

The quarterly newsletter for performance-oriented consultants and HR professionals

## Calendar of Events

**May 25, Teleconference with Rachael Karu,** Karu Consulting, on **ManagerView360.**

**Senior Talent Development Program: Making a Succession Plan.** Join us at: 800-977-8002, code 980350

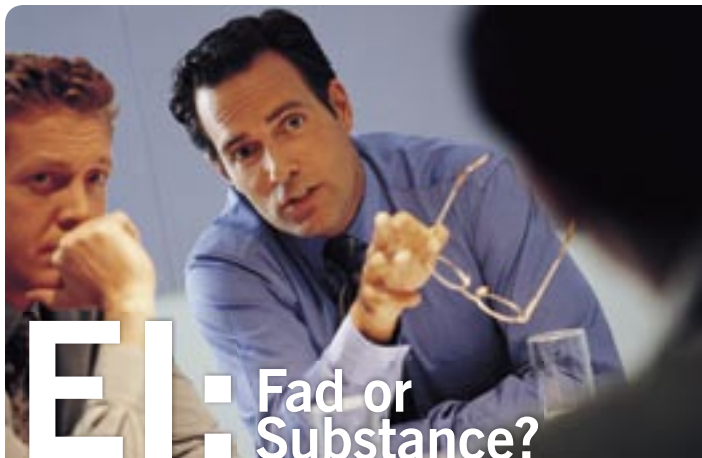
**June 6-9, ASTD International Conference,** Booth 1620.

If you plan to come to Orlando, FL, FREE Exhibit Passes are available. Call 866-928-6657.

**Product Demos at ASTD,** call for a private session.

**June 14, FREE Trial Day** for New Clients and ASTD show attendees. Call 866-928-6657.

**July 8, Feature Product, TeamView360,** Free Teamwork research article.



## Emotional Intelligence – Fad or Substance?

Kenneth Nowack, Ph.D., Consultingtools USA Inc

### What is Emotional Intelligence?

Sometimes we ask ourselves, “Why did I do this? Why did I behave in this manner?”

The answer is often complicated and a reflection of our emotional being. We find ourselves reacting without utilizing awareness. Somehow our feelings and thinking resulted in a behavior that we subsequently became aware

of as being non-productive for the situation. In other words, our unconscious or subconscious reacted for us.

Others, therefore, frequently see us much differently than we see ourselves. We are too busy reacting with our unconscious to even be aware of our own behavior – how we are seen and how we are experienced by others.

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## The Power of Facet5

Facet5 is a newer generation of personality assessment based on the established five factor model (FFM). Facet5 measures 5 factors (Will, Energy, Affection, Control and Emotionality) and 13 subscales or facets and is suitable for personnel selection, skills development and team building. Facet5 has established reliability, validity and professional norms of working professionals, managers and executives from the United

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States, England, Europe, Asia and the Middle East. It is composed of a base system that provides detailed personality profiles and has (4) additional modules that expand the feedback in areas of Teamwork, Leadership, Selection and Career Preference.

Developed by psychometrician, Norman Buckley, Facet5 evolved from his 20 years of research and survey design. He has created numerous assessments and development centers, trained management in structured interview techniques and delivered programs of management assessment, counseling and development.

ConsultingTrends interviewed Norman to discuss the versatility of Facet5 and its applications in a corporate education plan.

**Norman, we know you have surveyed over 20,000 people with Facet5. Tell us the range of versatility you have discovered working with different cultures, job descriptions and work values.**

Facet5 is a flexible assessment because of the thought and design in the

front end of the tool where the data is captured. We made Facet5 easy with web administration. A client can complete Facet5 where they are comfortable – at home, work or on a laptop.

We also used a slightly different format for the questions. Typical self-reports use the well-known Likert scale where you agree or disagree on a 5-point scale. We use a semantic differential scale- pairs of scales that tend to be opposite in meaning because we know that such scales are easier for people to understand, therefore, they respond faster.

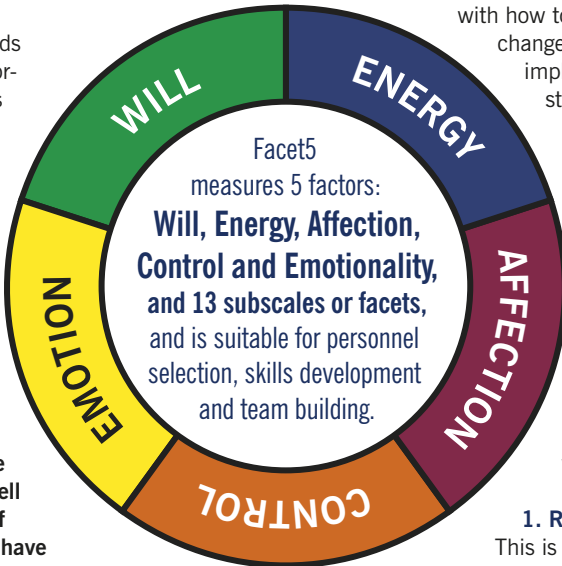
Questions are asked one at a time on the computer screen. The client responds and moves on creating an average response time

in 17 minutes versus the typical 25.

So, Facet5 has a sophisticated front end to make sure the data we get is “clean” and accurate. Then the system processes it in a nano-second and starts to give the results. And this is where Facet5’s versatility really shows. It all started about three years after we first launched Facet5 (about 1993). We had spent years collecting data and proving, over and over again, that it was reliable and valid in traditional psychometric ways. Finally, one client said (in effect) “Enough already – we believe you. It works but what we want is more help with how to use it!” So we changed our focus to implementation. We started looking at ways professionals want to use the data, and it came down to four broad areas that correspond to a person’s journey through a company. They were:

### 1. Recruitment:

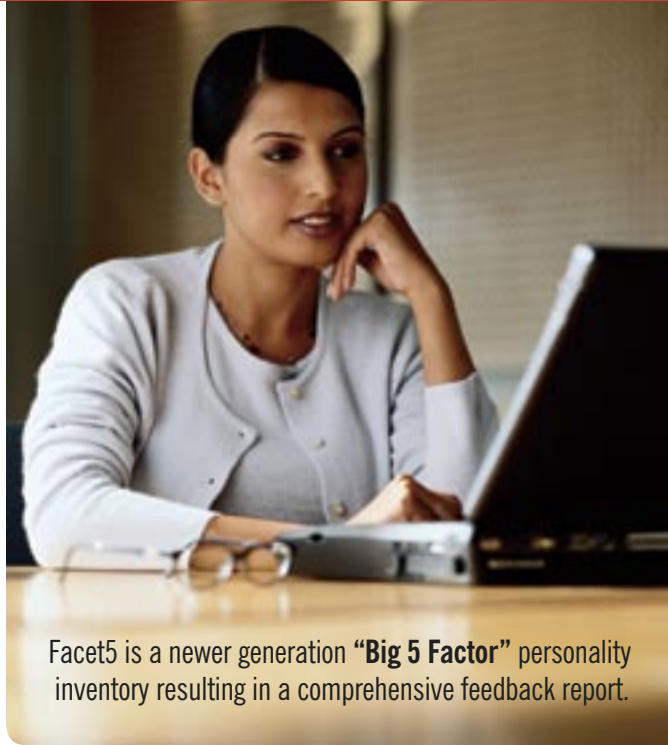
This is where the person first encounters the organization. The question is “Do they have the skills we need?” and “Are they our kind of people?” To answer this, we produced a Searchlight module, and,



more recently, an Audition module, which are designed to look at the skills package that the person would carry with them if they joined. We produced these as simple, step-by-step guides to interview, and as an addition to our Facet5 basic profiling system.

We have never advocated the use of Facet5 with cut-off scores to decide whether a person should be hired or not. Our view is that Facet5 is a tool that provides information. Decisions need to be made by professional staff using all the information in a hiring process, and Facet5 is simply one component of that process.

**2. Integration:** Once a person joins a company, they most often work with others. So the question then becomes, "How will they fit the team?" Here we use our TeamScape module to take an individual's basic Facet5 profile and compare it to the team members. Where are they similar and where are they different? Here we focus on those key areas of teamwork – working style and conflict resolution. Using a simple model (the roots of which can be traced back to the literature of people like Kolb and Basadur) Facet5 will look at the whole team and show what styles predominate and which might be missing. So we can see immediately if the new person is "one of us" which



Facet5 is a newer generation “**Big 5 Factor**” personality inventory resulting in a comprehensive feedback report.

means we have more of the same, or is he/she different, and therefore, complementary. And if different, does someone need to adapt? TeamScape then goes on to look at what happens if there are big differences. How does the team go about resolving them? Again we link into the corpus of knowledge in the area, particularly the ideas of Thomas and others who suggest that people tend to be either competitive or cooperative by nature. Some Facet5 profiles are competitive and some are co-operative. By knowing this ahead of time, teams can learn to accept differences and work cohesively.

**3. Leadership Development:** Once a person is

integrated and working well, he/she then becomes the responsibility of the line manager. The manager is told, “Jenny is special and it’s your job to get the best out of her.” But we don’t give much help to show how she is special, or what the manager should do developmentally. This is where the Leading Edge module comes in. Unlike other models (e.g. Hersey and Blanchard’s Situational Leadership), Facet5 puts the emphasis on the individual. This is Dyadic Leadership and it says that Jenny is unique from John and needs a specific development program. The Leading Edge guide then goes on to outline exactly what the manager should

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Getting feedback on our behavior can greatly assist in increasing awareness, which is an important step in changing our behavior. Anyone in one's life can provide this feedback, which can be difficult to accept because it causes pain to bring unconscious processes to awareness – in other words there is a reason it stayed in our unconscious in the first place.

In business, the feedback can come from one's boss, peers, sub-ordinates, customers or a professional mentor or coach. In addition and through the advances in understanding of emotional intelligence, we now also have tools to gather and organize feedback from important people around us in the business. This is called the Emotional Intelligence View 360 (EIV360), which

provides feedback on behavioral competencies that are important in the business environment and are seen as a reflection of

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our emotional intelligence as understood by current research.

The most widely accepted model of emotional intelligence (EI) has been influenced by several scientists and researchers. Howard Gardner's (1983) theory of multiple intelligences lists interpersonal and intrapersonal intelligence as unique and different from the mathematical/logical type recognized today as "IQ" or general intelligence. Peter Salovey and John Mayer first proposed their own theory of EI in 1990

and Reuven Bar-On (1988) has placed EI in the context of personality, health and well-being. Daniel Goleman (1998) reformulated

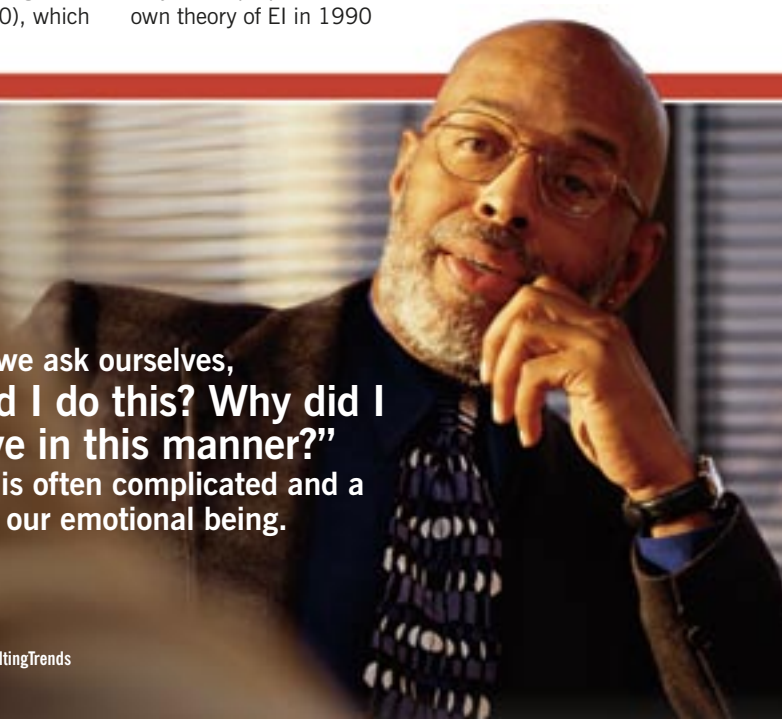
EI in terms of a theory of organizational and job performance. All these models, however, share a common core of basic concepts including Self-Awareness, Self-Management, Social Awareness, and Relationship Management.

#### Research on EI and Performance

A growing research literature suggests that EI may play a far more important role in career success and job performance than general intelligence. A meta-analysis of 69 independent

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studies explored the predictive validity of emotional intelligence with diverse job performance outcomes (Van Rooy & Viswesvaran, 2004). Results suggested diverse measures of EI correlated .23 with job performance ( $k=19$ ,  $N=4158$ ) and .22 with general mental ability. Other studies suggest that:

- Highly conscientious employees who lack social and emotional intelligence perform more poorly than those high in conscientiousness and emotional intelligence.
- On average, strengths in purely cognitive capacities are approximately 27 percent more frequent in high performers than in the average performers, whereas strengths in social and emotional competencies are 53 percent more frequent.
- The highest performing managers and leaders have significantly more “emotional competence” than other managers.
- Poor social and emotional intelligence are strong predictors of executive and management “derailment” and failure in one’s career.

Our review of research has identified 17 emotional intelligence competencies required for career success and effective performance. They are divided in three groups as follows:

- **SELF MANAGEMENT:** Self-Development, Adaptability/Stress Tolerance, Self-Control, Trustworthiness, Strategic Problem Solving, and Achievement Orientation.
- **RELATIONSHIP MANAGEMENT:** Building Strategic Relationships, Conflict Management, Leadership/Influence, Interpersonal Sensitivity/Empathy, Team/Interpersonal Support, and Collaboration.
- **COMMUNICATION:** Written Communication, Two-Way Feedback, Oral Communication, Oral Presentation, and Listening.

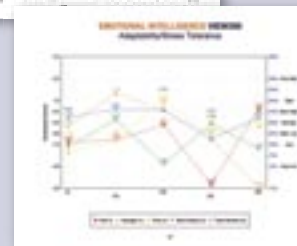
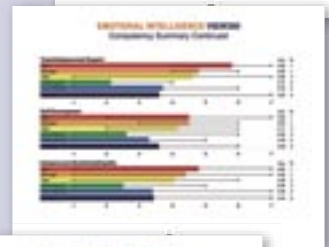
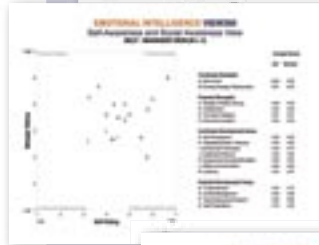
**Emotional Intelligence View 360**

The Emotional Intelligence View 360 tool is designed to provide a focus about specific emotional intelligence competency strengths and potential development areas.

This report provides you feedback on 17 critical emotional intelligence competencies required for career success and effective performance in your job. This report compares your own self-perceptions to those of others who have provided you feedback on these important emotional intelligence competencies and behaviors. In addition, the report provides feedback about your

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Samples from a comprehensive Emotional Intelligence View 360 report.



## ManagerView360 for Senior Talent Development

Rachel Karu, M.S., is a Partner in Kruz Consulting and brings 14 years training and development experience to ConsultingTrends. She has worked internally as Manager of Training and Organizational Development for a large manufacturer where she established a corporate university, and for the past 4 years has succeeded as an external consultant, coach and trainer.

### Explain how you chose ManagerView360 for this particular coaching assignment.

*I have a strong history with the V.P. of Human Resources for this sporting goods manufacturer. We discussed the need to identify and develop high potential managers.*

*We decided on several employees from all different divisions and departments to include in a coaching program to assist them in getting to the next level of their development.*

*After examining several tools, I chose ManagerView360 because it was the most thorough in*

*leadership and management competencies. I had worked with 360 tools so I knew the feedback process would give me consensus on leadership traits.*

### How did middle management accept this process? Wouldn't they rather chart their own career path?

*We packaged the coaching process to be a company perk and explained that each manager was specially chosen to participate in the program. We shared that coaching is a positive process which allows them to build on their strengths. Of course, some managers are more resistant than others. It was my role as their coach to explain the 360 process right from the beginning. This includes preparing them for potential emotional reactions to feedback. I also shared the value in understanding blind spots. Once we completed a thorough Discovery process and went through the 360 feedback, we created detailed action plans focusing on 2-3 development traits.*

### Is there a conclusion to this consulting assignment?

*In my coaching plan, I always do a year-to-year comparison so it is time now to go back to the managers and administer the ManagerView360 again so we can validate the year-to-year growth.*

### Rachel, we would like to ask a different question as a closing thought. From reading your bio, it is obvious that you continue your education, and that you network with professional groups. Is this the profile of a successful external consultant?

*It is my profile! I like the variety of consulting – workshops, coaching and facilitating. I think it generates fresh ideas and prevents burn-out. My ASTD networking is just another form of learning to me. It's all about building relationships.*

Rachel hosts the Westside Training Manager Breakfast Meetings for ASTD-LA. The group meets every 2nd Friday of the month. Contact Rachel for information at: [Rachel@kruzconsulting.com](mailto:Rachel@kruzconsulting.com) ☎



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*—Rachel Karu, M.S.  
 Partner, Kruz Consulting*

do to maximize Jenny's contribution.

Facet5 is an excellent complement tool with other traditional management/leadership products like 360 feedback tools. Consulting Tools UK was among the first to recognize the power of a good behavioral measure alongside a 360-feedback measure. John Dutton, Peter Ward and Barrie Brown suggested that it added another level of depth to corporate training. The 360 measure shows the manager what is happening. Facet5 tells them why it is happening. We have even created an integrated 360 Leadership review that automatically compares the behavior expected from Facet5 with that being reported by the reviewers. In fact, this engine can be applied to any 360 used alongside Facet5.

**4. Career Preference:** Finally people (the loudest being Sun Microsystems) called for guidance on career choice. This was not in the traditional (shall I be a doctor or contractor?) way, but more by looking at different roles within the organization. We had done some research into the link between Facet5 and Schein's Career Anchors concept and we found some very logical links. High Will people wanted to "make a difference and to influence things." High Affection people wanted to be of service and help. And so on. So we produced the Work Preference report, which shows, for any profile, what are the likely drivers (i.e. what motivates them) and what role elements are they likely to enjoy or, conversely, dislike.

So Facet5's versatility lies in its ability to produce exactly the guidance you want to match the need you have. And it does all this from one set of responses, not multiple questionnaires. So it stands alone as a powerful, multi-faceted (sic) tool but can be linked into other tools if you wish. In fact we are now looking at multi-rater extensions particularly in TeamScape so we can say, "Facet5 suggests you are like this and guess what we've asked your co-workers and they agree." And the multi-rater info can then get very specific about what the person should do to improve." ⊕

## Using Facet5 to chart a team member's course through a company

**Psychometrician Norman Buckley, creator of the Facet5 personality assessment system, developed the system around the 4 broad needs of company leaders:**

### 1. Recruitment

Step-by-step interview guides in the Searchlight and Audition modules help determine if a candidate has the skills needed to fill a given role.

### 2. Integration

The TeamScape module helps determine how a team member works with others, resolves conflicts and generally "fits in."

### 3. Leadership Development

The Leading Edge module shows managers how each team member is unique and how to maximize each member's potential.

### 4. Career Preference

The Work Preference report shows what the likely motivators and role elements team members are likely to enjoy or, conversely, dislike.



## Emotional Intelligence—Fad or Substance,

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level of self and social awareness by comparing your own ratings to those of others across the 17 Emotional Intelligence competencies. Each emotional intelligence competency will be summarized by a series of graphs comparing average scores of self-ratings to those of others who have provided you with feedback (1 to 7 frequency scale) in the areas of Self-Management, Relationship Management and Communication.

The key to developing emotional intelligence and specific success competencies lies in building internal awareness of one's emotional and thinking processes.

In general there are four ways that you can increase self-awareness:

- a. Listen to Feedback - coaching and mentoring
- b. Expressive Emotive Psychotherapy
- c. Meditation
- d. Critical Life Change

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