

genos

*Improving business performance
with emotional intelligence*

Genos emotional intelligence products and services overview

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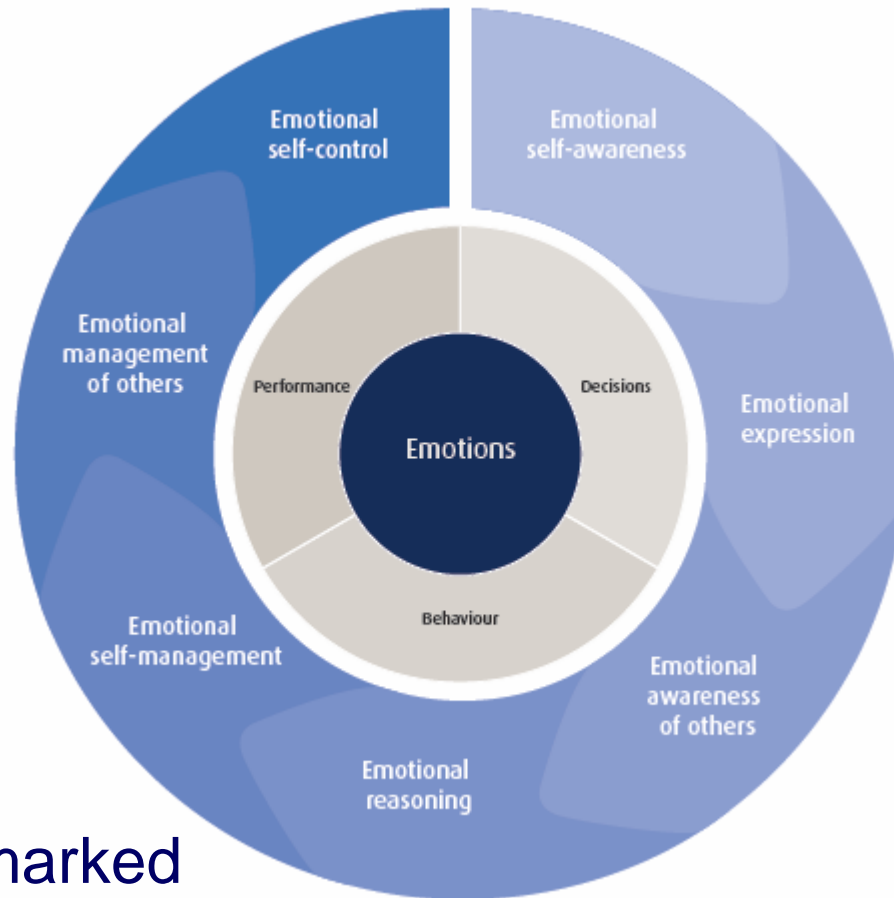
A suite of EI products and services



Workplace research findings

- Leadership effectiveness ($r = .60$, 36%)
- Sales performance ($r = .48$, 23%)
- Organisational Commitment ($r = .47$, 22%)
- Absenteeism ($r = -.54$, 29%)
- Job Satisfaction ($r = .49$, 24%)
- Occupational Stress ($r = -.43$, 19%)
- Innovation ($r = .35$, 12%)
- Teamwork Effectiveness ($r = .38$, 14%)
- Customer service ($r = .35$, 12%)

Our model and measure of EI



- Benchmarked
- Backed by significant research
- 70 item multi-rater assessment of emotionally intelligent workplace behaviour

Selection

- Applications for
 - Graduate recruitment
 - Internal & External Hires
 - Talent identification
 - Succession Management



RECRUITMENT ANALYSIS

General Manager – Human Resources

Candidate: Jack Sample

Prepared by
Genos Pty Ltd
for

Monday, 6 June 2011

Strictly Confidential



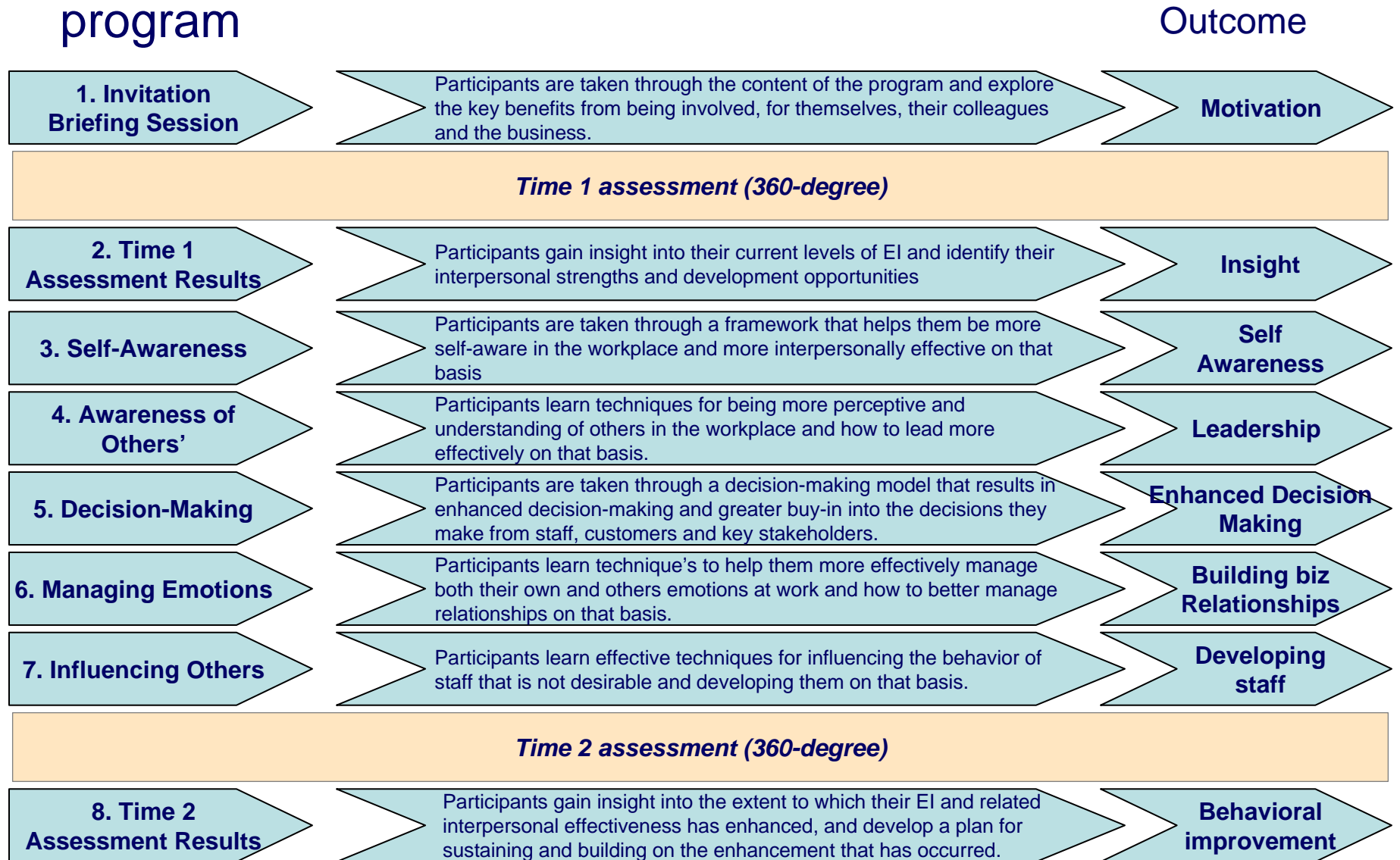
Becoming an Expert Team



Adapted from Patrick Lencioni

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Example emotionally intelligent leadership coaching program



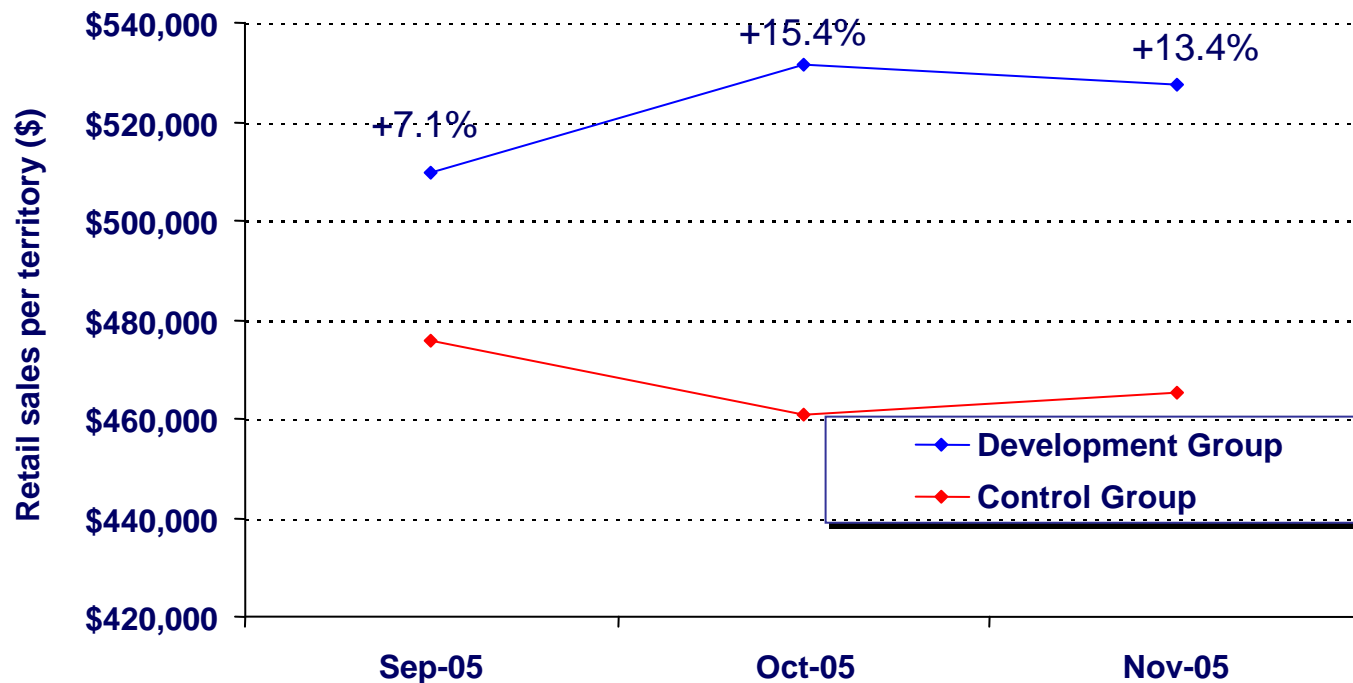
The sessions are conducted every three weeks. The time 2 assessment commences 1 month following session 7. The overall time period from session 1 to 8 is approximately 6 months.



Pharmaceutical sales representatives - Revenue increases

Pharmaceutical Company – EI sales development program

- ❑ 40 sales representatives (development group), 30 matched controls (control group)
- ❑ EI assessment – pre and post the program
- ❑ 8 EI coaching sessions with genos coach and 5 EI mentoring sessions with manager
- ❑ RIO over a 6 month period below shows the last three month returns.



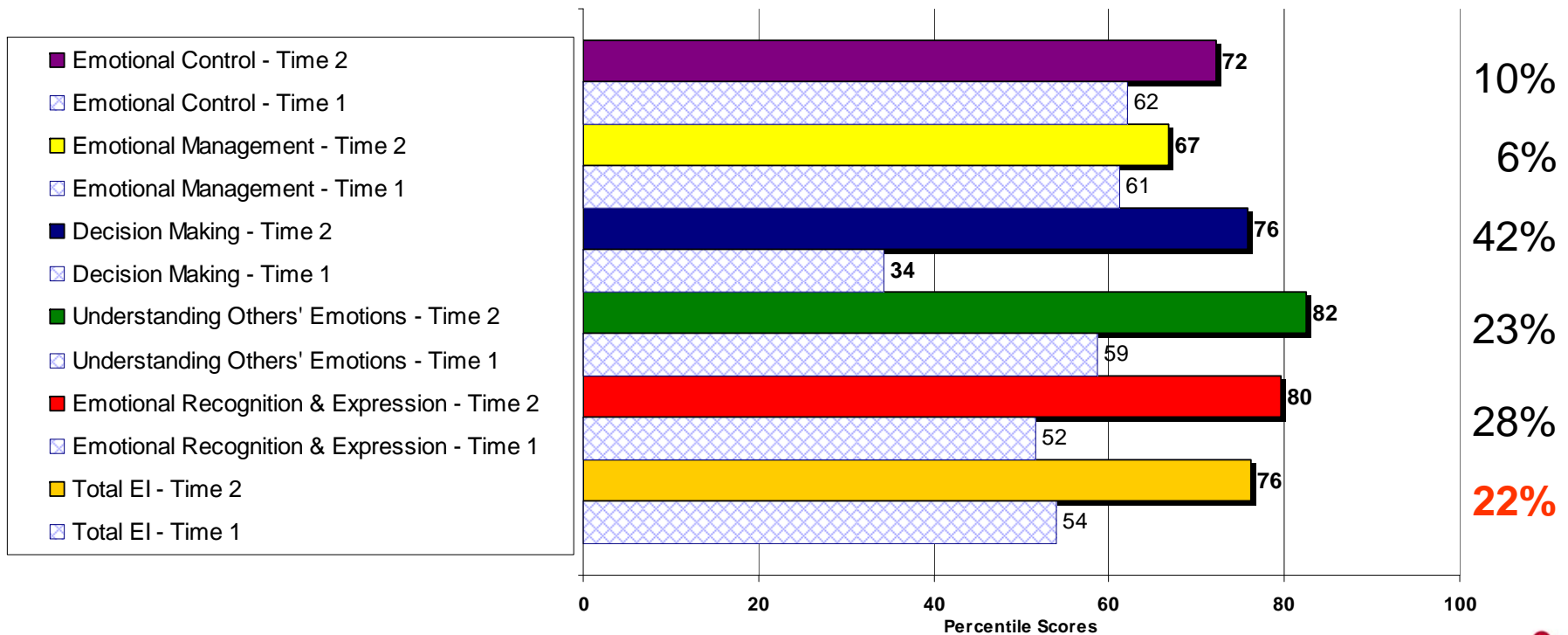
For every \$1 invested, the program has so far returned \$6 over a 6 month period.



Genos EI Development Case Study

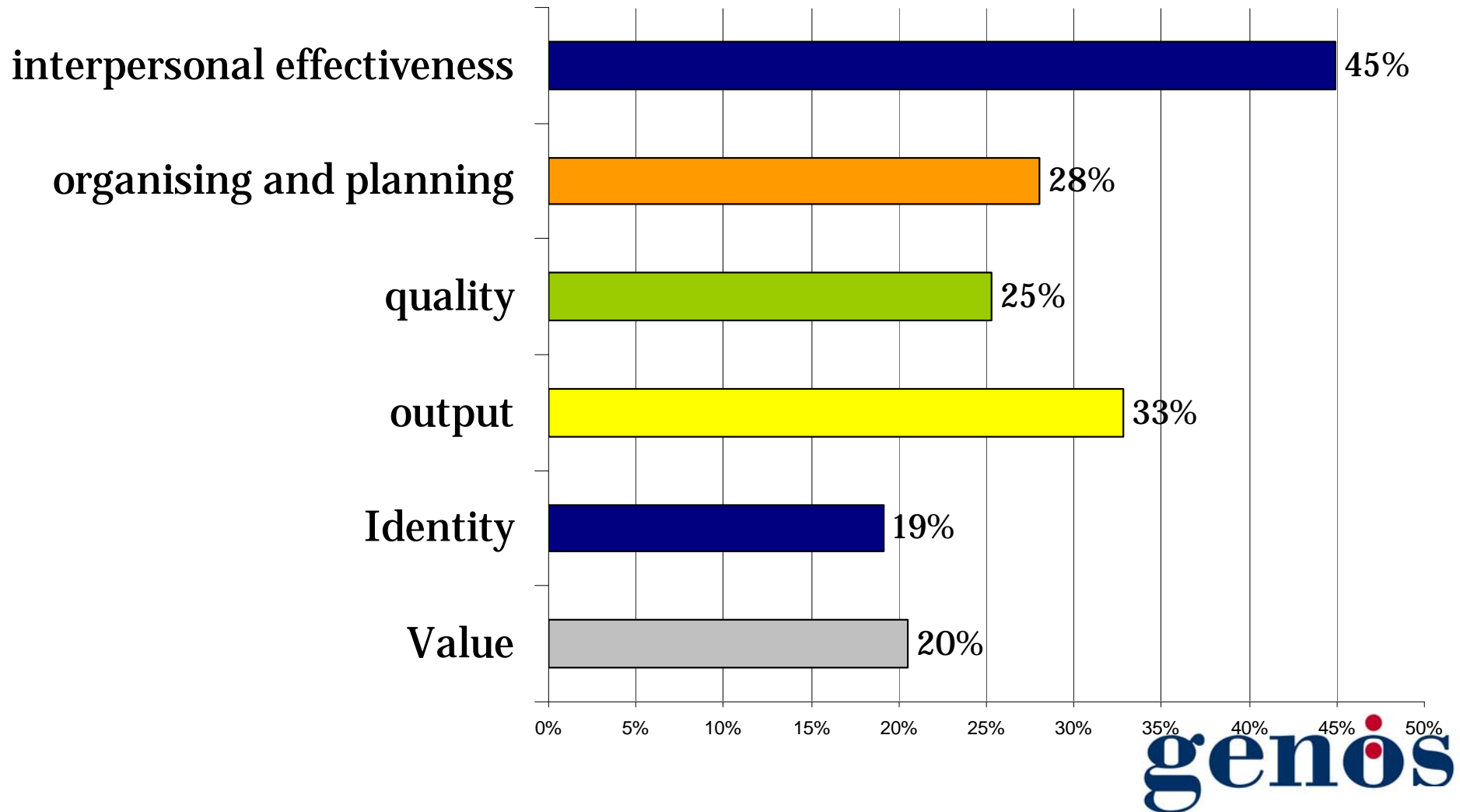
Large retailer organisation – Leadership development to improve staff satisfaction & engagement

- ❑ 35 senior executives
- ❑ EI assessment – pre and post the program
- ❑ 1 full-day and two ½ day group workshops on EI
- ❑ 8 one-on-one EI coaching sessions



ROI – Ratings from 350 staff members pre and post the program;
Leadership enhancement leads to improved employee satisfaction,
output and quality effectiveness

% of improvement



Participant comments

Value Creator

Participants were asked “describe how the program has effected your business development ability and results”

- My relationship with my client has improved and I have continued to apply these techniques across my work and personal life to positive effect.
- I have arranged sessions simply to discuss how the clients are feeling about a piece of work we are conducting and established a rapport which I would not otherwise have been able to. Great client quote from one of our more tricky senior clients was that I was the one who really related to him.
- I have used the skills I have learned to take time and listen to our client in a much more engaging and value-add way. not sharing any of our ideas until we had spent 45 mins listening to the question. This really surprised the client and just by asking the questions they felt they had been listened to and their concerns addressed.
- Confidence has been a big behaviour change for me in the value creation space at board level meetings. I behaved more forcefully and was more vocal in meetings from the onset to bring about speedier decisions.
- The Monday Club has helped me to improve my listening, and questioning skills. I have found this very useful in sales situations where it is important to build credibility and a level of trust quickly. By active listening, showing more empathy and not trying to tell / always provide solutions (which is a trap I think many of our people fall in to), I have found it easier to make a big impact with new senior clients. Along similar lines, I now have an improved ability to 'read' these meetings or interactions and to pick up on things I may well have missed or not thought about alot before e.g. tone, body language, level of engagement etc. It is undoubtedly improving my skillset for the future. I have found the same skills have made a difference with my Accenture teams too - through improving EI results over the last 6 months I have had the feedback my teams feel very listened to and understood.
- The main impact for me has been in increasing my confidence - spending quality time with other senior managers, and seeing them make themselves vulnerable in front of the group, has made me feel much more engaged as a member of the team, and confident in my place as a senior manager. Having joined Accenture from the client, it was easy to feel inferior to the other senior managers. Hearing all the members of the group talking about their buttons, and realising that others also had reasons to feel 'not good enough' or 'outsiders' helped me realise that I can just take my place amongst the others as an equal.
- This programme has been valuable to me as an Accenture executive, specifically in regard to the tools and awareness built of buttons, 3rd level listening, and approach to conflict. I have already applied them in my interactions with client and Accenture personnel.

Client reactions

from Human Resources Magazine April 2005

Article Title: *Emotional intelligence: Is it ready for the workplace?*

Australia Post tests executive EI

Over the past six months, Carla Acuna, HR manager for the finance and services division of Australia Post, has piloted a leadership coaching program for senior finance executives as part of an overall development plan. Acuna used the Genos emotional intelligence assessment and development program (which is based on research by Swinburne University).

Executives underwent a detailed 360 degree and leadership effectiveness assessment and were then given feedback in a one-on-one session. Over the following months executives received individual coaching in a series of modules targeting self awareness, awareness of others' behaviour, emotions in decision making, securing buy-in for decisions, influencing and generating commitment from people, effective performance management and feedback, dealing effectively with high work demands and coaching and mentoring others. Throughout the program Acuna provided hands on encouragement and support to the participants. After the coaching, the executives then were reassessed on the 360 degree and leadership effectiveness assessment.

"We saw 70 per cent behavioural change," Acuna says. "The biggest improvement was in getting buy-in for decisions." Anecdotal feedback was also positive. "Our accountants said one of the biggest changes they'd seen were better relationships, even in their personal lives."

The true merit of a program is whether initially sceptical participants become advocates. For the last session of group coaching, "executives actually volunteered to talk about what the whole EI journey meant to them - bean counters actually standing in front of peers, their manager and HR saying 'this is what I went through'," Acuna says. "It was very touching to hear."

The logo for Genos, featuring the word "genos" in a dark blue, lowercase, sans-serif font. The letter "o" is stylized with a red dot above it, resembling a traditional Japanese "no" character.

Supporting research articles

Palmer, B.R., Gignac, G., Bates, T., & Stough, C. (2003). Examining the structure of the Trait Meta-Mood Scale. *Australian Journal of Psychology*, 55, 154-159.

Palmer, B.R., Donaldson, C. & Stough, C. (2002). Emotional intelligence and life satisfaction. *Personality and Individual Differences*, 33, 1091-100.

Palmer, B.R., Manocha, R., Gignac, G., & Stough, C. (2003). Examining the factor structure of the Bar-On Emotional Quotient Inventory with an Australian general population sample. *Personality and Individual Differences*, 35, 1191-1210.

Palmer, B.R., Stough, C., & Patterson, P. (1999). A delivery system for olfactory stimuli. *Behaviour Research Methods, Instruments, & Computers*, 31, 674-679

Palmer, B. R., Walls, M., Burgess, Z., & Stough, C. (2001). Emotional intelligence and effective leadership, *Leadership and Organisational Development Journal*, 22, 5-10.

Palmer, B.R., Gardner, L., & Stough, C. (2003). Measuring emotional intelligence in the workplace. *Emotional Intelligence in Organisations*, Published by ICCM ISBN: 0-86396828-7

Palmer, B.R., & Stough, C. (2000). The Swinburne University Emotional Intelligence Test: Technical Manual, Published by SUT.

Palmer, B.R., Gignac, G., Manoch, R., & Stough, C. A psychometric evaluation of the Mayer-Salovey-Caruso Emotional Intelligence Test Version 2.0. *Intelligence*, 33, 285-305.

Gignac, G., Palmer, B.R., Manoch, R., & Stough, C. An examination of the factor structure of the Schutte Self-Report Emotional Intelligence (SSREI) scale via confirmatory factor analysis. *Personality & Individual Differences*, 39, 1029-1042.

Published Book Chapters:

Palmer, B.R., Gignac, G., Ekermans, G., & Stough, C. A comprehensive framework for emotional intelligence. In Robert Emmerling, Manas K.Mandal & Vinod K. Shanwal (Eds). *Emotional Intelligence: Theoretical & Cultural Perspectives*. (in press).

Published Conference Abstracts:

Palmer, B.R., & Stough, C. (2001). The measurement of emotional intelligence. *Australian Journal of Psychology*, 53, 85.

Stough, C., Palmer, B.R., Walls, M., & Burgess, Z. (2001). Emotional intelligence and effective leadership. *Australian Journal of Psychology*, 53, 85.

Palmer, B.R., Gardner, L., & Stough, C. (2003). The relationship between emotional intelligence, personality and leadership. *Australian Journal of Psychology*, 55, 140-145.

