

EQ AND ITS RELEVANCE IN
MANAGING CHANGE
NYCRA
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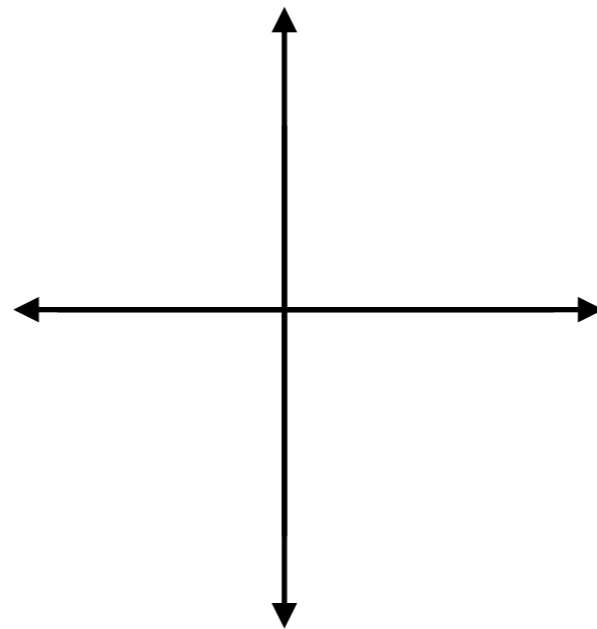
The Concepts being explored:

- The function of leadership
- Emotional Intelligence and its component parts
- The eight steps to transforming organizations
- Managing transitions :ending, transitions and beginnings
- Change agents

The Leadership Compass

(Richard Haas)

- North Leading those who lead you
- South Leading those who report to you
- East Leading your clients
- West Leading your colleagues



The Function of Leadership

- **Warren Bennis'** definition of leadership is focused on the individual capability of the leader: "Leadership is a function of **knowing yourself**, having a vision that is **well communicated**, building **trust** among colleagues, and **taking effective action** to realize your own leadership potential."
- **Peter Drucker** sums up leadership as: "The only definition of a leader is someone who has followers." To gain followers requires **influence**.

Context determines Approach

Public

- Directive
- Agentic
 - Ambition
 - Confidence
 - Self-sufficiency
 - Dominance
 - Assertiveness

Team or Individuals

- Emotionally Intelligent
- Facilitative
- Communal
 - Kindness
 - Helpfulness
 - Concern for others
 - Warmth



EMOTIONAL INTELLIGENCE:

The capacity for recognizing your own feelings and those of others, for motivating yourself, and for managing emotions well in yourself and in your relationships


EMOTIONAL INTELLIGENCE

- Is not the same as “being nice”
- Is not operating at the feeling level all the time
- Is largely learned (as opposed to IQ)
- Distinguishes star performers, especially at the highest levels of organizations
- Critical to success in managing change

Components of Emotional Intelligence

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- **Self Awareness**: the ability to recognize your moods and the impact they have on others
- **Self Regulation**: the ability to control or redirect disruptive impulses or moods, to think before acting
- **Empathy**: to understand the emotional make up of others and to act accordingly
- **Social Skills**: proficiency in managing and building relationships as well build rapport and find common ground
- **Motivation**: a passion for work beyond status and money and pursuing it with energy and persistence



Change + People =

Transitions

William Bridges

The Problem:

Transitions Impede Productivity

*The beginnings and endings of all human undertakings are untidy.
John Galsworthy (1867 - 1933)*

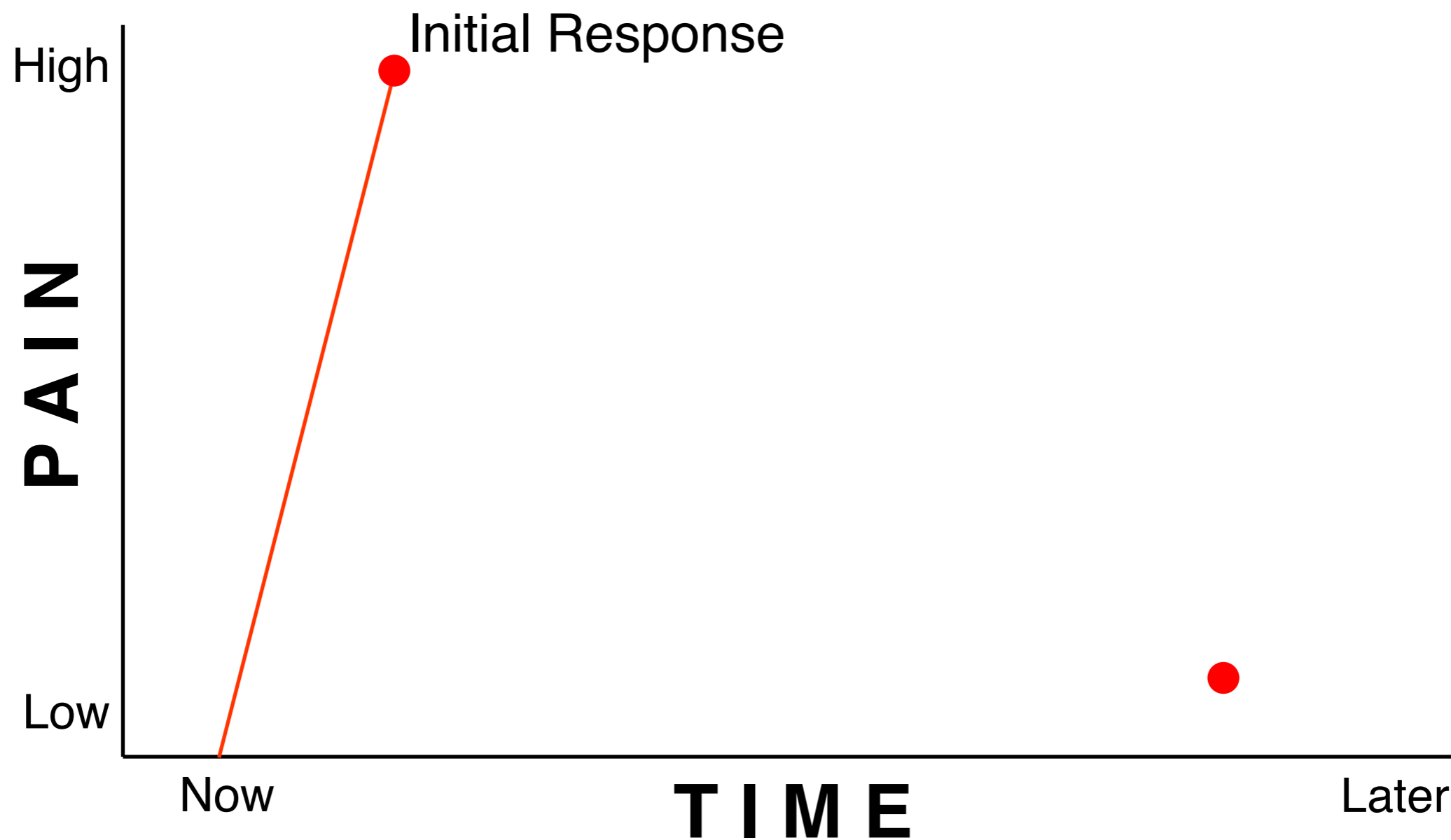
“Endings” Activity

Take a moment and recall a significant experience you had that may have involved a job, a sport, or a person (not necessarily business related). You never wanted it to end, but it did.

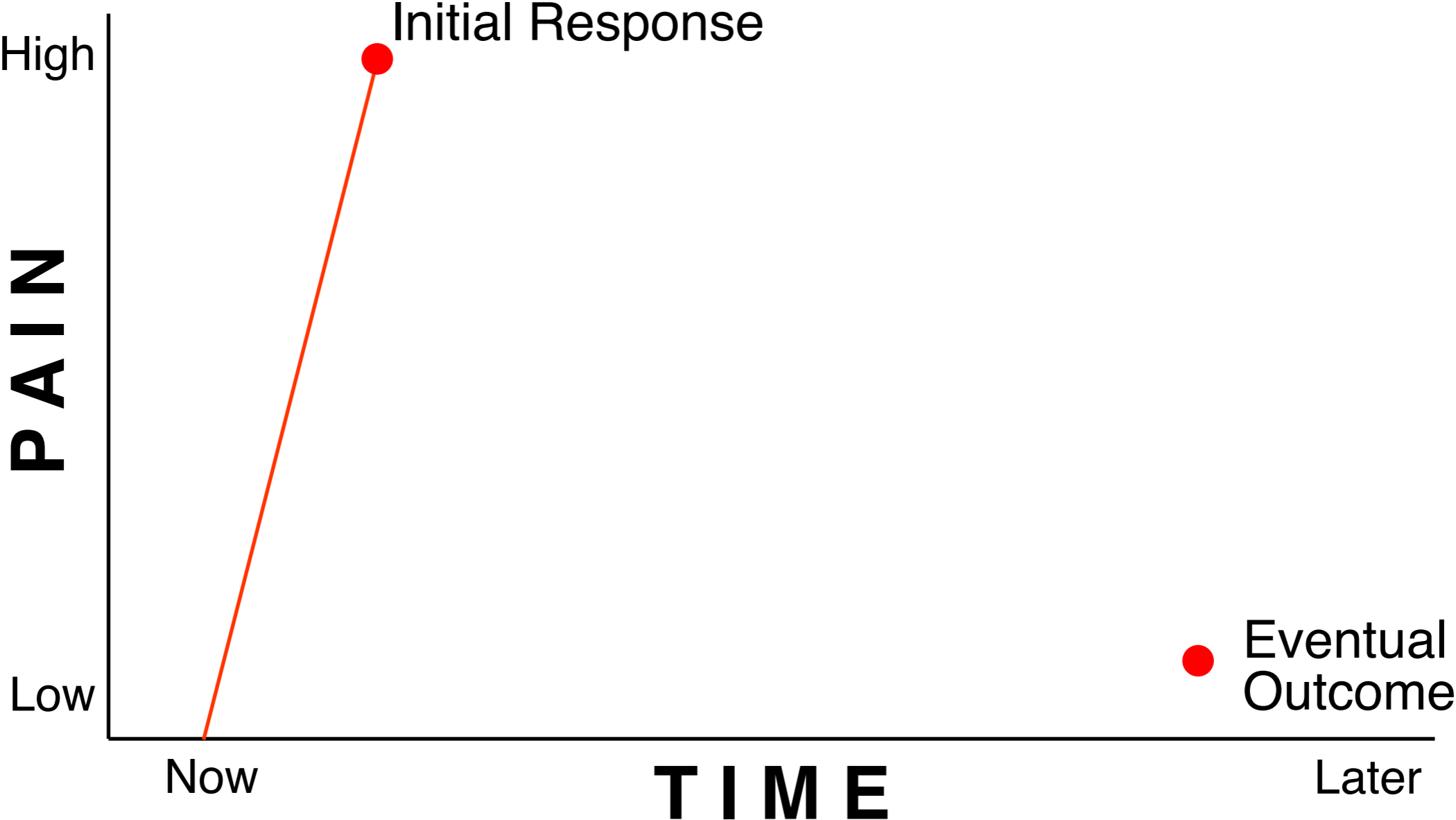
1. When it ended, what was your *initial* response (i.e., feeling)?
2. What was your *secondary* response, two months later?
3. When you look back on it *now* how do you feel?

How has time & perspective altered your attitude toward the event?

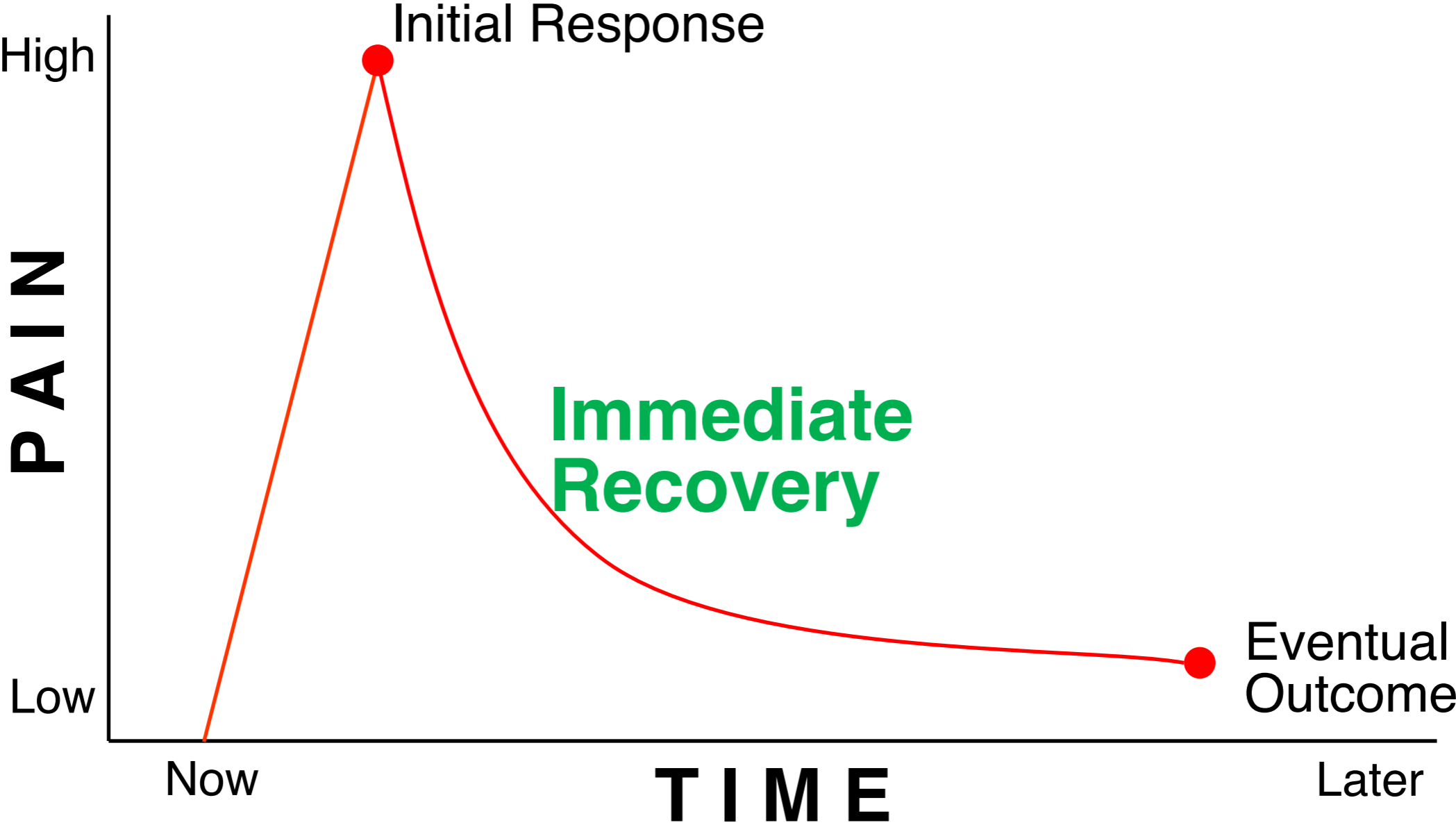
Ending Responses



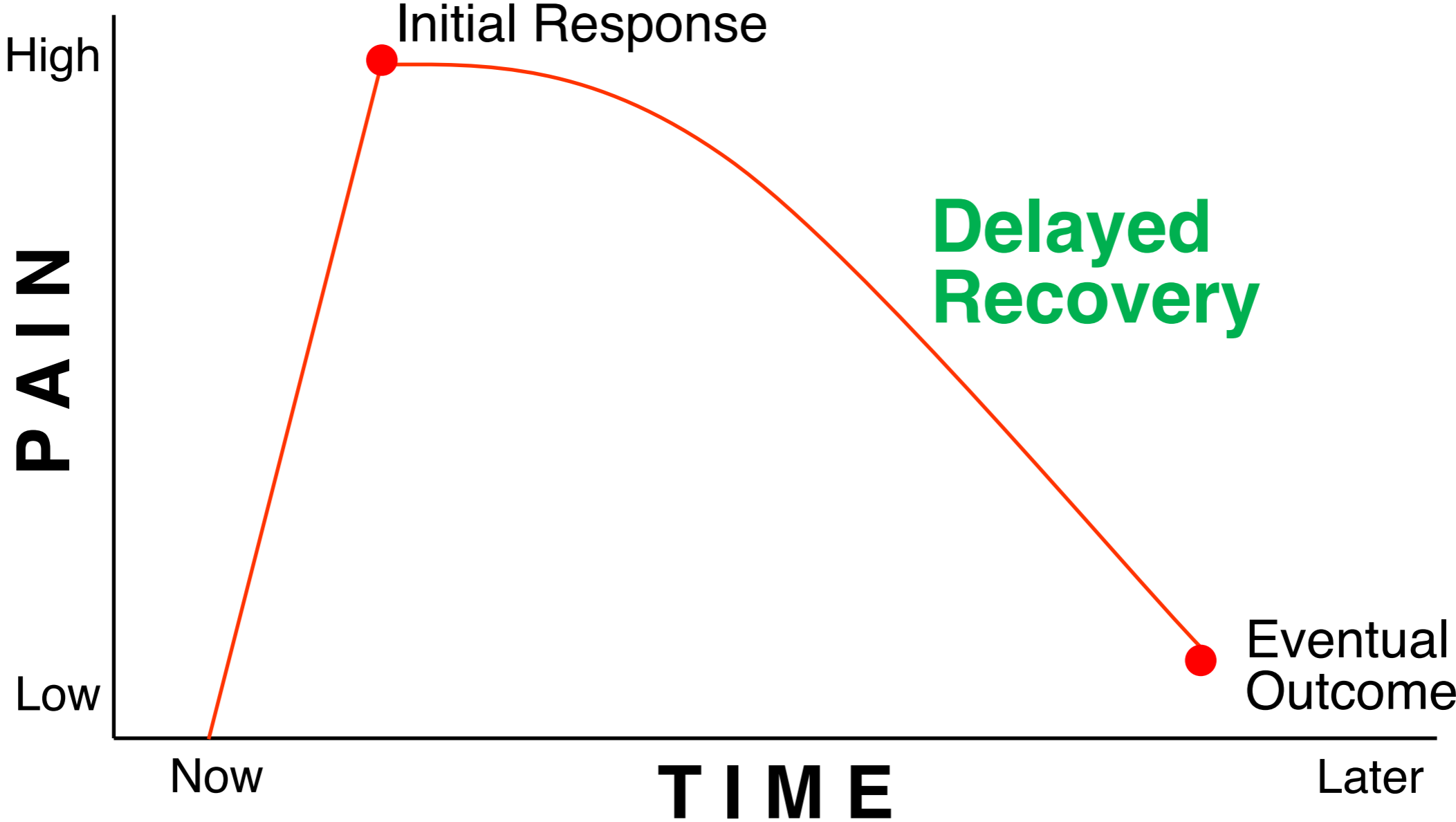
Ending Responses



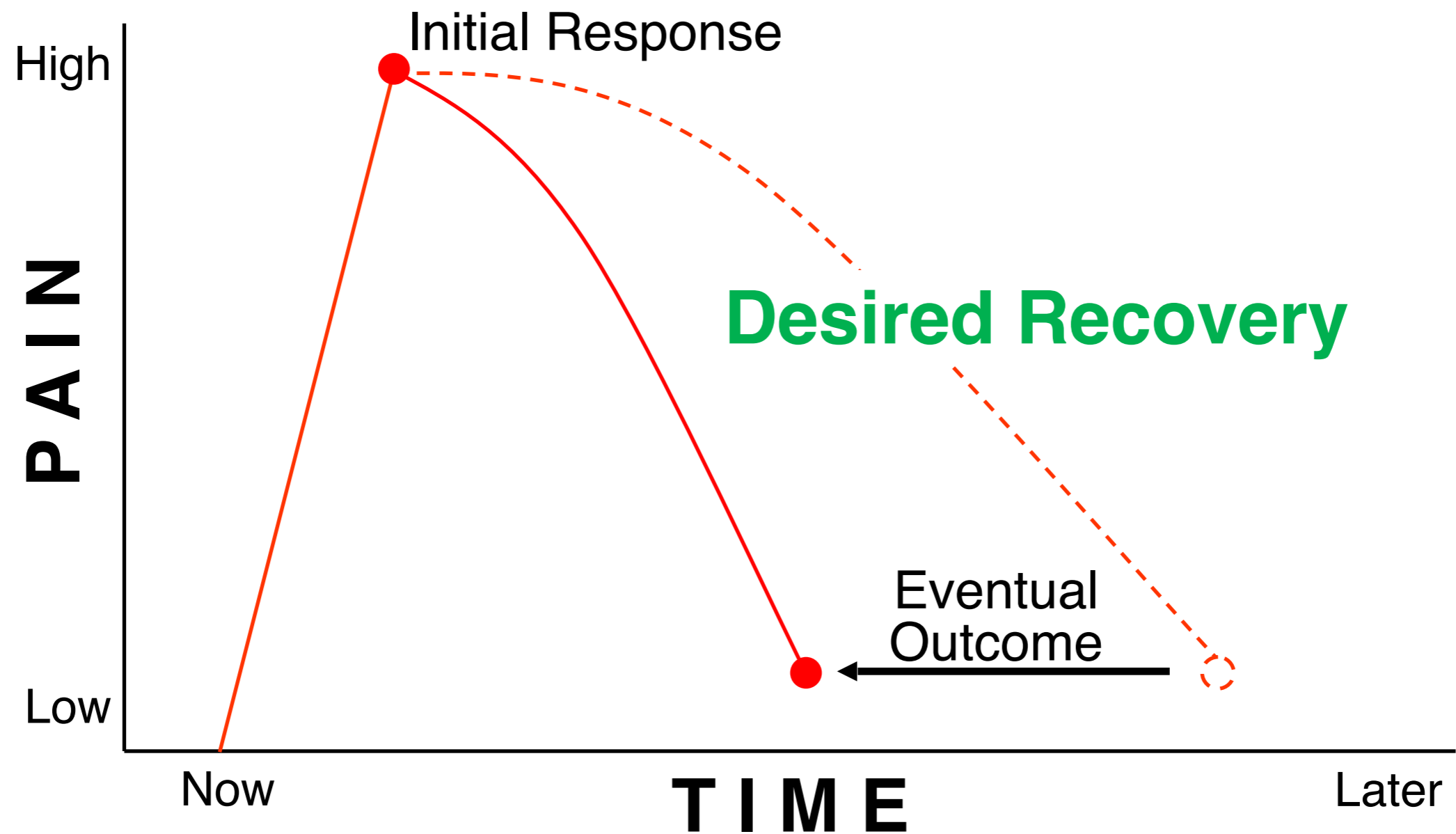
Ending Responses



Ending Responses



The Goal: Reduce Time to Recovery



Why Transitions Matter

The point:

Each of us deals with *loss and recovery* differently.

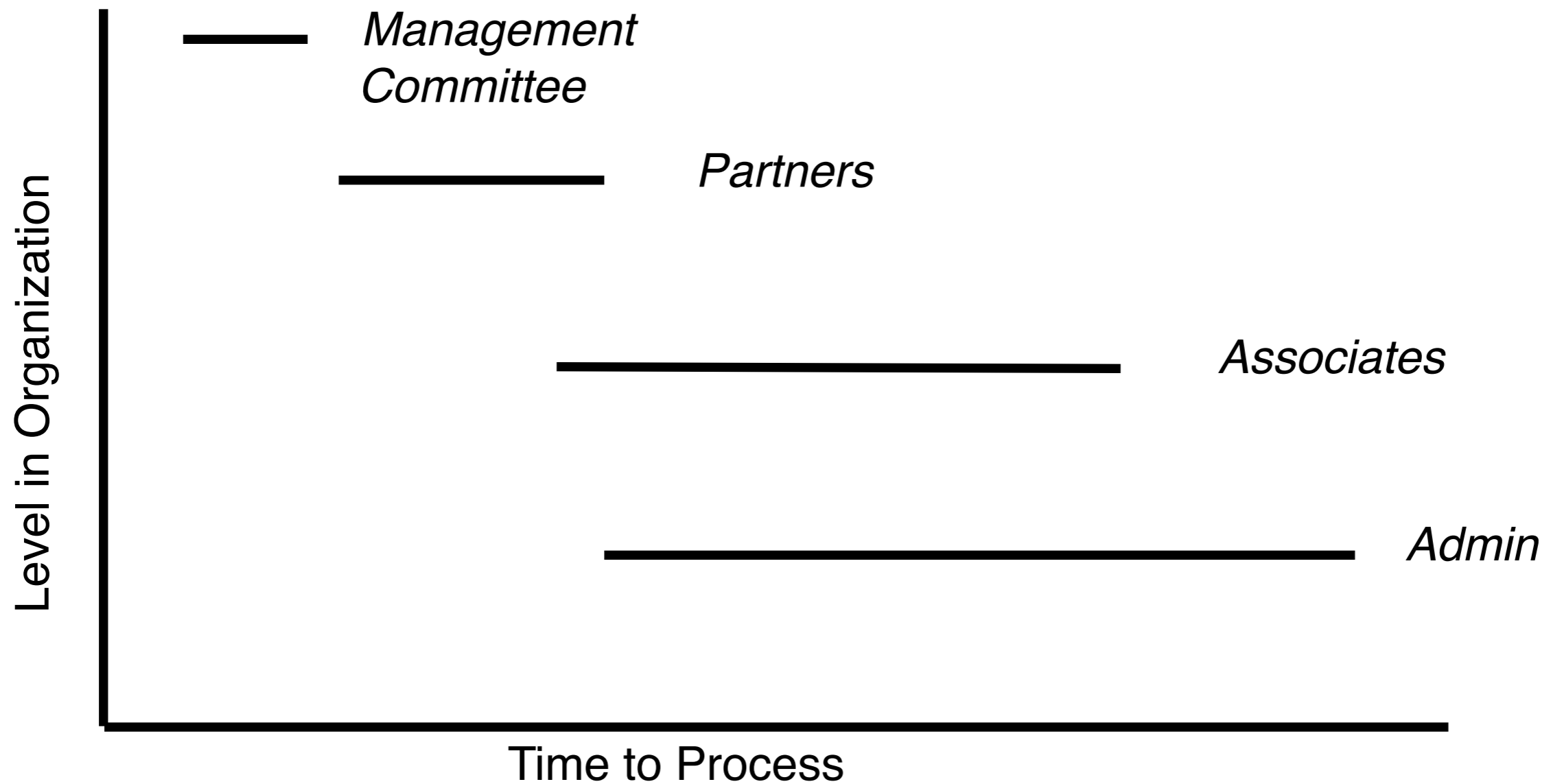
Perceived Losses

1. People/Colleagues/Friends (Guilt)
2. Team Productivity (High performing teams impacted)
3. Competency/Skill Obsolescence (Relevance)
4. Company Culture/Promise (We're a family)
5. Security/Satisfaction (Work isn't sufficiently leveraged)
6. Pride (Formerly great)

Major change makes us temporarily less satisfied in our jobs, and thus less productive

Leadership Advantages:

Perspective & Time to Recovery



If you are between a rock and a hard place,
How do you handle yourself?

Self Awareness

knowing your internal states; following your intuition

- **Accurate self assessment** (having a realistic view of your strengths and limits)
- **Self confidence** (being confident in your abilities and self worth)
- **Emotional awareness** (knowing your feelings and how they affect your actions)

Self Regulation

managing your internal states

- **Self control** (handling your emotions)
- **Trustworthiness** (being honest; showing integrity)
- **Conscientiousness** (taking responsibility for your performance, we not they)
- **Adaptability** (handling stress and change well)
- **Innovation** (comfortable with novel ideas)

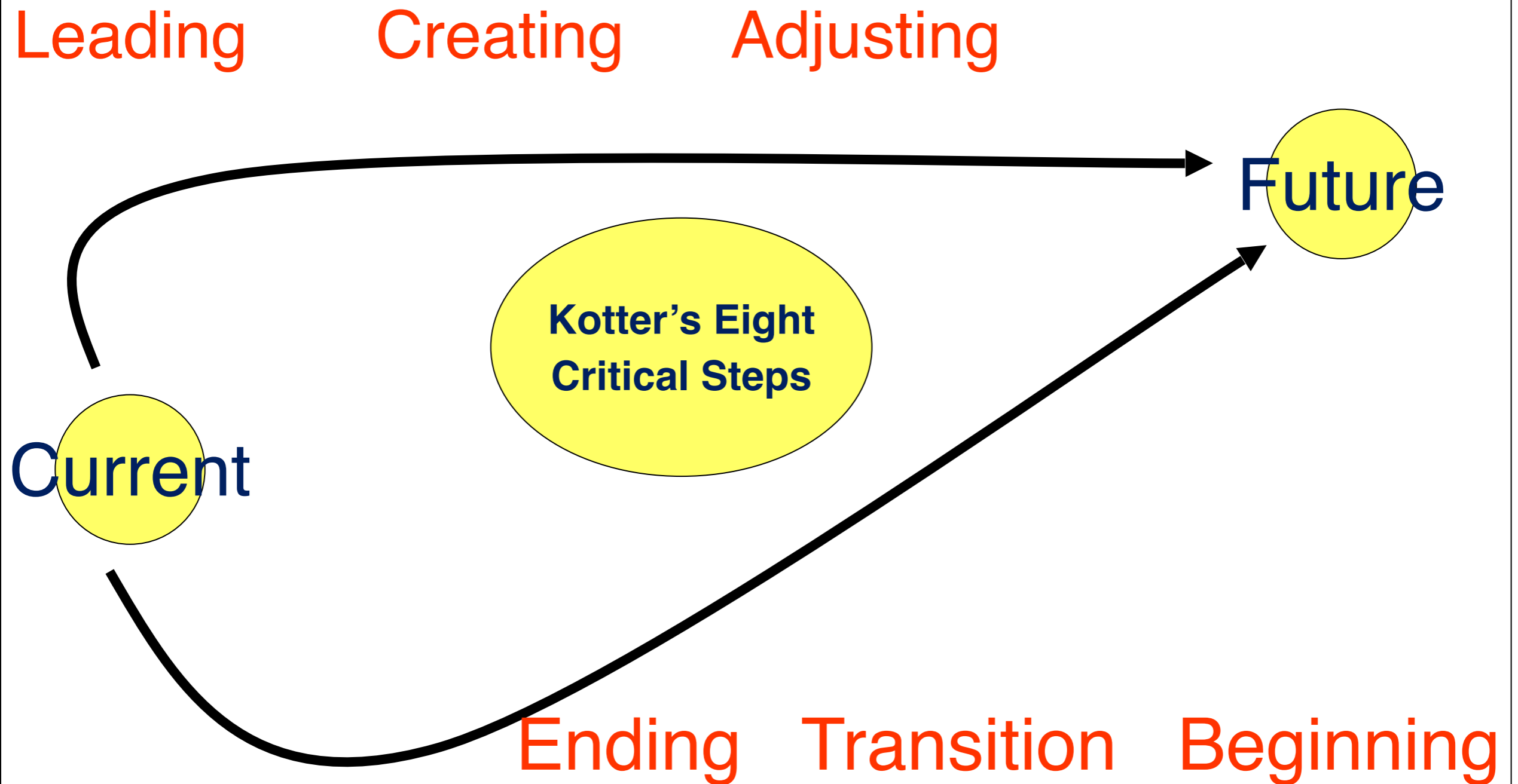
The Theory: *Transitions Framework*



**“Transitions are a nowhere between two
somewheres”**

William Burroughs

The Framework for Change



Eight Steps to Transforming your Organization

(John Kotter)

1. Establish a sense of **Urgency**
2. Form a Powerful **Guiding Coalition**
3. Create a **Vision**
4. Communicate the **Vision**
5. **Empower** Others to Act on the Vision
6. Create **Short-Term Wins**
7. Consolidate **Improvements**
8. **Institutionalize** the New Approaches

Social Skills

able to get desirable responses from others

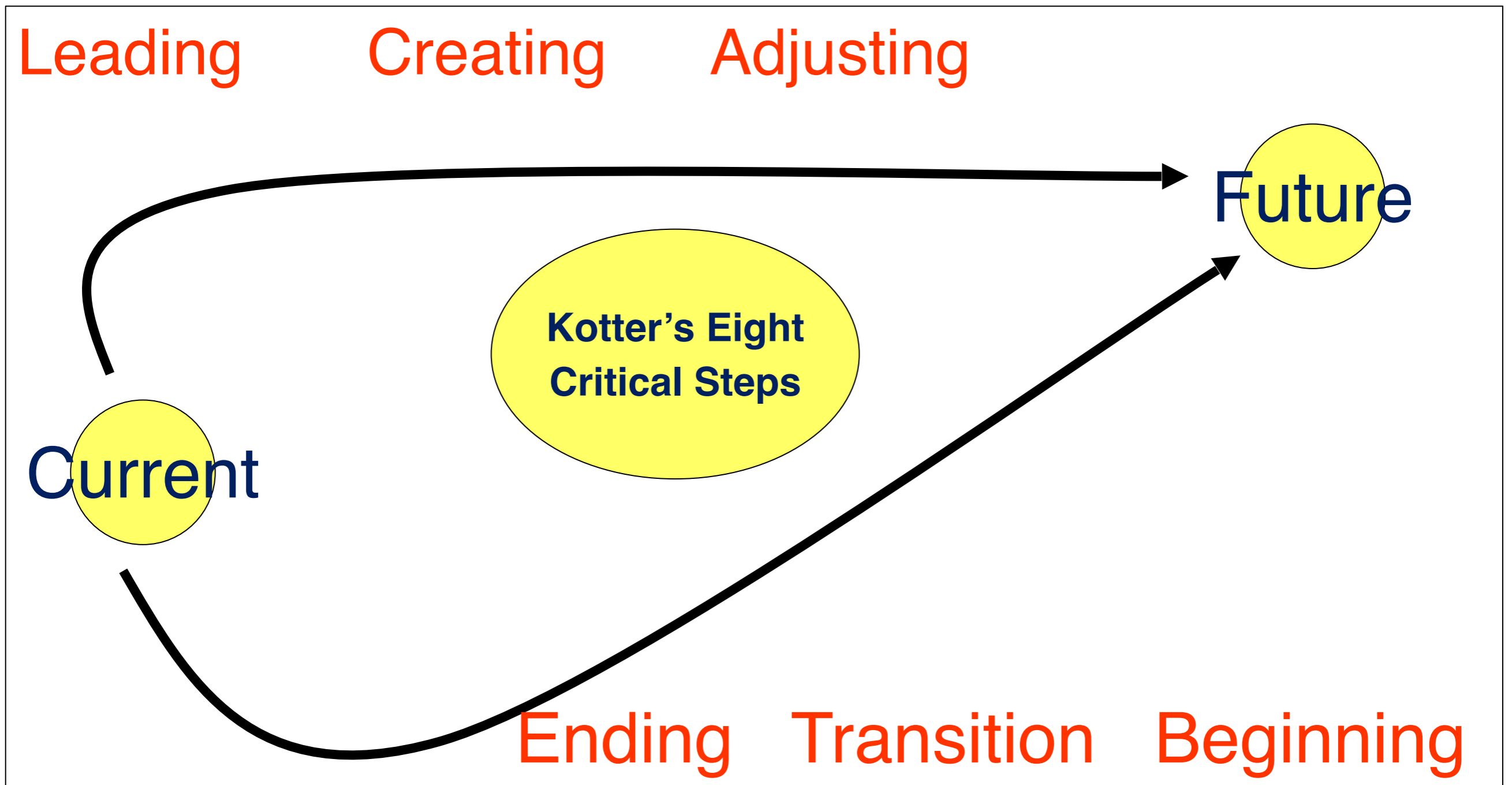
- **Influence** (persuading others)
- **Communication** (listening well; making points clearly)
- **Conflict management** (negotiating and resolving conflicts)
- **Collaboration and cooperation** (working well in teams to achieve goals)

Motivation

tendencies that facilitate reaching goals

- **Achievement drive** (striving for excellence)
- **Commitment** (aligning with goals of organization)
- **Initiative** (acting on opportunities)
- **Optimism** (persevering in the face of obstacles)

The Framework for Change



Transitions Framework

- **Endings** – The process of letting go of the past and seeking closure as well as assurance about the future.
- **Transitions** – The process of encouraging individuals to reflect on attitudes, values and redefining their way of doing things.
- **Beginnings** – The process of adopting new attitudes and behaviors consistent with the new vision for the organization.

Endings

- Identify who is losing what
- Accept reality of Subjective loss and “overreaction”
- Accept signs of SARAH model
- Compensate for perceived losses
- Give people information again and again
- Define what’s over and what isn’t
- Celebrate the ending and show it respect

Empathy

awareness of others' feelings, concerns

- **Understanding others** (feelings & perspectives)
- **Service orientation** (anticipating and meeting needs of others)
- **Leveraging diversity** (developing rapport with diverse people)

Empathy and handling objections



Attend

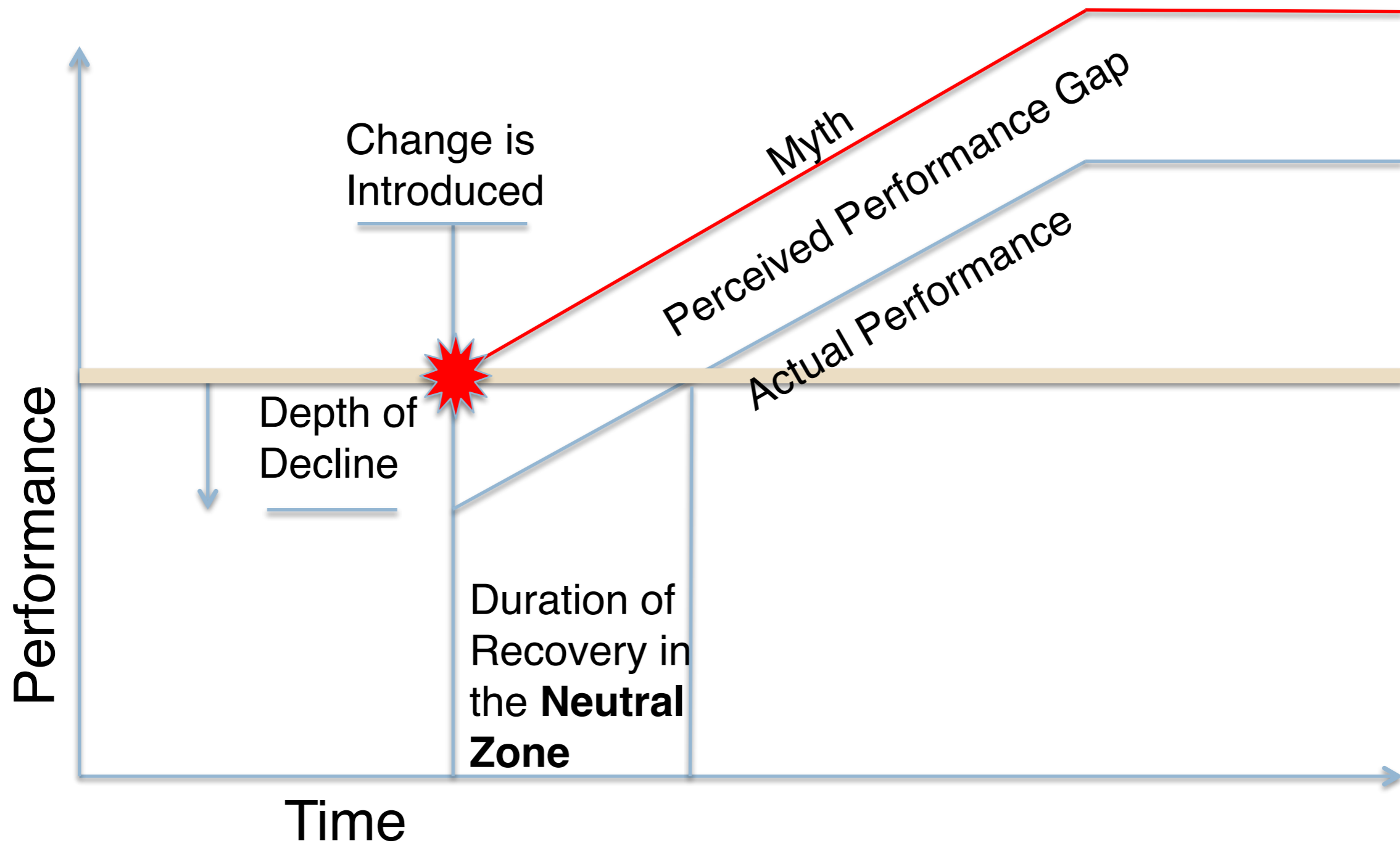
Empathize

Inquire

Offer

Understand

The Myth and the Reality of Change: The Implementation Dip



Transitions: Managing the Neutral Zone

- “Normalize” the neutral zone
- Give it its own existence and create temporary systems for it.
- Provide a safe place to practice, learn and encourage.

Transitions: Managing the Neutral Zone

- “Normalize” the neutral zone
- Give it its own existence and create temporary systems for it.
- Create new inter and intra group connections.
- Know and appreciate the team development model.
- Create and use a Transition only monitoring team.

Beginnings

- Four P's: Purpose, Picture, Plan, Part to Play
- Reinforce the new situation by ensuring quick successes, creating a new, fresh identity, celebrating successes along the way.

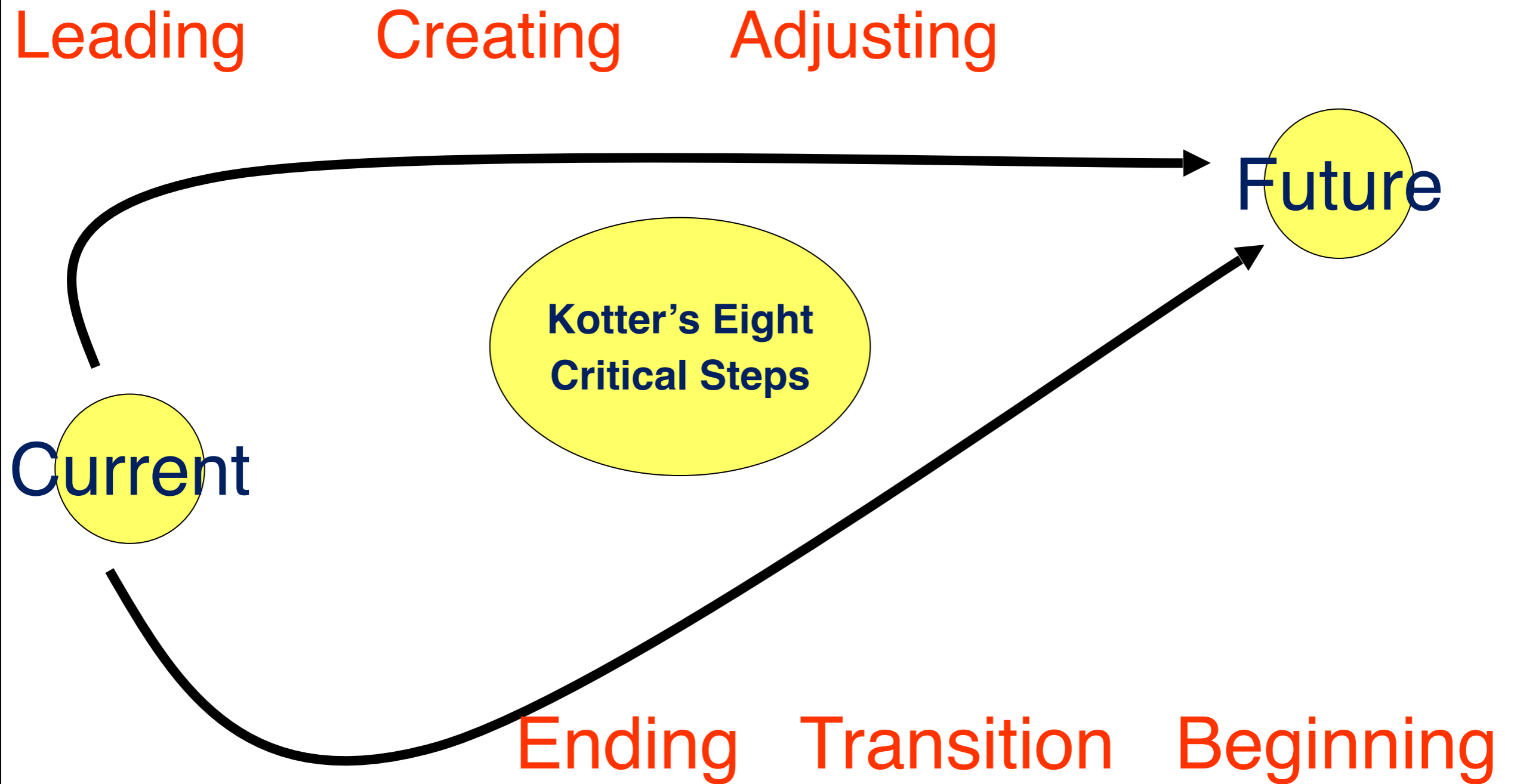
Change Savvy Leaders

- Careful entry into a new setting
- Listening and learning from those who have been there longer
- Engaging in fact finding and joint problem solving
- Carefully diagnosing the situation
- Forthrightly addressing people's concerns
- Being enthusiastic, genuine and sincere
- Obtain buy in as to what needs fixing
- Develop a credible plan for making the fix

Matching Change Agents with Change

		Type of Network	
		Bridging	Cohesive
Change Divergence	High	+	-
	Low	-	+

The Framework for Change





Thanks for Listening

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