Leading Organizational Change With Emotional Intelligence

Presented by Dan Green, PhD
Global publisher of scientifically validated assessments in Clinical, Education, Talent Management & Public Safety settings.

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75 COUNTRIES

30+ Years in Test Development

Helping you help others

100+ Employees

25% of Annual Revenue Committed to R&D

PUBLISHER of LEADING ASSESSMENTS in the AREAS of:

ADHD

Conners 3rd Edition

EMOTIONAL INTELLIGENCE

EQ-i 2.0

Emotional Quotient Inventory 2.0

RISK/NEEDS

Level of Service/Case Management Inventory™

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Psychometrics: EQ-i 2.0, EQ360, Hogan, Pearman Personality Integrator, and the NeuroPQ Cognitive Skills Inventory.

Dr. Dan Green is an Executive Coach, I/O Psychologist, and Change Manager, who has spent the last 15 years helping companies develop leaders, maximize team performance, and lead complex change. He holds a PhD in I/O Psychology and an MBA in Finance, and certifications include Lean Six Sigma Master Black Belt, ITILv3 Expert, Balanced Scorecard, and Project Management Professional (PMP).

Some cool things that I have done -

• Authored a best-selling book for Amazon worldwide on the subject of Organizational Behavior.
• Developed new processes for the IRS that generated $2.5 trillion in revenue with 140 million users.
• Developed and deployed Emotional Intelligence Coaching Program at Cisco Career Advising.
• Created global team development program for Cisco Systems that operates in 17 countries.
• Graduate Instructor for top 25 MBA program, as rated by Princeton Review.
Major Publications

*The Art of Modern War*
https://www.amazon.com/Art-Modern-War-Dan-Green-ebook/dp/B00H6PGIBC

“Emotional Intelligence of Managers and the Effect on Virtual Workers”
http://search.proquest.com/docview/1775721285

*(Title: Secret)*
Advanced Applications of Emotional Intelligence to Modern Business
Arriving Spring of 2017
What is EMOTIONAL INTELLIGENCE?
**Emotional Intelligence** - a set of emotional and social skills that influence the way we perceive and express ourselves, develop and maintain social relationships, cope with challenges, and use emotional information in an effective and meaningful way.
Only 36% of people tested were able to accurately identify their emotions as they happened.

Source: Dr. Travis Bradberry
What is Change Leadership?

...is the engine of Change. It’s about urgency, vision, empowering people, and seizing opportunity. The goal is to make change happen smarter and faster with an accelerated efficiency. It is the process that fuels large-scale transformation - John Kotter
Change Leadership is the 1000 horsepower engine, all you need is a highly skilled driver...
Organizational Change consists of 3 stages:

- The Decision
- The Resistance
- The Adoption
How do humans make decisions?

Expected Utility Theory

Heuristics, Cognitive Bias, Decision Paradoxes, & Irrationality
Priming the Organization for Change with Emotional Intelligence

What Should We Remember?

We store memories differently based on how they were experienced.
We reduce events and lists to their key elements.
We discard specifics to form generalities.
We edit and reinforce some memories after the fact.
We favor simple-looking options and complete information over complex, ambiguous options.
To avoid mistakes, we aim to preserve autonomy and group status, and avoid irreversible decisions.
To get things done, we tend to complete things we've invested time & energy in.
To stay focused, we favor the immediate, relatable thing in front of us.

Need To Act Fast

We project our current mindset and assumptions onto the past and future.
We think we know what other people are thinking.
We simplify probabilities and numbers to make them easier to think about.
We imagine things and people we're familiar with or fond of as better.
We fill in characteristics from stereotypes, generalities, and prior histories.
We tend to find stories and patterns even when looking at sparse data.
We notice flaws in others more easily than we notice flaws in ourselves.
We are drawn to details that confirm our own existing beliefs.
We notice when something has changed.
Bear, funny, visually striking, or anthropomorphised things stick out more than non-bear/non-funny things.

Too Much Information

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The Allais Paradox

An individual is asked to choose one between the following gambles:

Gamble A: 100% chance of receiving 100 million
Gamble B: 10% chance of receiving 500 million
89% chance of receiving 100 million
1% chance of receiving nothing

And another amongst the following:

Gamble C: 11% chance of receiving 100 million
89% chance of receiving nothing
Gamble D: 10% chance of receiving 500 million
90% chance of receiving nothing

1+1=3
Journal of *Neuroquantology* in a paper called “Quantum Interpretation of Decision Making Under Risk”

Irrational people make different decisions under risk than others.

This means that a leader’s decision making ability is a battle against irrationality above all else. A battle which is best fought using Emotional Intelligence…
Many decisions happen here

Before risk and utility analysis can happen here

Rational Thought (way over here)

Limbic System (I feel here)

Spinal Cord (enters brain here)

Source: Dr. Travis Bradberry
“According to neuroscience, humans make decisions based on emotion, then apply facts later on to substantiate the decision”
So what does this all mean?
HOW CAN WE FIX IT?
An EQ360 is a great tool to use to coach leaders who may suffer from this paradox, as it will help generate self-awareness and give insight into the client’s identity and multiple reputations.

Typical EI Configuration
- High Decision-Making
- Low Emotional Self-Awareness
- High Independence
Priming the Organization for Change with Emotional Intelligence

Organizational Change consists of 3 stages:
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Priming the Organization for Change with Emotional Intelligence
"Whenever we wanted to persuade our staff to support a particular project, we always tried to break their hearts."
Spinal Cord (enters brain here)

Emotions and Memory Center

Limbic System (I feel here)

Rational Thought (way over here)

Source: Dr. Travis Bradberry
Interpersonal Relationships refers to how skilled one is in developing and maintaining mutually satisfying relationships based on trust and compassion.

Empathy is recognizing and understanding how someone else feels, and includes the ability to articulate that understanding in a respectful way.

Social Responsibility involves acting responsibly, having social consciousness and showing concern for the larger organization.
It’s all about balance
Self Perception
Self Regard
Self Actualization
Emotional Self-Awareness
Self-Expression
Emotional Expression
Assertiveness
Independence
Interpersonal Relationships
Empathy
Social Responsibility
Decision Making
Problem Solving
Reality Testing
Impulse Control
Stress Management
Flexibility
Stress Tolerance
Optimism
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Optimism

Interpersonal

MARTYR
Don’t Just Manage Change, Lead It!
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Technology versus Talent
Technology is becoming more complex as companies focus less on talent.
Synergistic Performance With CM
Maximum performance increase can be achieved

Unpredictable Without CM
Predictable outcome and results would not be achieved

- Lack of Understanding & Vision
- Lack of Knowledge & Skills
- Lack of Support

Build CM Foundation

Valley of Despair

Concerns & Uncertainties about change

Users Acceptance

Change is a continuous process not an event.
**Flexibility** is how well one adapts emotions, thoughts, and ultimately behaviors to circumstances that are unpredictable or unfamiliar, like a new technology deployment.

**Stress Tolerance** is how well one copes with difficult situations, ambiguous scenarios, and stress due to lack of clarity, and how well one believes that he or she can influence situations in a positive manner.

**Optimism** is an indicator of one’s positive attitude and measures how well one remains hopeful and resilient, in the face of oncoming setbacks.
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TOO OPTIMISTIC?
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The Millionaire Mind

Survey of 733 millionaires throughout the USA

As asked to rate 30 factors most responsible for their success

The Top 5 were:
- Being honest with all people
- Being well disciplined
- Getting along with people
- Having a supportive spouse
- Working harder than most others

All 5 are reflections of emotional intelligence

IQ ranked 21st and only endorsed by 20% of millionaires
the only way to predict the future is to create it
Upcoming webinars

Feb. 16:  In a Learning 3.0 World, Context is King

Feb. 23:  4 Effective Strategies for Learning with Purpose
More ways to get involved

Agenda Live Now
April 11-13, 2017, Raleigh, NC

MHS

March 13-16, 2017
Thank you!

On behalf of TrainingIndustry.com, thanks to:

Today’s speaker: Dr. Dan Green
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All of you for attending!

Questions or Comments? Please contact Amanda Longo:
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