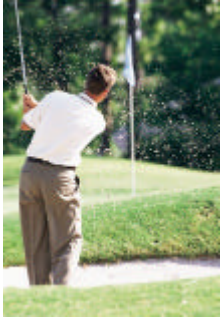


Preparing to perform at the top

Staying at the top of your game



Anyone who has been headhunted for a job or two will understand how daunting it can be to set yourself apart from the other candidates, stay in control and make sure that you give yourself the best chance of getting the job you want.

Julian Goodman is a professional golfer who is used to the pressure to perform at his best in competition and he had worked with Coaching for Success before on improving his performance and staying at the top of his game.

This time, he asked his coach to help him prepare for an interview he had lined up – a different kind of performance. His coach helped Julian with various techniques to assist him in being in control of the interview. Julian wanted to be able to give his best performance and his coach worked with him to achieve that.

They also looked at some of the specific questions that Julian felt would be asked of him. 'This really helped me to focus and feel confident in the interviews,' said Julian. 'We worked on the skills that I already had and enhanced them – I already had the ability, it was a matter of learning more and being able to get that across to a potential employer.'

Julian worked over a few sessions prior to the interviews, using some visualisation techniques and also unlocking again the skills that he already had.

Julian felt that working with his coach in a different way really helped him in the interview situation. 'It had been a long time since my last interview,' said Julian. 'I had been headhunted for my two previous positions and had to re-learn approaching an interview. Although I didn't get the positions I was a close second out of over 80 applicants.'

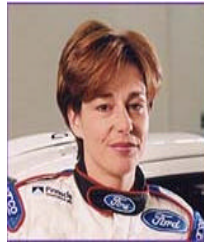
Julian says he will definitely use the techniques that he had learned again next time and feels more confident now.

Coaching is not just for people who want to make a change or need to find direction, but

more and more about being at the top and staying at the top – making a positive performance difference.

Ed: You'll notice that, as a true sports pro, Julian is well aware of the principle of separating the result (winning or losing) from his performance. So the fact he didn't get the job is not a 'failure' as his performance was just as he planned it; the rest is down to others!

Driven to improve performance



A successful and busy woman, Penny Mallory has been at the top of her game for a long time. The self belief, drive and determination that she has is quite incredible and has led to her

becoming British Ladies Champion rally driver, TV Presenter and now entrepreneur with 't total' – a chain of cafés to rival (in time) the likes of Costa Coffee and Starbucks.

If that isn't enough Penny is also a motivational speaker, sharing her experiences with others to inspire and empower them too.

She has been working with Coaching for Success for a number of years too, helping her to stay focused and at the top of whatever she has been aiming for.

This time, Penny was working on a series of presentations and her coach helped her to determine for herself the right structure. 'He worked with me to get the most dynamic presentation possible,' says Penny, 'also re-ordering the visual side to gain greater impact – it worked brilliantly.'

The coach also worked with her to decide what she wanted the audience to take away with them and she wanted to feel at the end too.

'I have delivered the presentation three times now this year without any notes – for the first time ever,' says Penny. 'My Clients have given me glowing responses and I have enjoyed doing these speeches more than I have for years.'

Ed: Penny used to use notes to deliver her presentations and her coach helped her to deliver them 'from the heart' without needing the notes.

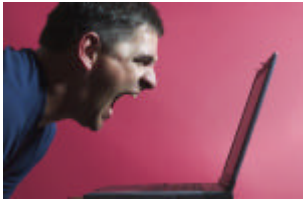
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THE WORLD OF WORK

Understanding Emotional Intelligence (E.I.)

Some time ago and shortly after publication we reviewed Daniel Goleman's book Working With Emotional Intelligence (available through our website). Since then many people have asked us about the differences between this and IQ and personality, and also how the concept is relevant to performance coaching within their organisation.



Taking the last point first, EI is directly relevant to performance coaching as it has been said that being emotionally intelligent is characterised by a combination of skills,

attitudes and habits that distinguish superior performance from average.

So what is EI about? **Jo Maddocks** in the journal, '**People and Organisations@work**', recently put it in an easy to understand nutshell:

Competence is about what I **can** do (skills)

IQ is about what I **could** do (thinking potential)

Personality is about **how** I do it (style)

Ei is about **why** I do it (motivation)

Emotional Intelligence is a greater determinant of long term success at work than IQ and according to research reported by Goleman, it is often the case that a successful CEO will have several points lower IQ than the people who work for him on the board.

It is made up of two areas that interact:

Intrapersonal intelligence

Self awareness and self management: knowing yourself and using your emotional energy to achieve your goals. Being able to keep negative reactions in check and behave in a way that will keep you moving towards a goal.

Interpersonal Intelligence

Awareness and empathy for what is happening within others and even between others. Being able to work with large organisational politics and being sensitive to other individual's feelings. This is all about managing your relationship with other people.

How is it different to 'personality'? Well, most models of personality assume that it is fixed but EI is something that can be changed. So e.g. a client may well have an extrovert personality type that leads

them to interrupt people. However they can develop their EI to enable them to recognise the thoughts/feelings that lead to the desire to interrupt, then modify their behaviour - to listen more!

Bad Apples At Work

We read an interesting literature review coming from the **University of Washington**, which once again supports what most managers will know from experience; one negative person brought into a team can disrupt the whole team.

Felps et al identified 3 key ways that this happens:

1. The person puts in no effort
2. They have negative mood
3. They violate interpersonal norms in the group (by e.g. making inappropriate remarks)



The team can, if they have sufficient confidence and cohesion, neutralise the effects by either attempting to positively motivate the incomer or rejecting them from the group. However the research shows that usually the reaction from the team is defensiveness

and revenge, which eventually leads to members withdrawing from the group. Felps comments, "the lesson is that, in the work place, bad is stronger than good". Teams seem to be more affected by interactions with negative people and so they say "companies should take the bad apple problem seriously". Managers pay lots of attention to technical skills but rarely to how much someone undermines their fellow workers. The effect has serious implications and paying attention to 'bad apples' can have big impacts on the bottom line.

Friends Improve Job Satisfaction

A recent survey by the **Gallup Organisation** found that people who have one close friendship at work are 7 times more likely to be actively more interested in their jobs. They also have fewer accidents and are more likely to be innovative and share new ideas.

When people have good friendships with their bosses they are more than twice as likely to be satisfied with their jobs and if they have at least 3 close friendships they are 46% more likely to be extremely satisfied with their job

THE REST OF LIFE

Happy Home = Better Golf

Dr Tim Rees of Exeter University School of Sports & Health Sciences reports that the state of your home life will be reflected in the state of your golf!

Having measured the emotional support that 117 male amateur golfers received in their personal lives and correlated this with the quality of their game, they discovered that those with more emotional backup performed up to 24% better.



(Ed: We take no responsibility for any of our male clients using this research as an excuse to berate their wives/partners for their poor handicaps!)

Always Say Thank you

When you're next given a gift you don't like *do remember to say thanks*. **Psychology & Marketing** report interviews with 186 people about unwanted gifts and found that failure to say thanks was most likely to doom the relationship between giver and receiver. At most risk were less close relationships, such as between colleagues and acquaintances.

You have been warned!

That Old Positive Thinking Stuff Again

Or should we say positive speaking? Clients will know we often discuss the 'direction' of motivation i.e. towards a goal or away from a problem.

Two pieces of research have looked at the effects of setting 'towards goals' versus 'away from' goals in both young and elderly populations. The first study found that 16-21 year olds were more responsive to messages about the protection that condoms offer rather than messages about the risks of disease if they weren't used.

Similarly, researchers in six European countries found that referring elderly people to a "strength & balance programme" is far more successful than referring them to a "falls prevention service". They found also that the elderly attendees had much higher motivation to continue attending when the perceived benefits were wellbeing & greater independence rather than reduced risks of falling.

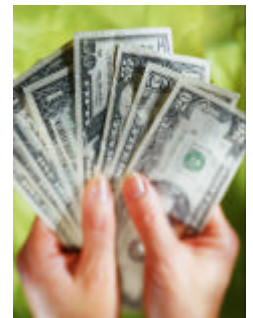
(Ed: perhaps our clients in sales or other influencing roles will find this food for thought!)

Money Makes You Selfish

A series of experiments have shown that merely thinking about or looking at money changes the way people behave, causing them to be more selfish and self-sufficient.

Participants first re-arranged several jumbled lists of words to form sentences. Some participants were given word lists that led to neutral sentences (e.g. 'it is cold outside'), whereas other participants were given words that led to money-related sentences (e.g. 'a high-paying salary'). Next, they attempted to solve a difficult geometric puzzle. Those participants who had completed the money-related sentences worked significantly longer on the puzzle before asking for help, compared with the participants who'd completed neutral sentences.

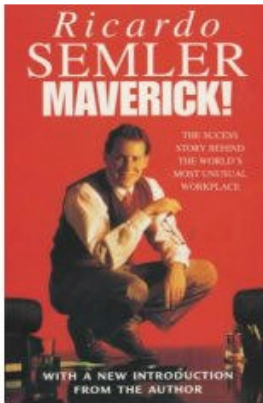
In another experiment, participants were again primed with either the neutral or money-related descrambling task. Afterwards they were sat individually in a room to complete some irrelevant questionnaires. They were soon joined by an assistant of the researchers who was pretending to be another research participant, confused by the questionnaires. The participants primed by the money-related sentences spent only half as much time helping the confused person compared with the participants who'd completed the neutral sentences.



Further experiments showed participants who left with more money after a monopoly game helped pick up fewer pencils dropped by a passer-by; participants primed with money-related sentences gave less money to charity; and participants sat in front of a money-themed computer screen-saver chose to sit further away from another participant they were due to chat with.

Kathleen Vohs and colleagues at **Carlson School of Management**, who completed the research, said that because money allows people to achieve goals without help from others, tasks that reminded the participants of money led to feelings of self-sufficiency, causing them to avoid dependency and to prefer that other people weren't dependent on them.

Maverick!



Here's a book Mike has recommended to many clients over the years since it was first published. "It came to mind again when discussing a client's desire to develop an empowering style of management and I was delighted to find there is a new issue".

This was encouraging as the author, and owner of the

Brazilian company Semco featured in the book, opens with statement 'yes, we're still here and profitable!' Too many such books are about a flash-in-the-pan business that disappears shortly after publication. Here there is proof that this style works and works well.

If you think you work for an empowered organisation or that empowering people at work is your mission then read this and see just how far you dare push it!

Here is what Ricardo Semler has to say in the forward:

"This is not a business, book. It is a book about work, and how it can be changed for the better. It is based on the experience of a company called Semco, which has managed to make money and improve the lives of the people who work for it. Some say Semco is merely a quirky laboratory run by a few impudent and iconoclastic managers. It isn't the real world, they say. It's Brazil. I've heard all the other

arguments by now, too - we went too far, we went too fast, we are too big, we are too small, we are too high-tech, we aren't high-tech enough.

But a few people - more excitable or impressionable, perhaps, but also more open-minded will see in the story of this admittedly peculiar company and its people a new way of running an organization, it is not socialist, as some of our critics contend. It 'isn't purely capitalist, either, it is a new way. A third way. A more humane, trusting, productive, exhilarating, and in every sense, rewarding way".

This is a company where:

Workers make the decisions previously made by their bosses

Managerial staff set their own salaries and bonuses

There is no formality; a minimum of meeting, memos and approval procedures

The internal walls were torn down

Shop floor workers set their own productivity targets & schedules.

Teams recruit their own leaders

(Ed: A great book, available directly from the books page of our website.)

Coaching for Success Ltd.

Releasing your potential.

Sheldon House
3 Plomer Hill
Downley
High Wycombe
Bucks HP13 5JQ
Phone: +44 (0)1494 473504
Email: coach@coachingforsuccess.co.uk

Web:
www.coachingforsuccess.co.uk

About us

Coaching for Success provides executive and personal coaching that helps individuals perform to their maximum potential.

Our corporate client list covers a range of industry sectors, including pharmaceutical, retail, finance and construction, and high profile names such as John Laing, Novartis, KPMG, Abbott and Johnson Controls.

Our coaches work with company personnel, on a one-to-one basis, enabling them to recognise the choices and opportunities available to them, to make decisions about career and personnel development and then to create and implement a plan of action designed to achieve success.

We provide professional coaching in the areas of:

- ? Executive Coaching
- ? Life Coaching
- ? Performance Coaching