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Smart Isn't Enough

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SMART isn't

ENOUGH

Lessons from A
Work Performance Coach

How Developing Your
Personal Intelligence
Can Transform Your
Life and Career

BY KENTON R. HILL

What Is Performance Coaching?

A Definition

“A one-to-one relationship wherein a professional coach assists an individual in gaining increased self-awareness (strengths and weaknesses) and developing significant insights and abilities (new knowledge and skills) to enhance work performance (results) and personal satisfaction.”

- Kenton R. Hill

Who Are the Clients?

Senior Executives	15%
Executives	20%
Managers	35%
Supervisors	15%
Individual Contributors	5%
Professionals	10%

What Are the Presenting Issues?

- General Leadership Development
- Interpersonal Communication
- Conflict Resolution
- Time Management
- Collaboration and Negotiation
- Realistic View of Self
- Evaluation and Coaching
- Goal Setting and Strategic Planning
- Decision Making
- Assessment of Strengths and Weaknesses
- Delegation and Empowerment
- Transition and Change Management
- Team Building
- Anger Management

When Is Coaching Unlikely to Be Beneficial?

- Technical competencies are deficient
- Serious emotional, social, psychological or substance abuse problems are present
- Discipline or sanctions are in place
- Supervisor is not supportive of the process

When Is Coaching Beneficial?

When the client is:

- A valued employee the organization wants to keep
- Motivated to grow and develop
- Open and honest with self – welcomes candor
- Willing to take responsibility

“Do not ask how smart you are.
Ask how you are smart.”

-Howard Gardner

We Are Intelligent In Different Ways

- Verbal – Linguistic
 - Visual – Spatial
 - Musical – Rhythmic
 - Logical – Mathematical
 - Bodily – Kinesthetic
 - Naturalist – Environmental
 - Intrapersonal
 - Interpersonal
- } • Personal Intelligence

What Is Personal Intelligence?

“Personal intelligence is the capacity to recognize, understand, and value the effective handling of our own emotions and those of others.

“The competencies associated with Personal Intelligence represent a range of abilities (natural talents and acquired skills) that fall under two broad categories within six basic elements.”

Kenton R. Hill

What Are the Personal Intelligence Competencies?

- **Intrapersonal/Emotional (Used to help ourselves)**
 - Self-Awareness
 - Self-Regulation
 - Self-Motivation
- **Interpersonal/Social (Used to help others)**
 - Social Awareness
 - Relationship Building
 - Interpersonal Influence

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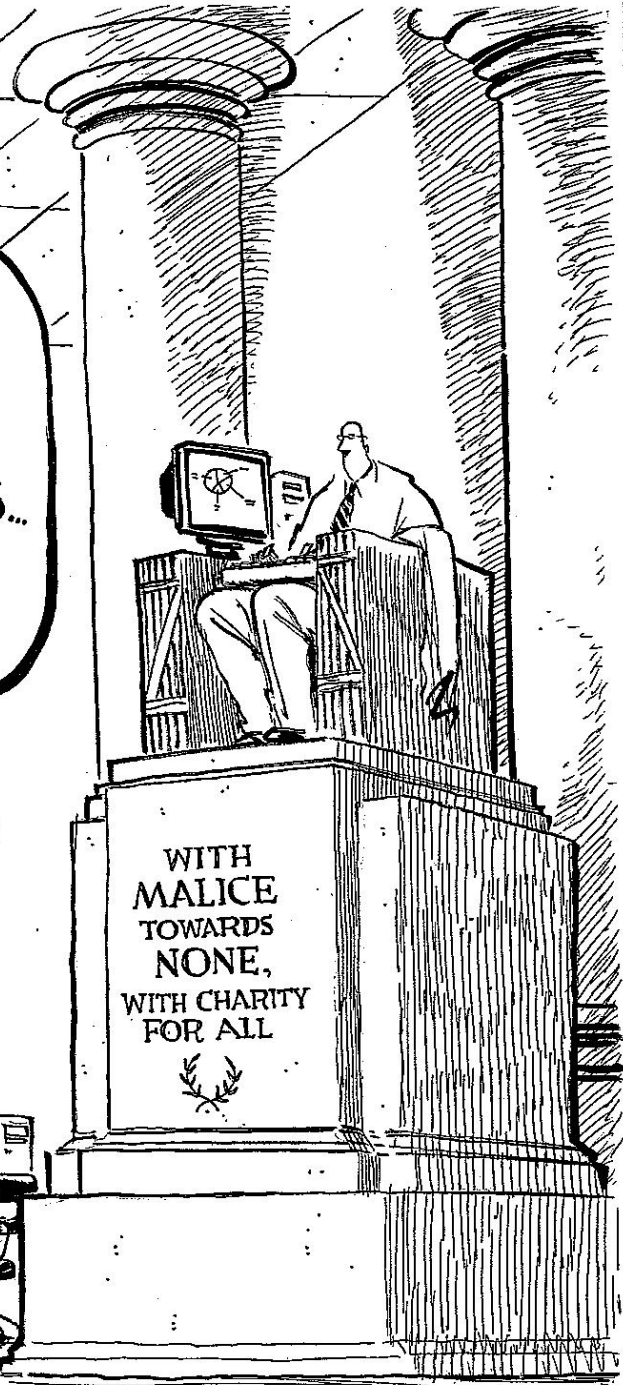
Remember Those Presenting Issues?

- **Self-Awareness**
 - Realistic View of Self
- **Self-Regulation**
 - Anger Management
- **Self-Motivation**
 - Time Management
- **Social Awareness**
 - Delegation
- **Relationship Building**
 - Communications
- **Interpersonal Influence**
 - Negotiation

OHMAN

PERSONALLY,
I THINK HE HAS
TOO MUCH
SELF-AWARENESS...

SALES




WITH
MALICE
TOWARDS
NONE,
WITH CHARITY
FOR ALL



Self-Awareness

A confidence and strong sense of self-worth in knowing your strengths and limitations.

Paying attention to your emotions and their effect.

Welcoming feedback, criticism, and assistance when needed.

Optimism about the successful application of your capabilities.

“I’ll Never Work for a Woman”

The Case of
Ima Newbie



“The unexamined life is not worth living”

-Socrates

It Starts with Self-Awareness

1. Feelings - What am I feeling right now?
2. Senses - What do my senses tell me?
3. Appraisals - What judgments am I making?
4. Actions - How am I acting?
5. Intentions - What do I want?

Inspired by Emotional Intelligence at Work by Hendri Weisinger

An Emotional Awareness Journal

- Once each day take time to record what you were feeling just prior to the entry. (Use your Self-Awareness Work Sheet.) Also record what caused these feelings.
- In 28 days (the time required to develop a new habit) review your journal to discover patterns:
 - What emotions are you experiencing?
 - What is causing your emotions?
 - Are there changes you can make to promote more positive feelings?
 - Are there changes you can make to diminish the impact of negative emotions?

Ompa



Self-Regulation

Taking responsibility for controlling and managing both positive and negative thoughts, feelings and actions in ways that are authentic and consistent with your intentions.

Holding yourself accountable in a manner that is worthy of other people's trust.

The Scapegoat Escapes



The Case of Ivan Angrystreak

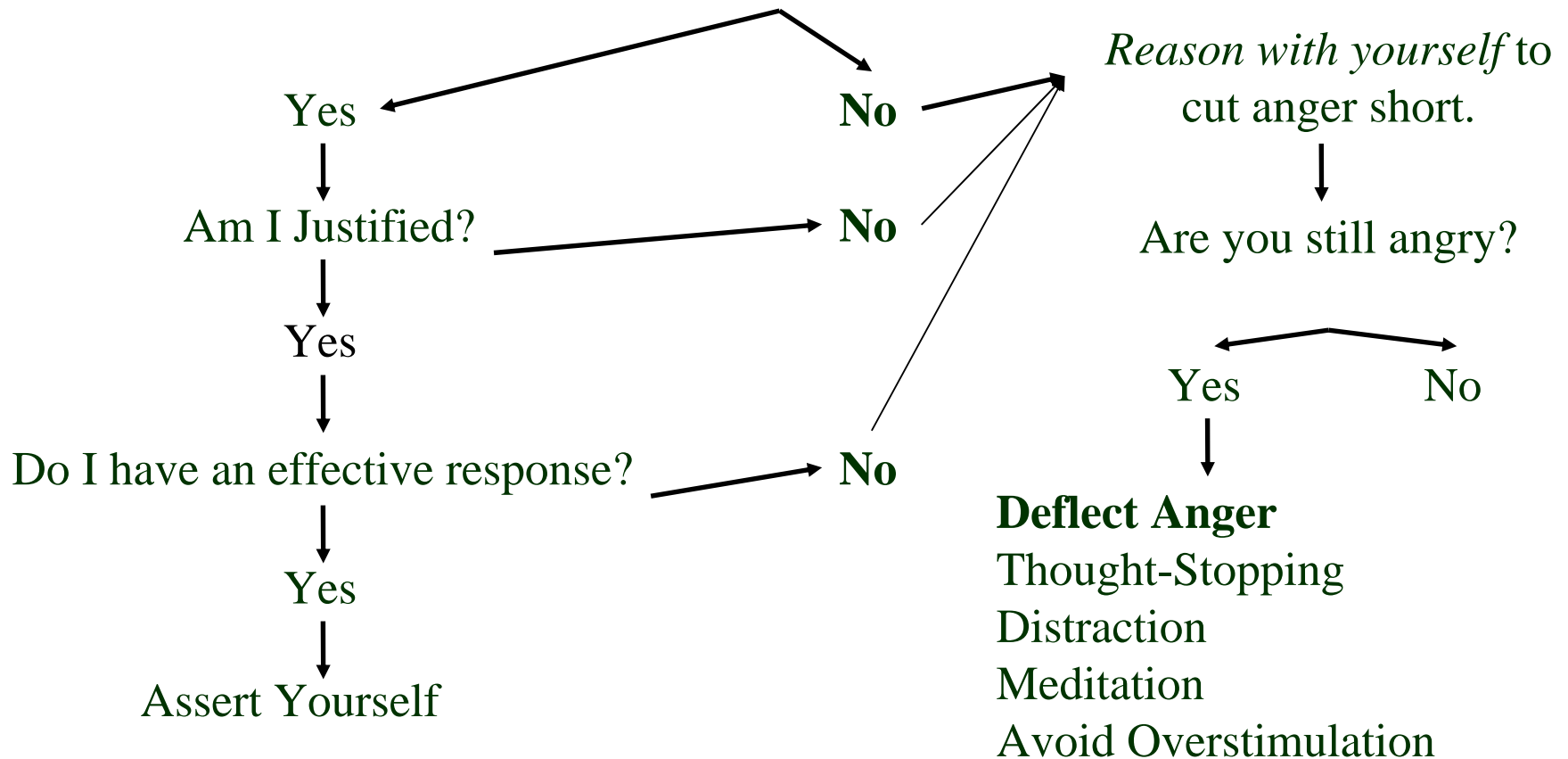
“Anyone can become angry – that is easy, but to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way – this is not easy.”

- Aristotle

Hostility Roadmap With Strategies

My Cynical Thought, Angry Feeling, or Aggressive Action

Is the matter worth my continued attention?



Authentic Conversation

- **A.** Describe the situation in a non-judgmental way.
B. Inquire of them: “What is your view of the situation?”
- **A.** Explain your reaction to the situation.
B. Inquire of them : “How does this situation impact you?”
- **A.** State what you want.
B. Inquire of them : “What would you like to have happen?”
- **A.** Clarify what outcomes you expect if you get what you ask for.
B. Inquire of them : “Why does that appeal to you? What will that do for you?”
- **CONTINUE THE DIALOGUE...**

What Have Been the Results?

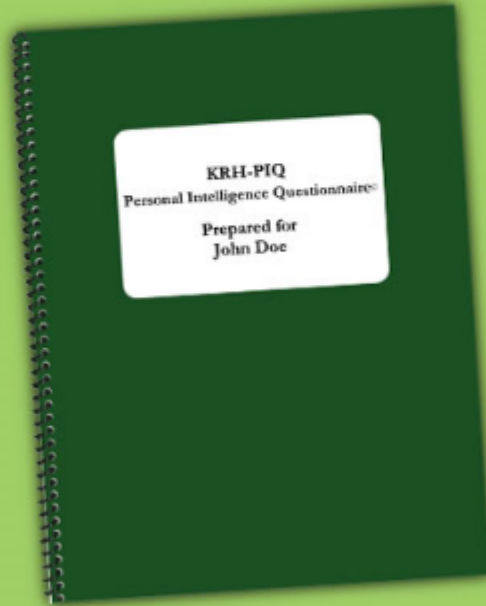
(Sample of KRH Clients)

	<u>65 Men</u>	<u>35 Women</u>
Stayed in Current Position	48%	52%
Promoted to New Position	12%	16%
Made Position Changes Within	15%	12%
Left Organization	25%	20%

[about the survey](#) : [contact us](#)

KRH-PIQ

Personal Intelligence Questionnaire
360° Feedback Process



It's been said,

**"It is a gift to see ourselves
as others see us."**

The KRH-PIQ is your opportunity
to give that gift to yourself and/or
someone you care about.

Reading List

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Self-Motivation

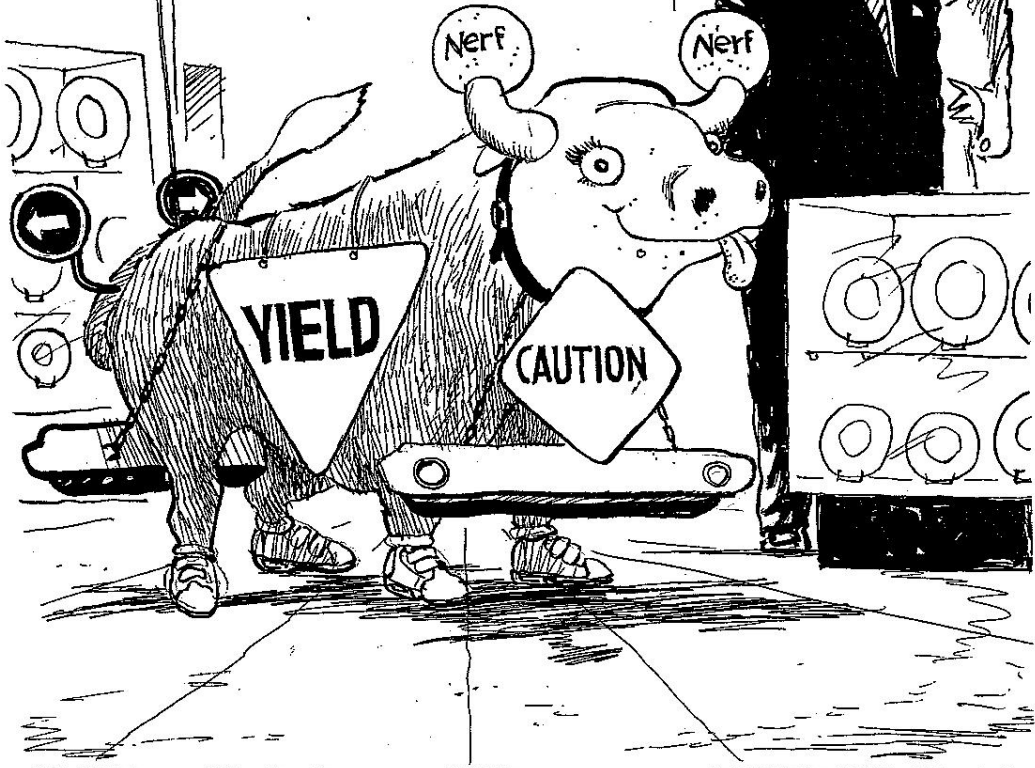
Using your emotions—your thoughts, feelings, and senses—to guide and facilitate reaching desired results above and beyond expectations.

Being open to a wide range of opportunities that arise and flexible in how you approach achieving your goals.

Orman

HE'S OKAY...WE
GAVE HIM SOME
SOCIAL AWARENESS
TRAINING...

(H) (I) (A)
2090



Social Awareness

An ability to read and understand other people's emotions, and a heightened sensitivity to others' feelings, needs, and concerns – both individuals and groups.

Being adept at supporting others in their development and increased self-awareness.

In Like a Bull, Out Like a Lamb



The Case of Dr. Sol Wizright

“A moment’s insight is sometimes worth a
life’s experience”

-Oliver Wendell Holmes

Empathy Story

- Write a story about a situation you encountered with another person that had a significant emotional impact on you.
- Write the story – not from your point of view, but from the other person’s perspective.
 - How did they feel?
 - What were they sensing?
 - What were they thinking?
 - What were their intentions?
 - What must this situation be like for them given who they are, where they came from, how they were raised, what matters to them, etc...
- Read your story. Did you understand this clearly at the time? Would you respond differently if it were to happen again?

Relationship Building

Handling emotions in others in ways that promote positive interpersonal relationships. Inquiring and listening to other people's thoughts and feelings as well as asserting an authentic message of your own interests and needs.

Resolving differences in ways that are mutually favorable and strengthens the relationship.

Interpersonal Influence

Fostering desirable responses in others by inspiring and guiding them toward a common purpose.

Being persuasive while being open to persuasion.

Challenging yourself and others to work together and to make the changes necessary for the team and its members to learn, grow, develop, and succeed.

Isn't it strange that princes and kings
And clowns that caper in sawdust rings
And common people like you and me
Are builders for eternity?

To each is given a bag of tools
A shapeless mass, a book of rules
And each must built ere life has flown,
A stumbling block or a stepping stone.

R. Sharpes

Thanks for joining us!

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