

## Case study

### Diligencia

**Management due diligence consultants using Thomas assessments to develop great leaders.**

*Tools used: TEIQue, PPA*

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<sup>®</sup>, a business review and management assessment technique, to help investors 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.



#### Thomas and Diligencia

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 EI 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 recognise and manage those of others so that they, and others around them, can be as effective and productive as possible at work. The Thomas EI Questionnaire reports on a Global Intelligence Score, four factors of broader relevance and 15 further facets of behaviour. The scores predict performance, tell you how well people understand and manage their

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emotions, how well they interpret and deal with the emotions of others and how they use this knowledge to manage relationships.

Linda continues, "Emotional intelligence makes the difference between good and great leaders. The key to great leadership is managing the emotional environment of the organisation around you and 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 behaviour has on other people. Good emotional intelligence starts with yourself. Once you have a handle on this you will be able to recognise and read emotions in other people enabling you to manage the emotional climate."

"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.”

“I use emotional intelligence assessment in a 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 take 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.”

“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 the EI Questionnaire we discovered that his emotion perception was very low and his emotion regulation was very high.” Emotion perception is an indicator of how well you understand your own and other people’s feelings, and emotion regulation concerns whether you externalise or control your own emotions.

“His scores in these facets explained his ‘detached’ behaviour in the workplace and he later revealed that he did not behave in the same way outside work. It transpired his behaviour stemmed from a strong belief that he needed to ‘be professional’ in a work context. Others interpreted this differently, labelling him a ‘cold fish’ and unapproachable.



The EI report gave us a language 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.”

“I see clients with issues relating to ‘high’ EI scores as well as ‘low’ ones. Many people assume that having ‘high’ scores is good, but ideally you want a balance of scores appropriate to your particular job role. Individuals with very high scores may have difficulties with some aspects of certain roles. For example those with a high empathy score may find it difficult to discipline or terminate someone as they empathise with the underlying factors causing the behaviour in the other person. I use the analogy of Dr Jekyll and Mr Hyde to illustrate this point - the behaviours displayed when ‘high’ EI

scores are being used positively and the behaviours displayed when they are used negatively.”

“By way of another example I worked with one individual who was not performing as expected. The EI report showed that she had high scores in relation to emotion perception, emotion expression, adaptability and optimism. These would suggest this individual would be highly adaptable, positive, able to rise above negative situations and both emotionally perceptive and expressive. However, the downside meant that they could come across as unrealistically optimistic, preoccupied with exploring their own and others’ emotions and subsequently in danger of leaving tasks unfinished. The EI report allowed me to show the client how these traits were undermining her performance at work, and together we worked to address the issue.”

“EI is 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 PPA, to get the full picture of the individual’s work based behavioural 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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