

## Coaching to Enhance Emotional Awareness and Self-Regulation

### Objective

To improve cooperative relationships with staff at all levels of the institution and develop greater emotional intelligence, anger management, leadership awareness and competencies.

### What We Accomplished

- Increased collaboration and ability to take input
- Resolved conflict and devaluing comments in staff meetings
- Coachee shows respect for differing opinions
- Mindset shift that decreased reactivity
- Gained ability to observe poor behavior, its impact on others, and use this to change behavior
- Coachee is communicating in a calmer tone and slower pace

### The Challenge

This coachee's expertise had overridden accountability for harsh, devaluing behavior and temper outbursts. However, the coachee had a highly developed analytical mind with underdeveloped emotional intelligence.

This led to the coachee becoming unconcerned about his impact on others; denying responsibility for problems his behavior caused, placing the blame on others.

### TLD Group's Solution

First, we conducted individual interviews of supervisors, peers and direct reports to learn about his unique personality and communications style. Next, we began educating the coachee about the communications needs of others, and how his communication style fits with theirs.

Then, we underwent a thorough debriefing of the feedback garnered with the coachee with a focus on behavioral themes, details, and impact on others. From here, we developed a coaching plan to address each of the growth areas identified in the 360 process.

Ongoing communication with supervisor and organization leadership as well as repeat 360 interviews to follow progress and refine coaching focus.

- Coaching program designed for high capability leaders with compromised effectiveness due to lack of interpersonal skills and emotional intelligence.
- Using a research-based program that encompasses strategic coaching, psychology, and neuroscience, the "disruptive" employee expands their leadership identity from one of alienating to engaging stakeholders.
- The four-phase program (1. Discovery, 2. Building Awareness, 3. Coaching, and 4. Sustaining Results) focuses on building emotional intelligence through enhanced self-awareness, self-regulation, motivation, empathy, and social skills.

