

# Case Study:

## Emotional Capability and a Lasting Legacy

---

### **Rationale for buying the Emotional Capability product**

The skills and knowledge associated with Emotional Capability are an excellent fit with Leadership Development and our company has a high level of expertise in this area. Our marketing targets large organisations that are seeking to develop a customised leadership development programme that would stand the test of time.

### **Some industries that use Emotional Capability as part of leadership development**

In this case study our client was the largest Local Authority (LA) in New Zealand and utilised the Emotional Capability Profile and associated learning methodology over many years. It helped to achieve the sale that a number of other large organisations, including Food Retail chains, Telco's, FMCG's, Tertiary Education, Government Departments and other Local Authorities were users of the ECP.

### **Who was the target audience?**

The key reason for the LA and others to look to Emotional Capability was to upskill its leaders through a longitudinal programme with Emotional Capability (and its link to Persuasive Communicator) as the core learning. This leadership development programme incorporated all leadership levels from the Executive Team through to First Line Leaders as this was seen as part of building the organisation's unique culture to be lived by everyone.

The programme started with a workshop for the executive team so that they could lead the way and then the workshops were held through the management levels to team leaders. When the programme reached the middle management and team leader level the participants realised that this learning would be highly effective as a team building activity for their teams. This proved to be the case, to the point where the Emotional Capability workshop became part of the induction programme so that everyone learned this key skill set. The timeframe for this overall programme was approximately 5 years.

The overall leadership development programme also included an 'Emerging Leaders' Programme where identified potential leaders attended an Emotional Capability workshop as part of their mentored development year.

Towards the end of 5 years and in continuing the emphasis on emotional capability, links were made between these skills and customer service in a programme of workshops covering all customer-facing employees. This led to a higher level of customer awareness for both internal and external customers.

## Results from investment in this programme

For those participating in the leadership programme, a review workshop and second ECP was held approximately 1 year after their first introduction to Emotional Capability. This proved that where people had taken the lessons on board and were motivated to incorporate new skills and behavioural change, the feedback indicated a higher level of emotional capability.

Other outcomes were:

- More leaders became role models of the stated values of the organisation
- Attainment of some of the key objectives of the organisation was linked to the effectiveness of the leadership development programme
- Indicators of emotional capability were incorporated into the performance review system
- The terminology of emotional capability became the common language of all employees
- Teams and individuals were more inclined to work together to achieve positive outcomes
- The ECP was seen as a useful basis for coaching
- Leaders who left the LA continued to use the skills learned in their new roles

This LA was subsequently incorporated into an all-encompassing 'super city' but in our work with the new entity we can observe the skills associated with being emotionally capable are still evident in many of the managers and employees who participated in the earlier development programmes.