

# ***A Culture of Quality***

*Leveraging the Power of Emotions*





INSTITUTE *for* HEALTH *and* HUMAN POTENTIAL

The Institute for Health and Human Potential is a research and learning organization that uses Emotional Intelligence to leverage performance, quality and leadership. We do this based on a blended learning approach which includes keynotes, selection and development tools, training programs, coaching and e-learning to create lasting behavior change. Our expertise is sought by Fortune 500 companies, the world's top business schools, professional athletes and Olympic medalists.

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# An Overview Of Emotional Intelligence

*In those fields I have studied, emotional intelligence is much more powerful than I.Q. in determining who emerges as a leader.*

*I.Q. is a threshold competence - you need it, but it doesn't make you a star. Emotional intelligence can.*

Warren Bennis, On Becoming a Leader



## **Our Challenge**

- 1. How do we move our careers and this organization to the next level?**
- 2. Where is our edge to be found?**



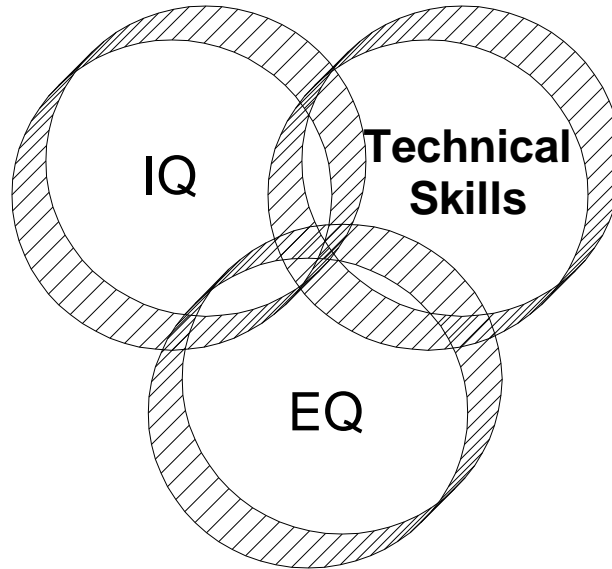
**EXCEPTIONAL  
LEADERS**

Describe 3 individuals in your life who are exceptional leaders, along with the qualities/characteristics that make them exceptional.

Individuals	Qualities/Characteristics
1. <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/>
2. <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/>
3. <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/>
4. <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/>



## The Three Domains of Competence



*What you learned in school distinguishes superior performers in only a handful of the five or six hundred jobs for which we've done competence studies. It's just a threshold competence; you need it to get in the field, but it does not make you a star. It's the emotional intelligence abilities that matter more for superior performance.*

Lyle Spencer Jr.

Source: Goleman, D. (1998). Working with Emotional Intelligence. New York: Bantam.



# Core Competencies of Emotional Intelligence

## Personal Leadership

Mastering *self-awareness, emotional management and emotional connection* in order to risk and do the things we know we need to do to drive performance

## Emotional Connection

Empathy  
Communication  
Coaching Others

## Emotional Management

Impulse Control  
Adaptable/Flexible  
Authenticity  
Personal Drive

## Self-Awareness

Emotional Self-Awareness  
Self-Assessment  
Self-Regard  
Optimism



## Emotional Intelligence is:

- Recognizing, understanding and managing our own emotions
- Recognizing, understanding and influencing the emotions of others



# Why Do Smart People Fail?

1. Inability to manage relationships

2.

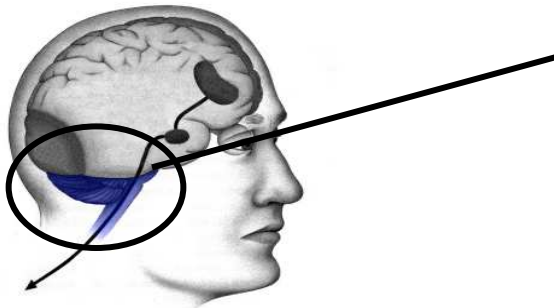
Source: Center for Creative Leadership

*Some very intelligent people walk blindly through the realms of human emotion and interaction, stumbling along a path of reason without sensitivity, mind without heart.*

Anonymous

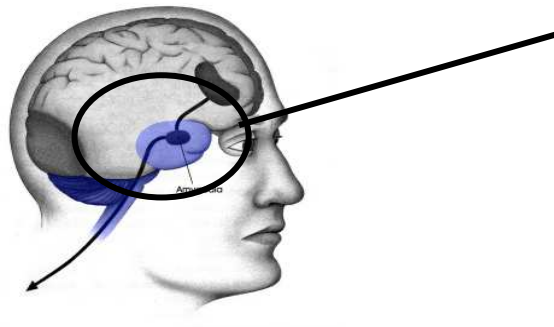


## The Human Brain:



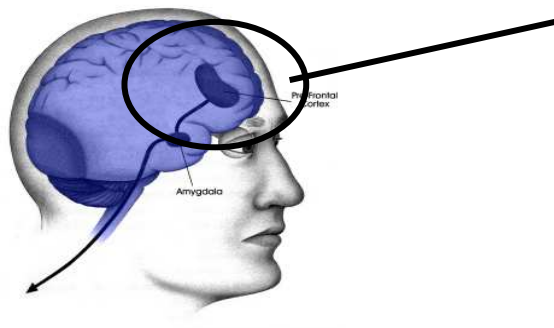
### Brain Stem

- Basic Functions
- Breathing
- Heart Rate



### Amygdala

- Allowed us to learn for the first time
- Site of emotional memory
- Fight or Flight?



### Neo-Cortex

- IQ resides here
- Site of working memory

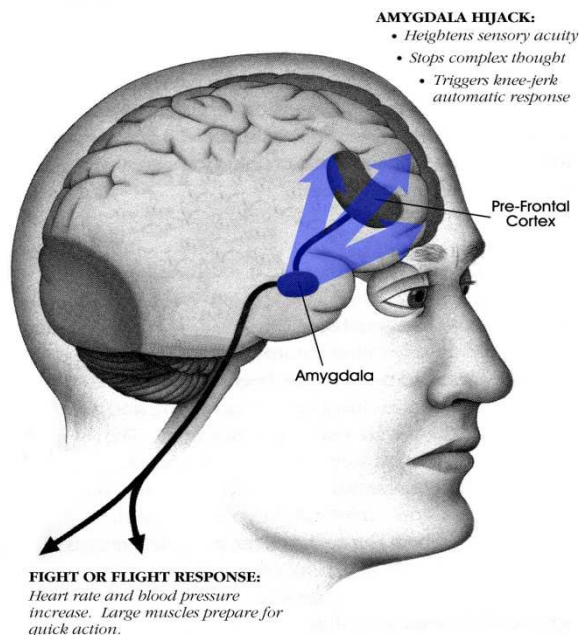


# The Law of Hardwiring

**Emotion** comes before thought.

**We feel** before we think.

## The Effects of An Amygdala Hijack



### Hallmarks of an Amygdala Hijack:

1. Sudden/ unexpected
2. Against your will
3. Forceful

### Amygdala Hijack results in:

1. Decrease in working memory
2. Toxicity - chemicals released
3. Brain neurons erode

**What is the impact of this on Quality?**



## The Making of a President/CEO

The following chart shows the number of times those who became President/CEO displayed competency compared with those who were passed over for the position.

<b>EQ Competency</b>	<b># Times Competency Displayed</b>
<b>Self-Control</b>	<b>7</b> times more often
<b>Empathy</b>	<b>3</b> times more often
Teamwork	2.5 times more often
Self-Confidence	2 times more often
Achievement Orientation	2 times more often

<b>Cognitive Competency</b>	<b># Times Competency Displayed **</b>
Analytical Thinking	1.2 times more often
Conceptual Thinking	1.5 times more often

\*\* Although those who became President/CEO showed cognitive competencies more frequently than those passed over, the difference was not significant.

*Most executives have a notoriously under-developed capacity for understanding and dealing with emotions.*



Manfred F.R. Kets de Vries



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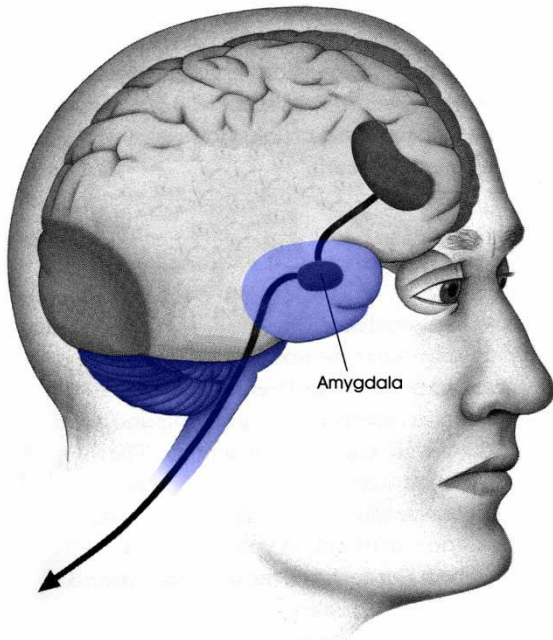
# Strong Emotions: Effects on Performance

Impulse Control & Destiny – The Marshmallow Test

Age (in years)	The Group That Waited 	The Group That Couldn't Wait 
4	<ul style="list-style-type: none"> <li>Exhibited increased impulse control</li> </ul>	<ul style="list-style-type: none"> <li>Exhibited decreased impulse control</li> </ul>
18	<ul style="list-style-type: none"> <li>Scored 210pts higher in SAT's</li> </ul>	<ul style="list-style-type: none"> <li>Fell apart under stress</li> <li>Picked more fights</li> <li>Less able to resist temptation in pursuit of goals</li> </ul>
28	<ul style="list-style-type: none"> <li>Better able to concentrate</li> <li>Able to form closer relationships</li> <li>Greater impulse control in the face of frustration</li> </ul>	<ul style="list-style-type: none"> <li>More easily distracted under stress</li> <li>Difficulty delaying gratification</li> <li>Less cognitive ability</li> <li>Poor impulse control</li> </ul>



## Emotional Management: Self-Soothing



### Activate Pause Neurons

1. S

2. O

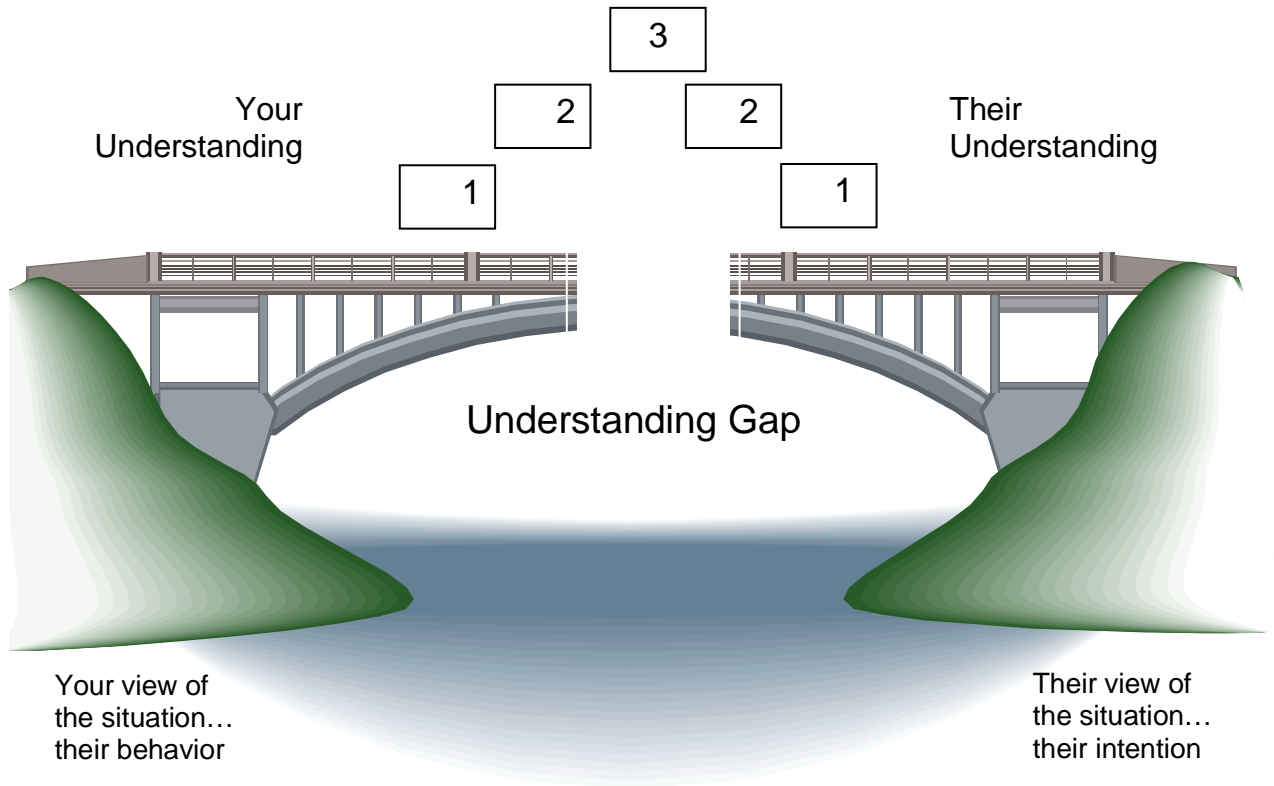
3. S

4. S



# Emotional Connection

**Strategy:**  
**Building**  
**Bridges**





## IHHP Company Profile

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The Institute for Health and Human Potential (IHHP) is a research and learning organization that uses Emotional Intelligence to leverage performance and leadership. IHHP has delivered its programs in 30 countries around the world, and our expertise is sought by Fortune 500 companies, the world's top business schools, professional athletes and Olympic medalists.

IHHP's research shows that a combination of assessment, classroom training, coaching, e-learning and webinars provides people with what they need for lasting change—the opportunity to learn over time, practice on the job, receive on-going support and be held accountable to their developmental goals.

Stay inspired and committed to your personal development with the following programs:

- Keynote Speakers**  Be inspired by some of the world's leading experts on Emotional Intelligence and Personal Leadership
  
- Training Programs**  In-class programs tailored to your organization
  - Includes a web-enabled EI360 survey to provide participants with the insight to better understand and manage their emotions
  - Introduces new techniques that can be applied the next day
  
- Coaching**  One on one coaching provides support and accountability to individuals as they work to achieve the personal development goals committed to in the training program
  
- e-Learning**  Through the use of video, interactive exercises and case studies, participants work at their own pace and focus on applying what they learned—including how to effectively manage challenging relationships—to their personal and professional lives
  
- Webinars**  Webinars allow an unlimited number of participants who have gone through a training program to attend presentations conducted over the web and telephone. The Webinars are designed to reinforce and encourage continued personal development
  
- CD's and Books**  IHHP offers a number of CDs and a book as follow up to its training programs, including a CD on how to apply Emotional Intelligence to parenting! Find more out at: [www.ihhp.com/products](http://www.ihhp.com/products)

***“All growth depends upon activity. There is no development physically or intellectually without effort, and effort means work.”***  
**Calvin Coolidge (1872 - 1933)**

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## Notes



# Evaluation

**Presentation to:** ASQ World Conference

**Date:** May 20, 2009

Overall, how would you rate Bill Benjamin's presentation?

*Excellent*                      *Very Good*                      *Good*                      *Fair*                      *Poor*

Do you feel that the information presented was valuable to you?

*Yes*                      *No*

Would you recommend this program to others in your organization?

*Yes*    *No*    *Name:* \_\_\_\_\_ *Company:* \_\_\_\_\_ *e-Mail:* \_\_\_\_\_

Would you like to attend a more extensive emotional intelligence training and coaching program?

*Yes*                      *No*

Do you have any specific comments for Bill?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**The Institute for Health and Human Potential** is a research and learning organization with expertise in the fields of human behavior, performance and leadership. Using a blended learning approach, we provide 360 feedback, training programs, one-on-one coaching and e-learning to create lasting behavior change.

To find out more about IHHP's services and to stay up-to-date on new research and developments in this exciting field, please complete the information below and leave it on your chair or table.

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