a conversation, coachees choose their preferred coach and the coach develops a brief that details the programme objectives. Once all parties are satisfied, our occupational psychologist gathers a broad range of data on the coachee using psychometrics and our in house coaching tools, and the coaching programme commences.

What past users of the EIQ have said

EIQ has been used successfully in Professional services firms and has received much positive feedback. The following are some of the comments:

'An opportunity to understand what people think about me with no awkwardness involved.'

'The feedback gave me ways to improve ineffective behaviours'

'Open, frank and enjoyable'.

'The coach was very supportive and gave extra advice after coaching.'

'The coach read me well and helped me to understand myself better.'

'It was useful to probe character traits with someone not within this organisation.'

The GCA 360° Leadership Tool

“A 360° tool that focuses on the leadership behaviours for outstanding performance within Professional Services Firms.”



We developed our leadership profiling questionnaire in line with current quantitative meta-analysis on leadership performance and leadership models, including work by Bob Garratt, Daniel Goleman and Transformational Leadership based on research by the University of Sheffield.

GCA takes an integrative approach and includes the impact of organisational context on leadership performance. Unlike off the shelf leadership development tools, the GCA Leadership Questionnaire has been developed specifically for leadership within a Professional Services environment.

GCA use a 360° approach which leads to a development plan that is rooted in objectivity and permits comparison between present and optimal leadership behaviour. The 360° aspect of the tool also gives the candidate a rare opportunity to see how others perceive their leadership behaviour and how this may differ from their own personal ratings.

We understand that leadership development must be translated into action to have real impact on performance. To ensure this happens, the data is collated into a personalised report which is fed back to the individual in a coaching session. Here we provide the individual with a wealth of ideas regarding how their capacity as a leader can be enhanced.

The outputs of this approach are that

- The individual has a thorough understanding of their competence as a leader.
- The collated data has been translated into meaningful performance goals.
- The individual is motivated to put this into place.

The Process

- The individual nominates a range of individuals (up to 5) to complete an on-line questionnaire – this takes no more than 15 minutes to complete.
- GCA collates the data and produces a unique leadership report.
- The individual attends a coaching session with their experienced GCA executive coach to receive the feedback, a copy of the report and to create a meaningful action plan.

Developing Leadership for a Changing Environment

Comments from Partners of a leading Professional Service Firm ...

‘Good tool to kick start the discussion on my management style, covered a wide range of leadership areas from emotional intelligence to communication techniques.’

‘Easy to complete (c.15mins) and with clear instructions. Compared my leadership style to those I manage - useful feedback and challenge.’

‘Accurately identified key areas which need attention. Useful comments section from those who completed the questionnaire.’

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Welcome Martin.

Questionnaires to be Completed

Candidate

Example EIQ - EIQ questionnaire

Previously Completed Questionnaires

[Click here to see a list of questionnaires you have completed](#)

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Example of GCA online questionnaire interface

Meet the GCA Executive Coaches

Heather Cooper

Now Director at GCA, Heather is a highly experienced executive coach. Heather leads our Executive Coaching team and is committed to ensuring we deliver excellence and professionalism to the coaching profession. She has worked in the fields of HR, management development and consultancies for leading FTSE 100 companies and global consulting firms.



Carola Hieker

Having worked in the fields of HR, coaching and training & development as a business psychologist for more than 15 years, Carola's current activities primarily focus on the areas of Executive Coaching, Leadership Training and High Potential Programs. Her main clients are global companies in the finance sector as well as global consultancy companies. She is able to coach fluently in either English or German.

Sue Sherliker

She is an experienced coach to business professionals. Her expertise covers facilitating personal development on a one to one basis at senior and executive levels, and also acting as a group facilitator for senior management teams.



Sonia Gavira

Sonia is an executive coach, marketing and strategy consultant, trainer and group facilitator. She has over 15 years experience of working in these areas across a number of sectors spanning both manufacturing and service industries. Her career to date has enabled her to manage large scale projects across international boundaries.

Jane Michel

Jane's HR experience, most recently as HR Director with Grant Thornton, spans the full range of HR disciplines with a particular emphasis on the coaching and development of managers and teams within a partnership environment. Jane has worked with managers and partners to provide personal and team development based upon the business objectives of the partnership.



Fran Moscow

Fran is an executive coach who's career working with individuals and teams spans 24 years. Fran works with Boards of Directors, Senior Executives in Blue Chip Organisations including the Banking, Insurance, Accountancy, IT, Property, Retail, Media and Music sectors.

Helen Neal

Helen is an executive coach and HR and development consultant. She has twenty years experience in both operational and strategic roles in manufacturing, distribution and R&D. Prior to becoming a consultant she worked for twelve years as an HR Director in professional practice where she became responsible for career development.



Andrew Cooper

Andrew has a particular focus on helping clients in the areas of personal impact, leadership, managing client relationships and business development. Before establishing GCA in 1996 Andrew spent 11 years working in a global professional service firm. This gives Andrew a commercial / business focus and a deep understanding of business development and Client Relationship Management.

Future Tools ...

We are currently developing a new tool to enable women in executive roles to maximise their potential and break through the 'Glass Ceiling'.

If you have any comments, views or wish to share your experience with Heather please contact her on Tel. 01442 877764 or by email heather@gordoncooper.co.uk

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