



“Emotional Intelligence makes the difference between good and great leaders. The key to great leadership is managing the emotional environment of the organization around you and by working with and through people rather than adopting a directive or finger pointing style.”

Linda Watson
Senior Consultant
Diligencia

Diligencia's business is all about people and strategy, and the ability of one to deliver the other. As thought leaders in the field of pre-investment management due diligence, *Diligencia* works with Banks and Private Equity houses deploying the *Diligencia Process*®, a business review and management assessment technique, to help investor's make informed decisions on company transactions. Post-investment, working with PLCs and SMEs, *Diligencia's* consultants both support and challenge the incumbent senior executives and their teams while their businesses undergo essential transformation. Many factors might trigger *Diligencia's* involvement – a difficult marketplace, the desire to diversify into new business areas, the need to introduce best practice business management techniques – or simply that the business is poised to enter a new phase of its lifecycle and requires the safety net of working with someone who has been there before.

The Challenge

Linda Watson, Senior Consultant at *Diligencia* explains how the Thomas' Emotional Intelligence Questionnaire works for their business, “We work mostly with managers and directors at senior levels and use Thomas EIQ as part of our mentoring and coaching services to get a more well-rounded view of an individual.”

Emotional Intelligence describes an individual's capacity to understand and control their own emotions, and to recognize and manage those of others so that they, and others around them, can be as effective and productive as possible at work.

Watson continues, “emotional intelligence makes the difference between good and great leaders. The key to great leadership is managing the emotional environment of the organization around you and by working with and through people rather than adopting a directive or finger pointing style. Great leaders have an exceptional awareness of themselves and understand very clearly the impact their behavior has on other people.”

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The Solution

“I use Thomas’ EIQ in the coaching context as a tool to open up the early discussions and to gain an insight into what makes that person tick and what is holding them back from reaching their potential. It provides such a profound insight into a client’s character that it allows me to reach a point in the coaching process that would otherwise have taken several sessions to achieve. Particularly when used in conjunction with the Personal Profile Analysis (PPA), you get a really complete picture of the client without needing to spend hours and hours in coaching sessions. This is good news for me and for my clients as it cuts down the time needed for ‘exploration’ and the time we spend together becomes productive more quickly,” explains Watson.

Watson goes on to explain, “I was involved in coaching a senior manager who had a blind spot for reading other people’s non-verbal emotional signals. This led him to appear cold and aloof from the people he worked with. Using Thomas’ EIQ we discovered that his emotion perception was very low and his emotion regulation was very high. His scores in these facets explained his ‘detached’ behavior in the workplace and he later revealed that he did not behave in the same way outside of work. It transpired his behavior stemmed from a strong belief that he needed to ‘be professional’ in a work context. Others interpreted this differently, labeling him a ‘cold fish’ and unapproachable. Thomas’ EIQ gave us the ability to discuss this issue and allowed me to use my skill as a coach to help him work at resolving it.”

“Someone misreading something in the emotional context of a situation often causes conflict at work, and EI can really break down barriers by providing the means to discuss the conflict in a non-confrontational way. Emotional intelligence is about putting yourself in the shoes of the other person - seeing a situation through their eyes. If you are able to do that, you remove the potential for conflict,” continues Watson.

Thomas International Case Study: Diligencia

"I use (Thomas') EI in conjunction with the PPA, to get the full picture of the individual's work based behavioral preferences and their emotional intelligence. This helps pinpoint the areas that need attention, gives the best possible service to our clients and produces results quickly."

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The Result

"Emotional intelligence has a large part to play at work. People expect more from work than simply money and career advancement, they expect to have their emotional needs met. Emotionally aware and intelligent managers foster a positive emotional environment where people can flourish and thrive; a culture where people will want to come to work every day and strive for success," says Watson.

She continues, "EI questionnaires are very beneficial for individuals wanting or needing to find a way of removing blockages to reaching their full potential. The resulting report describes the 'whole person', not just the person within a work context and this makes it a really powerful tool for development purposes. I use EI in conjunction with the PPA, to get the full picture of the individual's work based behavioral preferences and their emotional intelligence. This helps pinpoint the areas that need attention, gives the best possible service to our clients and produces results quickly."

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ABOUT THOMAS INTERNATIONAL

For over 25 years, Thomas International has been a global leader in the provision of on-demand behavioral assessments and reporting used to recruit, develop and retain top talent.

Thomas International has a presence in 60 countries and availability in over 56 languages. More than a million Thomas International software-as-a-service (SaaS) delivered assessments are completed each year.