

# EMOTIONAL INTELLIGENCE **view**360<sup>°</sup>

## Major online retailer uses emotional intelligence coaching to improve performance

### BACKGROUND

In its relatively short history, this large online retail company has built a very profitable global brand, its business model embodies the fast paced Internet economy, and its long-term stock performance is always improving.

Through sharp thinking and fast execution, the management teams of the company's European offices have excelled in growing markets. In more mature markets however, IQ alone is not enough. As Daniel Goleman has proven, the best indicator of future success is a high level of emotional intelligence.

Bearing this in mind, the European HR director of the company contacted our client, t-three, to pilot an emotional intelligence development programme.

### TOOL AND APPROACH

The project used ConsultingTools' Emotional IntelligenceView360°, written by Dr. Kenneth Nowack, and included a one-to-one coaching session and an awareness workshop with t-three consultants.

t-three consultants piloted their two-day intervention with the company's UK management team. This was a great success and the top 20 leaders in the UK were next to go through the programme, which was structured along the classic four dimensions of Emotional Intelligence.

- Self awareness
- Self management
- Social awareness
- Relationship management



The results of the Emotional IntelligenceView360° showed that the team had some distinct strength areas, however some of the 17 Emotional Intelligence Competencies required development.

The workshops aimed to address these development areas, with a mixture of practical exercises and action planning. Each leader committed to drive one selected competency across the entire team.

## OUTCOME

The success in the UK encouraged this international online retailer to invite t-three to expand the programme across further European offices. The benefits of this will be that the company will get a comprehensive understanding of similar or differing performances, behavioural patterns across cultural boundaries and, ultimately, about its own culture, which is certainly correlated to the emotional intelligence of its leaders.

