

Developing Emotional Competence Program

Global Restaurant Chain #3

Information Technology Department

Introduction

From April 2007 through June of 2007, a third Developing Emotional Competence™ Program was facilitated for a global restaurant chain's IT department. Thirty participants were trained. The team leaders of two teams needed to partner to implement twelve projects for the year. They desired that their teams work more closely together with increased rapport and communication as well as understanding and appreciation of what each team does. Additionally, they desired to improve collaboration and trust among team members and between teams.

The Program

The program included a kick-off session, individual goal-setting sessions, two days of training, two coaching sessions and two reinforcement sessions. Program results were tracked through a pre and post program survey [the Personal and Organizational Quality Assessment-Revised (POQA-R)].

Results

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.

The data represents 28 participants pre-program and 17 participants post program.

- **Personal Constructs** — All constructs showed improvement with 5 constructs showing substantial movement. All constructs were in the Above Average quadrant at the end of the program.
- **Organizational Constructs** — Typically the fourteen organizational constructs show mixed results with minimal movement. However, this group's constructs tended to move more substantially upward (toward the Average/Above Average quadrants). Only five constructs had little or no change with one or two of them moving downward slightly. It was noted that the strong support from the team leaders was the likely cause of such significant movement in the positive direction.

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.

Results (continued)

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

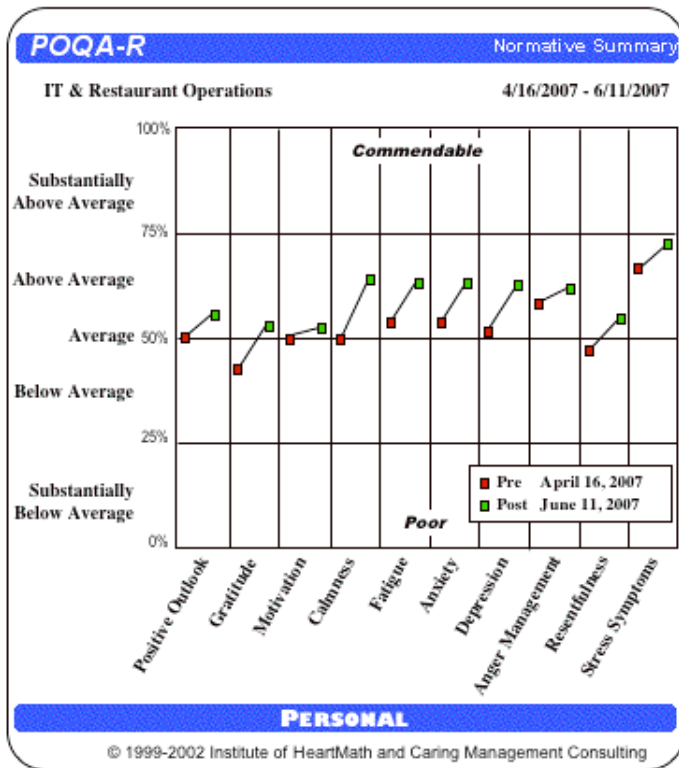


Figure 1: Personal Construct Improvements in POQA-R

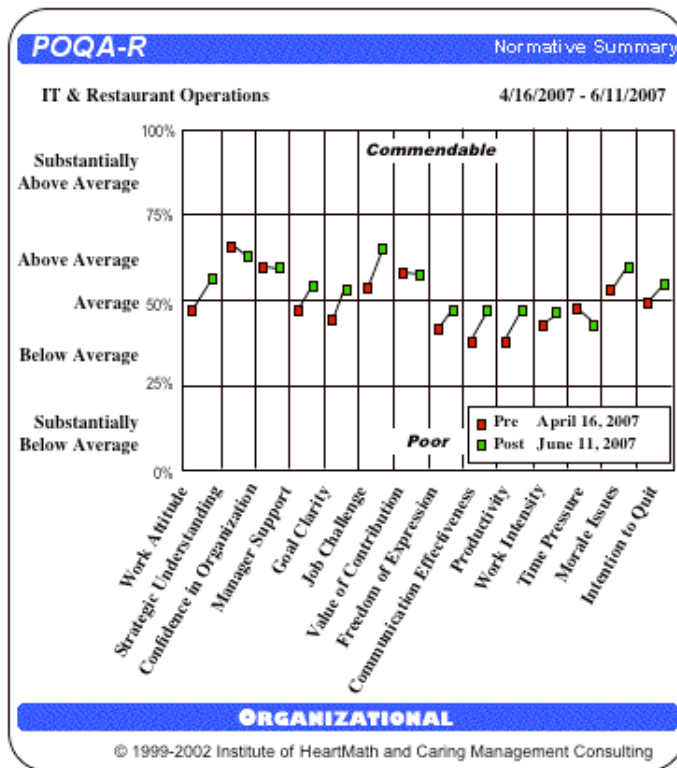


Figure 2: Organizational Construct Improvements in POQA-R

Conclusions

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

Participant comments from the confidential coaching sessions and the results from the POQA-R indicate improvement among participants who are frequently/regularly 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 many 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 Conclusion — Impact of Use of Techniques on Personal and Organizational Measures

The increase in productivity noted by the POQA-R indicate a positive Level 4 impact on the organization.

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/frequent basis. The individual coaching sessions and the POQA-R indicate that the participants improved in their communication effectiveness and their freedom of expression. Individual coaching sessions revealed that 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 manage themselves and who they are. A small number of participants are not using the techniques on a regular basis and as a result are experiencing modest improvements.