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THE INSIDE CONNECTION: Focusing on what's most important.

A free newsletter from Kesslin Associates Inc.
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ISSUE NO. 5 - MARCH 2002
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1) Welcome
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Thank you for joining us to explore The Inside Connection. We want to encourage, challenge, and support you to explore your full potential. We believe that success comes most directly when you look inside yourself first, before seeking change from other people or the things around you. If you enjoy our e-zine, please forward it to colleagues, friends and family who might benefit.

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2) Inside The Inside Connection
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During the past 10 years, the field of Emotional Intelligence (EI or EQ) has generated lots of media attention along with lots of scholarly research. It's also provided us with a reliable guide to developing greater personal and professional effectiveness. In many respects, Dan Goleman's best-selling books on the topic provide research data to back up what were previously just anecdotal connections between leadership effectiveness and emotional awareness or relationship abilities. His series of books make a compelling case that the extraordinary results achieved by our most talented leaders are largely due to their high level of emotional intelligence.

Many of the "inside connections" that are most important for personal and professional effectiveness fall into this area of Emotional Intelligence. This month I share with you some of the gems I've found in recent writings about leadership and emotional intelligence.

It's encouraging to know that the experts agree that unlike your IQ, your EQ can be developed and significantly enhanced through experiential training, practice, and developmental coaching. Luckily, your EQ also improves with age!

The books and articles referenced below are all wonderful leadership and emotional intelligence resources.

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3) Feature: Emotional Intelligence Excerpts
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From the recent Harvard Business Review: Special Edition on
Breakthrough Leadership, December 2001
<http://www.hbsp.harvard.edu/products/hbr/dec01/index.html>

"The term 'breakthrough leadership' [...] involves breaking through old habits of thinking to uncover fresh solutions to perennial problems. It also means breaking through the interpersonal barriers that we all erect against genuine human contact. It's leadership that breaks through the cynicism that many people feel about their jobs and helps them find meaning and purpose in what they do. And it breaks through the limits imposed by our doubts and fears to achieve more than we believed possible."
-Harris Collingwood, Special Issue Editor

"Followers want comfort, stability, and solutions from their leaders. But that's babysitting. Real leaders ask hard questions and knock people out of their comfort zones. Then they manage the resulting distress."
-Ronald Heifetz and Donald Laurie, The Work of Leadership

From The Other 90% by Robert K. Cooper, published 2001
<http://www.amazon.com/exec/obidos/ASIN/0812932870/kesslinassociate>

"The next frontier is not only in front of you, it is inside you. You have a vast hidden potential and a destiny beckoning to be lived. So do we all. No one else can live in your place."

"When we suppress our originality, we lose touch with the source of our vitality and initiative. The greatest learning and achievements come not from the standardized group work but from the unique efforts of individuals. In this regard, the human spirit has its own set of rules. In many ways, it is rebellious. The imperative to live life differently, on our own terms, keeps building until it breaks through the surface. It is then up to us not to let it fade away."

From Primal Leadership: Realizing the Power of Emotional Intelligence by Daniel Goleman, Richard Boyatzis and Annie McKee, March 2002
<http://www.amazon.com/exec/obidos/ASIN/157851486X/kesslinassociate>

"The fundamental task of leaders, we argue, is to prime good feeling in those they lead. That occurs when a leader creates resonance - a reservoir of positivity that frees the best in people. At its root, then, the primal job of leadership is emotional.

We believe this primal dimension of leadership, though often invisible or ignored entirely, determines whether everything else a leader does will work as well as it could. And this is why emotional intelligence - being intelligent about emotions - matters so much for leadership success: Primal leadership demand we bring emotional intelligence to bear."

"Real leadership development starts from a much broader place

than 'career planning': It begins with a holistic vision of one's life, in all its richness. To achieve improved business performance, leaders need to be emotionally engaged in their self-development. And that requires connecting the effort to what really matters to them."

"The key to learning new habits for leaders lies in practice to the point of mastery. Otherwise they invite a relapse, a return to old habits. If you've ever played a musical instrument, you know that when you rehearsed your sheet music just enough so you made no mistakes, you were practicing to the point of comfort; you could wing it when playing for your teacher. But under the stress of a recital, you might forget parts of the piece. Professional musicians, however, go a crucial step further: They rehearse and rehearse, and then rehearse some more. They practice until the fingering of their instrument or breathing is automatic. The practice until they can play it without thinking about it and can just feel it."

"...EI [Emotional Intelligence] contributes 80 to 90 percent of the competencies that distinguish outstanding from average leaders - and sometimes more."

From Flawless Consulting by Peter Bock, second edition
<http://www.amazon.com/exec/obidos/ASIN/0787948039/kesslinassociate>

"In the 'new' economy, leadership consists in finding the kinds of conversations that will be perceived as constructive, as bringing bottom-line results."

"Wealth is more fragile than those who are not affluent may think. Nor does wealth for those who have it solve the problems that ambitious strivers think it will. The fear of death and the need for love remain, as personal meaning and significance are as elusive as ever."

"Change is as much about coming to terms with who your are, as it is about strategy and process. For each of us, successful change involves becoming more of who we already are."

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4) Action Tip
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Emotional intelligence is built on the foundation of self-awareness. That means knowing yourself accurately - being able to see yourself as others see you. In order to test your self-awareness, start asking people who know you well for feedback about yourself - your strengths as well as your weaknesses. See if their feedback matches your own honest self-evaluation.

There are many questions you can ask others that will help you get the feedback you need to test your self-awareness. These are just a small sample. Modify these questions to fit you and your situation:

<> What did I do well?

<> What could I do differently next time to improve my effectiveness?

<> What do you see as my strengths?

<> What do you see as my weaknesses?

<> What do you notice that I do repeatedly that interferes with my effectiveness?

Whenever doing an assessment of your own emotional intelligence, it's vital to get the input of others who know you well. This is to ensure that the foundational competency of self-awareness is present. If your self-awareness is low, you won't be able to rate yourself accurately. And the only way you know that is by asking others to rate you and to compare that with your own self-rating.

That's the reason that professional assessments of emotional intelligence, like the Emotional Competence Inventory 360 (ECI 360) are done with multiple raters (peers, direct reports, boss, family/friends, etc.).

All of the coaching we do at Kesslin Associates involves the development of emotional intelligence - whether or not that's the primary focus of the coaching engagement. If you'd like to discuss ways we can help you increase your emotional intelligence and maximize your leadership effectiveness (or the effectiveness of your team or organization), just give us a call at 212-865-2999 or email us at info@kesslin.com for more information.

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5) Related Resources
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<http://eiconsortium.org>

The Consortium for Research on Emotional Intelligence in Organizations is a great portal for much of the current research on EI and organizational/leadership effectiveness.

<http://ei.haygroup.com/default.asp>

Emotional Intelligence Services (EIS) provides emotional intelligence programs and services to business. The company was founded by Dr. Daniel Goleman.

<http://www.eq.org>

The EQ Directory is the Internet's directory of EQ / EI / Emotional Intelligence sites, resources, and organizations.

<http://www.cfapress.org/casel/casel.html>

Collaborative for the Advancement of Social and Emotional Learning (CASEL) is an international collaborative of educators, scientists, policy makers, foundations, and concerned citizens promoting social and emotional education and development in schools.

<http://www.eqparenting.com>

EQParenting.com provides information about the application of emotional intelligence to parenting. It also highlights the book Emotionally Intelligent Parenting published by Harmony Press.

<http://www.uq.edu.au/emonet/>

EMONET was established in January, 1997. It's purpose is to facilitate scholarly discussion of all matters relating to the study of emotion in organizational settings. EMONET is a restricted

list. All subscription requests must first go to Neal Ashkanasy for authorization.

<http://www.rci.rutgers.edu>

The Graduate School of Applied and Professional Psychology (GSAPP) is the administrative home of The Consortium for Research on Emotional Intelligence in Organizations. Much of the research of the Consortium was conducted by faculty and students of (GSAPP).

<http://www.6seconds.org>

Six Seconds is a nonprofit organization supporting the development of EQ in schools, homes, and communities. The site has many articles, resources, and free information as well as an online store. The organization publishes the Self-Science curriculum as well as other materials for schools and families, provides teacher, parent, and trainer-training, and runs educational programs for children.

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THE INSIDE CONNECTION is a free monthly publication from Kessler Associates designed to help you stay focused on what's most important for lasting success. Most of our readers are passionate leaders who understand that they must BE the change they want to see in the world.

Kessler Associates is a success coaching and training company dedicated to helping you become an extraordinarily effective leader. We help you strengthen your inside connection to values, passion, vision, and soul--so you can deliver extraordinary results with far less effort. For lasting success, we also work with you to discover how you, your work, and the rest of your life can support each other, rather than cause conflict. For more information about our work, visit our website at <http://www.kessler.com>

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