



Working with People in Complex Organizations: Why Being Smart is Only a Start

Presenter:

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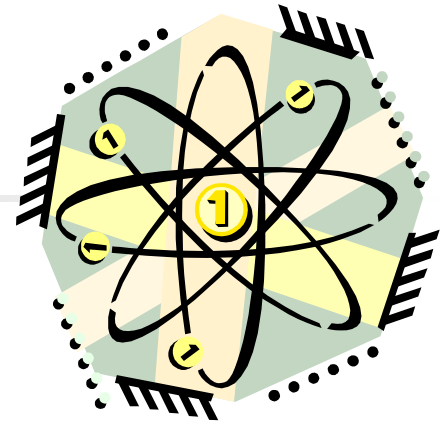


Session Overview

- What is Social Intelligence?
- Why we believe it matters at work
- What we're learning from the research
- Mind the Gap!
- Developing Social Intelligence skills
- Discussion

Science today...

- Complex Collaborations
- Global Teaming
- Ambiguity & Competition
- Shrinking Public Budgets
- **Unknown** future factors





...does being smart help?

- Of course it does.
 - In professional and technical fields, people are typically in the top 20% of intelligence.
- But it's not enough – is it?
- So what differentiates the very best – leaders and professionals – within the top 20%?
- Employers consistently list:
 - **Attunement and Empathy**
 - **Adaptability**
 - **Self management**
 - **Interpersonal effectiveness**
 - **Organizational awareness**

Goleman, Working with Emotional Intelligence, 1998 and Goleman and Boyatzis, Social Intelligence and the biology of Leadership , 2008

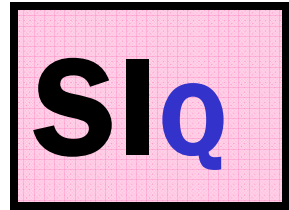


...is being smart enough to avoid...

- Relationship Breakdowns
- Communications Misfires
- Poor Decisions by Groups
- Analysis Paralysis
- Disrespectful Behavior & Lack of Civility
- Other?



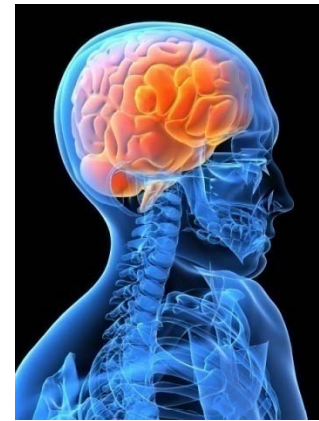
Social Intelligence is...



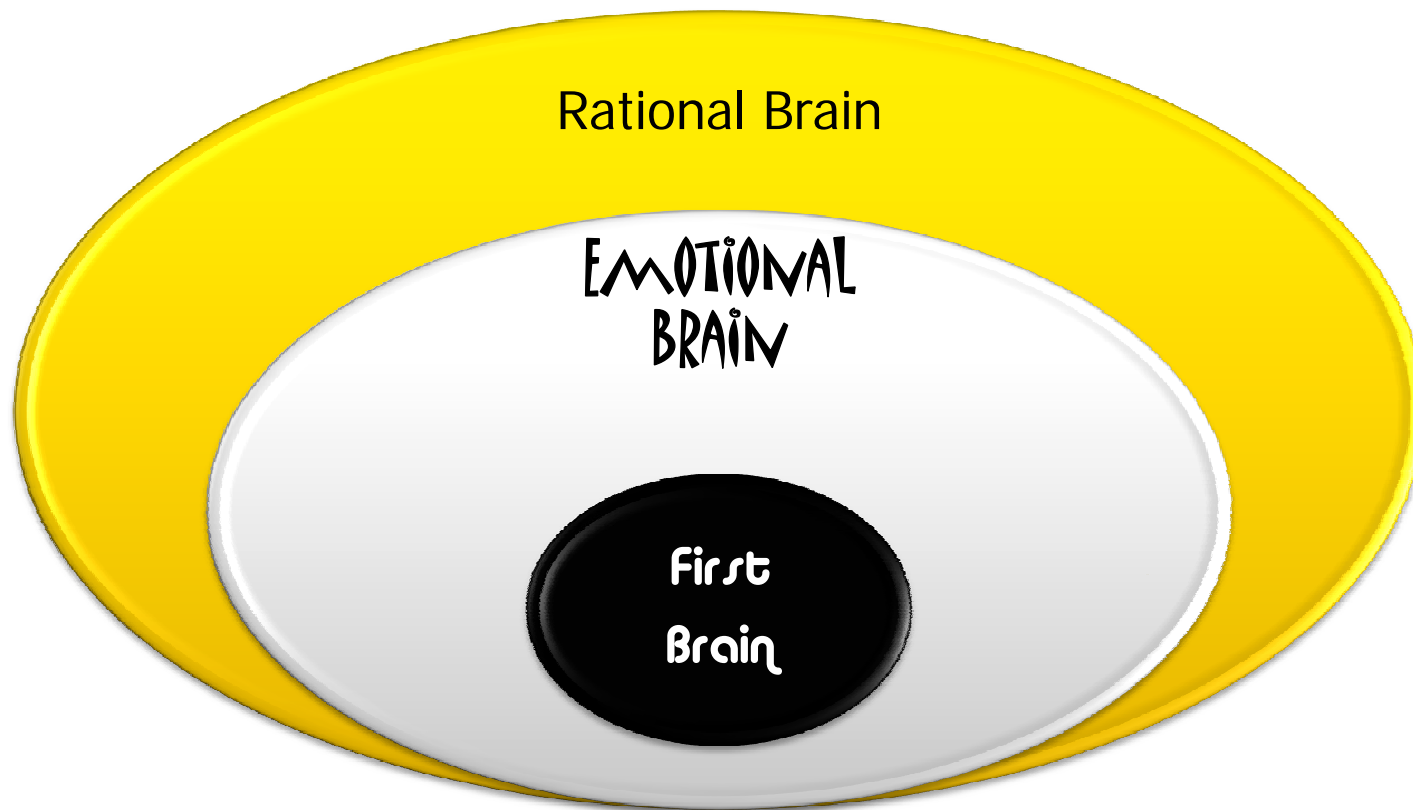
- "...the ability to act wisely in human relations" E.L. Thorndike (1920)
- "...[our] fund of knowledge about the social world" Cantor and Kihlstrom (1987)

Social Intelligence

- Research disciplines
 - Psychology
 - Sociology
 - Neuroscience
 - Organizational Behavior

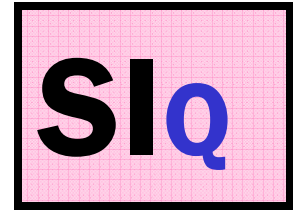


Three Layers in the Brain





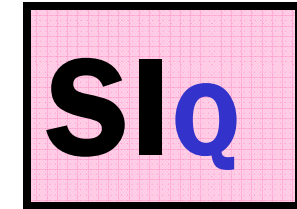
Social Intelligence is...



- ...the ability to
 - Perceive emotions
 - Understand emotional processes
 - Use emotions
 - Manage emotions
-so that we can get things done!



Perceive Emotions

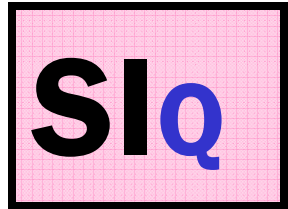


- Accurately interpret emotional cues from others

- Recognize own emotions



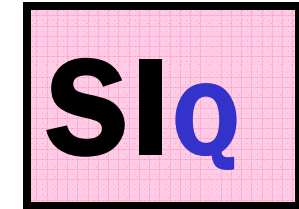
Understanding Emotions



- Understand emotional triggers
- Recognize how emotions blend to form complex responses
- Predict emotional responses in others



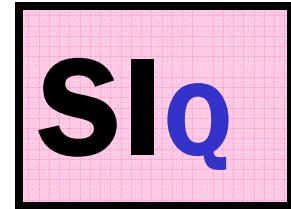
Using Emotions



- Generate emotions that facilitate thinking
- Minimize emotions that hinder thinking and judgment

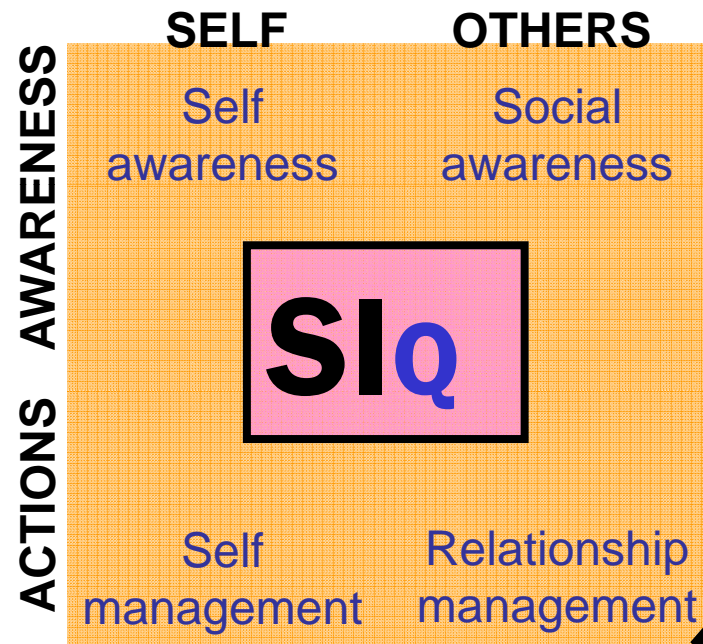


Manage Emotions



- Modulate the impact of challenging situations in oneself
- Express emotions appropriately

A simple model that captures it all...



...the competencies that help us deliver
– individually and through others –

**Hi Performance &
Strong
Relationships**

Emotions & Rational Thought

- Positive Moods=divergent, creative thinking
- Negative Moods= focus on threats, details, better deductive reasoning, risk assessment



Stress

- When too much of a good thing is a bad thing
- Self-Awareness + Self-Managing





Individuals...

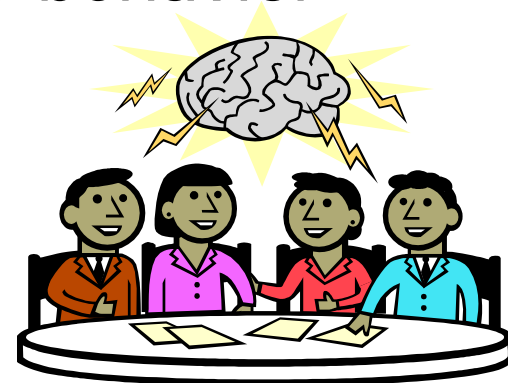


- SI competencies help professionals do more work, and do it better
- But what about individuals in teams?

Hunter, Schmidt & Judiesch, 1990; Goleman, 1998

SI and Team Performance

- Team work has an emotional component
 - Supports or inhibits group problem-solving & innovation
 - Engagement/avoidance behavior



What is Team Slo?

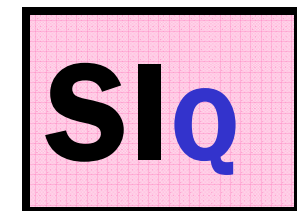
- Individual potential
- Interactions: norms & behaviors



Is the Whole greater than or less than the sum of the parts? YES....

SI Competent Teams

- Constructive controversy
- Openness to feedback
- Resilience in adversity
- Trustworthiness
- Cooperation
- Conflict resolution
- Commitment





Research Findings

- High individual self-awareness predicted high team effectiveness
- Peer SI assessments tracked with self-assessments

Jordan and Ashkasy, 2008



Research findings

- High minimum standard of SIQ better than a high *average* standard
- High average standard SIQ predicts team work effectiveness

Jordan and Ashkasy, 2008



Research findings

- Diverse SIQ levels will be a challenge for team performance
- Ability to recognize facial expression of emotion was a high correlate to performance and climate

Jordan and Ashkasy, 2008



Implications

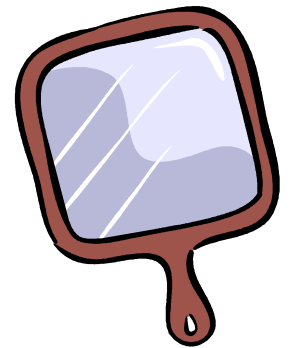
- Improving Social Intelligence skills
 - can improve team performance
 - Can enhance quality of worklife & climate
 - Can enhance leadership skills

Jordan and Ashkasy,2008



Brain Wi-Fi

- Mirror Neurons and Oscillators
- Micro-expressions



Goleman and Boyatzis, *Social Intelligence and the Biology of Leadership*, 2008.



SIQ Impacts Leadership Excellence

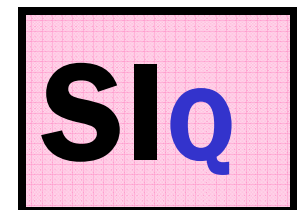
- SI competencies
 - distinguish the stars from the average
 - are better predictors of success than previous experience or high IQ...
 - and they allow leaders to create high performance organizations

Spencer, L.M., Jr., 1997 and updated studies; Goleman & Boyatzis, 2008; Cavallo and Brienza, 2001



How to Assess SI

- Competency assessments
- Performance assessments
- Peer behavioral feedback





Mind the Gap

- We tend to overestimate our skills
- We tend to underestimate or mischaracterize our impact



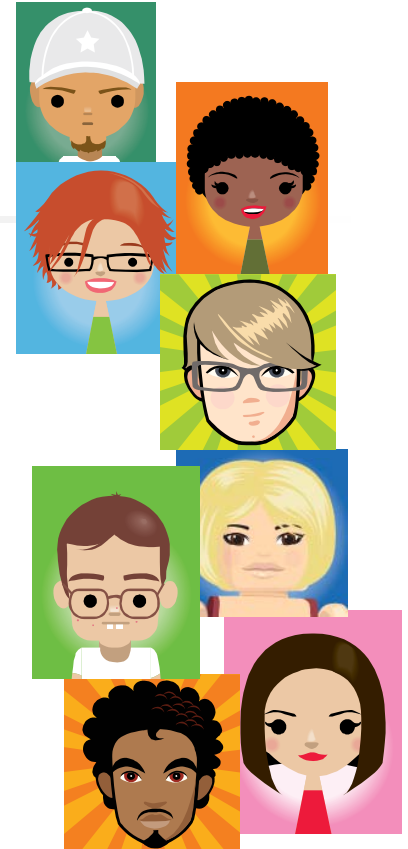


Skills We Can Develop

- Somatic Training
- Reaction Pattern Interruption
- Stop, Notice & Choose
- Expressing Emotions
- Using Intuition
- Coping with Stress

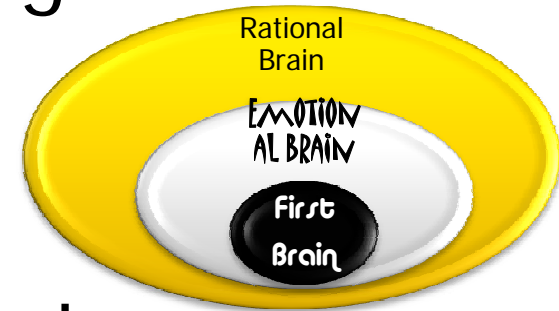
Skills We Can Develop

- Facial Recognition
- Voice & Body Cues Recognition
- Inquiry & Deep Listening Skills
- Giving and Receiving Behavioral Feedback



Developing SI

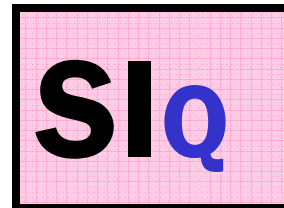
- Commitment to Learning
- Assessment
- Practice
- Ongoing Skilled Feedback
- Rewards—extrinsic & intrinsic
- Modeling by Leaders





Discussion

- Experiences
- Inquiries
- Insights
- Commitments to Action





Presenter Bio

Carole Lyles Shaw is founder and President of the Columbia Resource Group. Since 1989, CRG has worked with clients such as the World Bank, NASA Goddard Space Flight Center, Social Security Administration, Luminex Corporation, the Potomac Electric Power Company [PEPCO], GSA, District of Columbia Government, DC Water and Sewer Authority and other private and public sector organizations.

CRG consults with clients on many aspects of organizational change, leadership and teambuilding. Since 1989, CRG consultants have provided executive coaching, leadership training, conference presentations and keynote addresses, team retreat planning and facilitation, large group retreat planning and facilitation and workshops on a range of topics.

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