

Developing Emotional Competence Program Summary of Measure Results for Four Programs / Two Groups for an International Commercial Furniture Manufacturer

Introduction

From July 2004 through March 2005 a series of four sessions were facilitated for two groups of high-potential employees (managers through senior vice-president level). The program included a pre-program presentation, pre and post program surveys, pre-program interviews, a two-day developmental session, post program coaching sessions, impact interviews, and a final report. A total of 63 participants were trained. Overall, a 49% sample (31 participants) participated in the end of course impact interviews. Following is a summary of the results.

Results

Leadership Development Program LDP1 (A and B) and LDP2 (A and B) were the two groups participating in the program. In total a series of four programs were facilitated for the LDP program. The following summary provides comprehensive results for all groups.

Post-Training Coaching

The findings of the post-training coaching sessions are consistent with those of other Developing Emotional Competence Programs facilitated for other organizations. The coaching sessions revealed that participants were using the techniques in a wide variety of situations to help them achieve a wide variety of purposes. Some of those situations are listed in Table 1 below.

- To make better decisions	- To resolve conflicts
- To be calmer and clearer	- To improve own attitude and others
- To eliminate procrastination	- To understand others
- To improve/manage relationships	- To manage emotional reactivity
- To appreciate others	- To eliminate emotional drain
- To get to win-win situations	- To handle unrealistic, threatening situations
- To be more motivated	- To make choices on how one responds to situations (vs. react)
- To gain cooperation, respect and demonstrate caring	- To handle fear
- To stop blame	- To see the bigger picture
- To talk openly and honestly	- To be more positive
- To stop frustration	- To focus on job details
- To examine a project plan	

Table 1: Participant Application of Techniques

Personal and Organizational Quality Assessment-Revised (POQA-R)

The POQA-R is a self-report inventory designed to reflect the key psychological and workplace elements or constructs that contribute to overall quality of an organization. The instrument provides a concentrated yet comprehensive assessment in two main topic areas: Personal Quality and Organizational Quality.¹ The POQA-R was administered pre and post program to all groups.

- All 10 personal constructs improved. Six constructs showed significant improvement from below average or average to above average with one construct (Gratitude) showing less dramatic movement toward average. Four constructs showed a desirable shift (improvement) in the above average category.
- The entire group experienced mixed results for the fourteen organizational constructs. Eight constructs improved while six constructs showed negative or no movement. Here again as with the previous results, the movement (whether positive or negative) was not as dramatic as that seen in the personal constructs.

Figures 1 and 2 (following) present the total group improvements.

¹Institute of HeartMath and Caring Management Consulting, "POQA-R Personal and Organizational Quality Assessment - Revised," 1999 - 2002.

Post-Training Personal and Organizational Quality Assessment-Revised (POQA-R) - cont'd

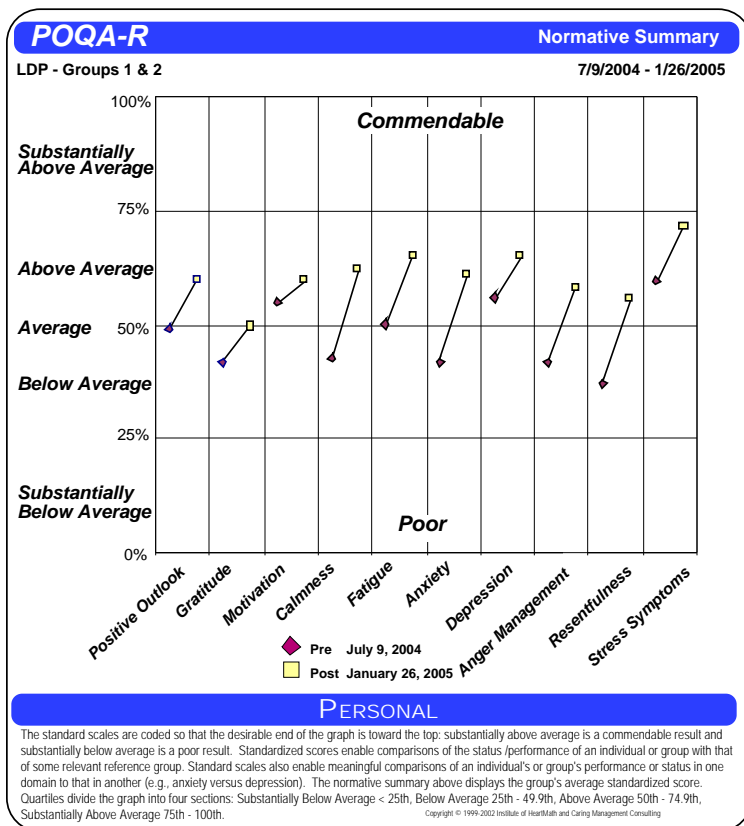


Figure 1: Total (LDP2 & 1) Personal Construct Improvements in POQA-R

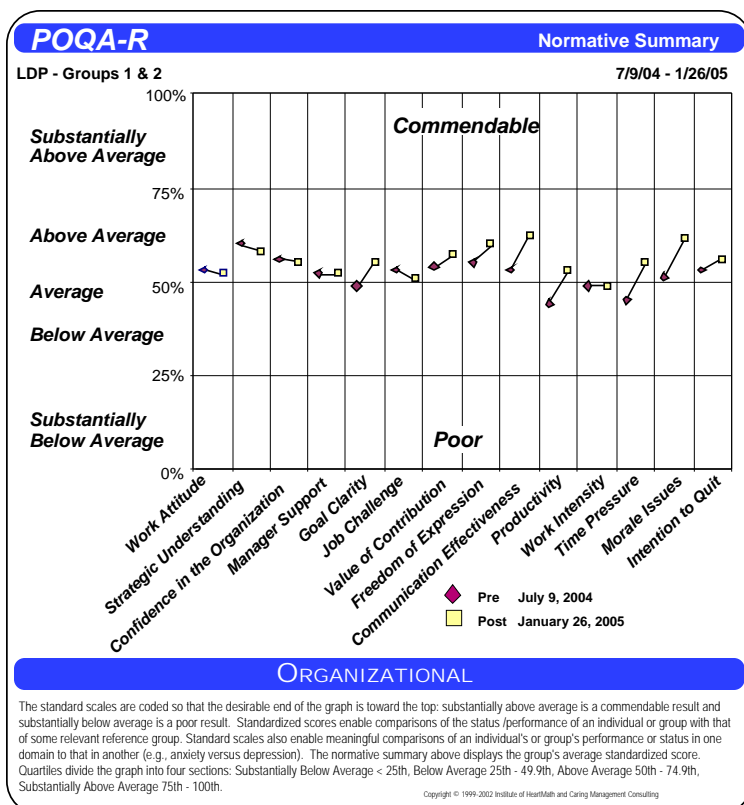


Figure 2: Total (LDP2 & 1) Organizational Construct Improvements in POQA-R

Impact Interviews

The Impact Interview participants provided specific examples of how they were using the techniques taught in the program during one-hour, individual, face-to-face interviews. The target was a 25% sample of participants from each LDP group. A higher than targeted sample of participants was interviewed from each LDP group with a 49% sample from the total (31 people from the LDP class total of 63). Figure 3 below depicts the range and average improvements in Personal Goal areas reported by all Impact Interview participants.

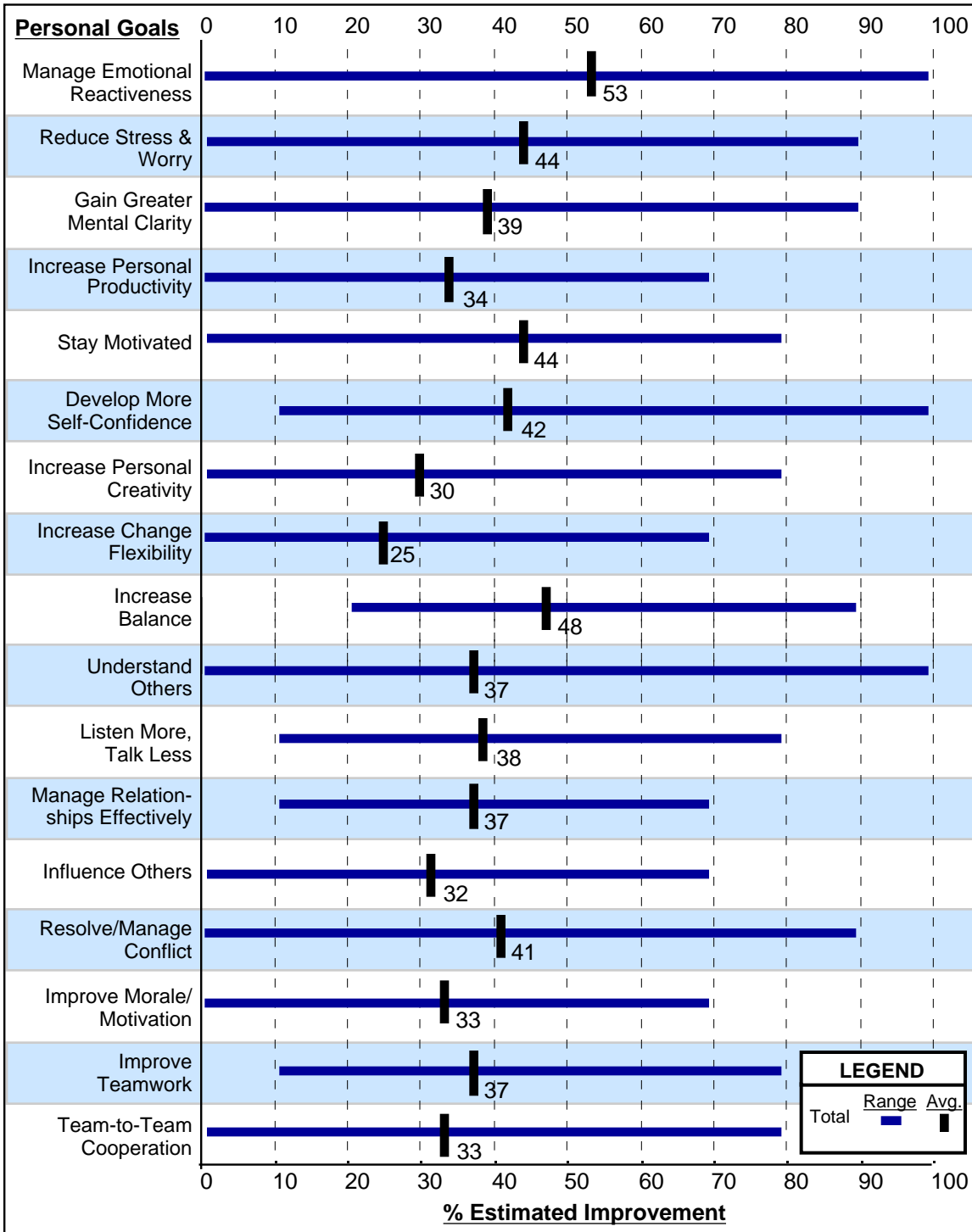


Figure 3: Total (LDP2 &1) — Range and Avg. Percent Improvement in Personal Goals

Conclusions

Level 3 Impact — Many Participants Are Experiencing Significant Benefits Use of Techniques On-the-Job

The results from the various coaching sessions, the POQA-R, and the Impact Interviews indicate significant improvement among those who are using the techniques. It's important to note that the results (both small and large) of using the techniques have a cumulative effect on the user and, in most cases, on those who interact with the user. The effects are similar to those of a single drop of water in a still pond. The ripples not only touch the user and the other person, they subsequently affect, in a positive way, other people that person interacts with throughout the workday and at home.

Level 4 Impact

Impact of Use of Techniques on Personal and Organizational Measures

There is a large positive Level 4 impact on the organization. Some examples show participants are ...

- changing long-term negative, non-productive relationships into positive, cooperative, productive relationships.
- resolving conflict more quickly and efficiently.
- handling multiple projects effectively.
- getting more work done themselves.
- prioritizing to meet deadlines.
- experiencing less anxiety when faced with challenging tasks.
- achieving a greater comfort level in conversation with superiors.
- building stronger relationships with their departments and other departments.
- experiencing greater motivation on the job.
- feeling more energized to get through their day.
- facing difficult situations and challenges as opposed to avoiding them.
- transforming frustrating situations into productive opportunities.
- achieving key milestones both professionally and personally.
- using the techniques to solve performance problems of their people.
- making more effective (efficient + caring), intuitive decisions.
- changing their own and other people's attitude for the better.
- getting more cooperation from people.
- improving their health.

Below are a few of the many Impact Interview statements reflecting a positive Level 4 impact.

Goal: Manage Emotional Reactiveness

"It feels good. People have started to notice and have told me. In the past, something would frustrate me — stupid questions for example. I would roll my eyes and walk off. Now I don't react like that. I respond in a positive way. They no longer are afraid to come to me. It makes me feel good."

"I ask myself how I can approach this situation better rather than (making an) off-the-cuff response."

Goal: Reduce Stress and Worry

"My heart rate is down, I'm sleeping better, and my blood pressure is good. Since Christmas, I feel the best I have in 6 months from an anxiety standpoint."

"I've had significant improvement here. I've had decreased sleeplessness, and, in general, less worry. I've had a general attitude around having way too much work to do, the stress of keeping up, and (now) I'm just getting that under control and saying, 'It's O.K. Do what you can. I always figure it out.' This (program) has changed my attitude — work hasn't changed."

Goal: Gain Greater Mental Clarity

"In our business, we get a seething email or phone call — now I wait — look at it clearly by using the Freeze-Frame® technique and make a good, quick decision rather than a bad decision or no decision."

"People feel better about the decisions I make and (I make) more effective decisions. People are inclined to work with me on it."

"My improvement comes from stopping and reflecting. I think before reacting. When stressed out, I'm able to calm down and clear my mind and be more productive."

Freeze-Frame is a registered trademark of the Institute of HeartMath.

Conclusions (continued)

Level 4 Impact (continued)

Impact of Use of Techniques on Personal and Organizational Measures (continued)

Impact Interview statements reflecting a positive Level 4 impact on the organization (continued).

Goal: Increase Personal Productivity

"The sheer volume in August and September was staggering. I've been able to chip away at it. I've kept up with the increased volume with no increase in back log."

"I'm using the tools to prioritize my work, one bite at a time, so I don't get overwhelmed. This is huge for me."

"Quantity of work has improved. I get a lot of stuff done. By managing priorities, I'm better at it. I'm working more on the most important things now first."

Goal: Improve Team to Team Cooperation/Coordination

"I've improved tremendously. We have an incredible thing going on now. Our cost structure is 104% and 16% over goal with best costs. We are doing phenomenally."

"I've not had a lot of opportunity. Where we had ongoing actions yes. In International, a guy and I brainstormed the need for a monthly conference call. There have never been good relationships between us. We have really high hopes and endorsement from the International team and internal marketing the benefits we can derive from this. This could have significant impact."

"(I've seen improvement) particularly with Marketing group. I asked for people on my group and another to sit down and talk to look at why we took positions and to learn from it and what the mistrust is about. It will help us all relate to each other positively. I will start off that session with the Freeze-Frame® technique and give appreciation to those people for all they do and the progress they have made and the opportunities to work together to solve the problems. I'm really relaxed about it. It could be a milestone. I'm doing it subconsciously — the real me and how I want to be — never learned how to be this way before."

Did We / Are We Achieving the Purpose of the Program?

The answer is "Yes." *particularly for those who are using the techniques on a regular basis.* Most of the participants are using two or three techniques either regularly or as needed. For some, use of the techniques has become a part of the way they lead and who they are. A small number of participants may not be using the techniques on a regular basis. They may have chosen not to practice the use of the techniques or they may have found it difficult to remember to use them.