



When Military Intelligence meets Emotional Intelligence



Mobile Team Challenge Ltd

Unleash the Potential of Your People

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There are many and varied psychometric profiling tools which identify people as a colour, or a 4 letter acronym, or a season or a type... and these can be used to great effect in creating a self-awareness within the individual. However, there are very few of these tools which measure the development or progress within an individual. This is where Emotional Intelligence Profiling leads the field.

With many psychometric tools we are always told "there are no right or wrong answers..." ... however with Emotional Intelligence Profiling – there **can** be!... and E.I. also leads the field in measuring the 8 individual behaviours which make up our E.Q. and we can identify which of our 8 behaviours require the development.

Some organisations use E.I. profiling to complement their recruitment processes and their competency frameworks. These frameworks can be set and mapped against E.I. behaviours... which can then be measured as part of a personal development plan or review.

When it comes to happiness and success in life, emotional intelligence (E.Q.) matters just as much, if not more, as intellectual ability (I.Q.). Emotional intelligence helps you build stronger relationships, succeed at work, and achieve your career and personal goals.

Emotional intelligence (E.Q.) is the ability to identify, use, understand, and manage emotions in positive ways to relieve stress, communicate effectively, empathise with others, overcome challenges, and defuse conflict. Emotional intelligence impacts many different aspects of your daily life, such as the way you behave and the way you interact with others.

If you have high emotional intelligence you are able to recognise your own emotional state and the emotional states of others, and engage with people in a way that draws them to you. You can use this understanding of emotions to relate better to other people, form healthier relationships, achieve greater success at work, and lead a more fulfilling life.

Perhaps the biggest surprise has been the impact of E.I. in the world of military, health care and business, particularly in the areas of leadership and employee development (a form of adult education). *The Harvard Business Review* has hailed emotional intelligence as "a ground-breaking, paradigm-shattering idea," one of the most influential business ideas of the decade.

Harvard
Business
Review

The Harvard Business Review

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ideas of the decade"
most influential business



Emotional Intelligence can be learned:



Impact of Emotional Intelligence in USAF

In the early 1980s, a frontline F-4E squadron, as heavily tasked a unit as one could find, had prepared to operate in three different theatres and could do anything asked of it. One commander of this squadron, a master aviator, was absolutely tops technically but had only average EI. A rather directive person who nevertheless could listen, he was the only individual doing the thinking and creating plans. Things were fine as long as the plan was working, but he had little flexibility and only average subordinate support when it wasn't. He went on to complete his career honourably as a full colonel in a joint staff position. His successor, a staff officer out of the Pentagon, had been out of the flying business for several years and was only an above-average pilot- but he had extraordinary EI. By using all the tools and techniques in his portfolio, this man took a solid-gold squadron and made it superhuman; moreover, the effects spilled over to the rest of the wing.

He's currently a four-star general in the Air Force.



Developing emotional intelligence through a few key skills:

Emotional intelligence (E.Q.) is built by reducing stress, remaining focused, and staying connected to yourself and others. You can do this by learning key skills. The first two skills are essential for controlling and managing overwhelming stress and the last three skills greatly improve communication. Each skill builds on the lessons learned in practicing the earlier skills and include:

- The ability to quickly reduce stress in the moment in a variety of settings
- The ability to recognise your emotions and keep them from overwhelming you
- The ability to connect emotionally with others by using nonverbal communication
- The ability to use humour and play to stay connected in challenging situations
- The ability to resolve conflicts positively and with confidence

These techniques are being developed internationally across every Sector of Business.

Mobile Team Challenge (MTC) has been approved as the preferred supplier to the RAF, Army, Navy and Tri-Services for the training of 4,000+ service personnel on the topics of Leadership, Team Building, Conflict Management and Emotional Intelligence. In Further and Higher Education MTC has been commissioned by in excess of 150 Schools, Colleges and Universities to deliver "Student Experience Excellence", "LEAN / Six Sigma Business Improvement Principles", "When Academic Intelligence meets Emotional Intelligence", "Business Development", "Inspirational Leadership and Followership" and "Building High Performance Teams".

In addition, 26 NHS Foundation Trusts have commissioned MTC to deliver Emotional Intelligence Workshops throughout their Trusts to all levels of employees.

Added to MTC's clients of 200 Local Authorities, 150 Colleges and Universities, over 50 HMP and "Blue Light" Organisations, in excess of 200 Private Sector Companies and Public Sector clients, it is easy to see why MTC are emerging as a leading authority in these areas of Personal, Team and Organisational Development.

Many organisations are using Emotional Intelligence Profiling for: recruitment, personal development and appraisals, succession planning and competency based PDRs.

Mobile Team Challenge: When Military Intelligence meets Emotional Intelligence

The following document illustrates the power of Emotional Intelligence Mastery and demonstrates how these simple techniques can be learned and applied to create:

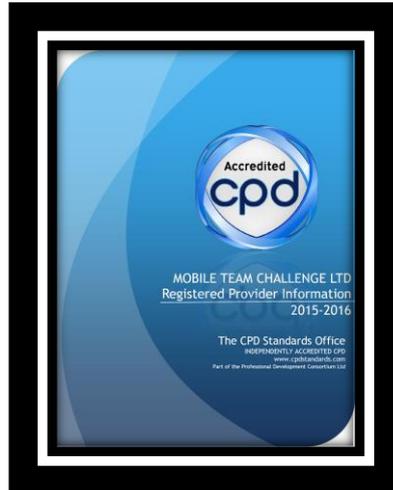
- **Emotionally Intelligent Leaders**
- **Emotionally Intelligent Teams**
- **Emotionally Intelligent Organisations**

Applied Emotional Intelligence within our working and personal lives will help us to perform to our maximum by unleashing the full potential within us.

Yours sincerely

Barry Bailey

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This is a CPD Accredited Course worth 16 Learning Hours / Points

| | | |
|------------------------|---|---|
| Self Awareness | The ability to and recognise and understand your moods, emotions and drives as well as their affect on others | Self Confidence Realistic Self Assessment Self deprecating sense of humour |
| Self Regulation | The ability to control or re-direct disruptive impulses and moods. The propensity to suspend judgement – to think before acting | Trustworthiness and integrity Comfort with ambiguity Openness to Change |
| Motivation | A passion to work for reasons that go beyond money or status A propensity to pursue goals with energy and persistence | Strong drive to achieve Optimism even in the face of failure Organisational commitment |
| Empathy | The ability to understand the emotional make up of other people. Skill in treating people according to their emotional reactions | Expertise in building and retaining talent. Cross cultural sensitivity. Service to clients and customers |
| Social Skill | Proficiency in managing relationships and building networks. An ability to find common ground and build rapport | Expertise in building and retaining talent. Cross cultural sensitivity. Service to clients and customers |
| Social Skill | build rapport An ability to find common ground and building networks Proficiency in managing relationships | customers expertly service to clients and retaining talent. Cross cultural Expertise in building and |
| Empathy | emotional reactions Skill in treating people according to their make up of other people The ability to understand the emotional | service to clients and customers Realistic self assessment Self deprecating sense of humour |

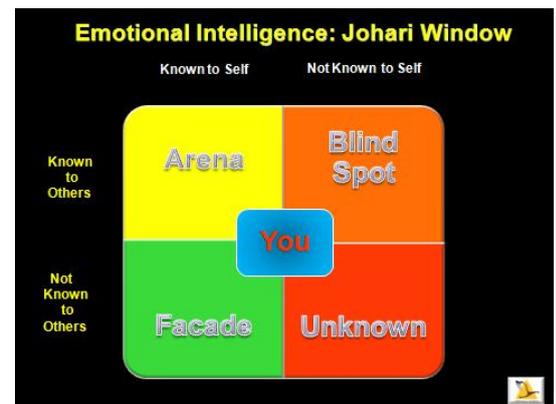
Developing Self Awareness and Insight:

What is Emotional Intelligence?

Did you know that assessing, benchmarking and developing leaders' and teams' Emotional Intelligence has never been so important for maximising their potential for success?

Harvard Business Review says *"In hard times, the soft stuff often goes away. But Emotional Intelligence, it turns out, isn't so soft. If emotional obliviousness jeopardizes your ability to perform, fend off aggressors, or be compassionate in a crisis, no amount of attention to the bottom line will protect your career. Emotional intelligence isn't a luxury you can dispense with in tough times. It's a basic tool that, deployed with finesse, is the key to professional success."*

Emotional Intelligence is the ability that individuals can develop to manage both themselves and others. It is about understanding and having an accurate insight into an individual's motivation to succeed and to develop an increased awareness of how their "style" affects others with whom they work. This includes; understanding the impact of stress and pressure, recognising why people behave the way they do, knowing how to make 'key' decisions and to maximise one's performance. This is the key to human capital management.



Until recently the main approaches to assessing and developing human behaviour have been ability tests and personality questionnaires. However, by new Emotional Intelligence models, it is possible to assess a person's ability to manage their personality and behaviour and hence their potential for success in different situations.

In today's environment what matters is not just a person's training or their expertise but their people skills and their ability to manage themselves and others.

Some people have been conditioned to believe that emotions are not welcome in the business world and that decisions should be based upon cold, logical reason.

Leadership research tells us that the lack of interpersonal skills and the inability to adapt are the two principal derailment factors in careers.

Today there is a growing body of science in the emerging field of Emotional Intelligence, indicating that proper understanding and use of emotions are critical in helping leaders and teams become more effective and better negotiators and communicators.

There is a key differentiator between those who are emotionally intelligent compared to those who are intellectually intelligent and that is their ability to build lasting and successful relationships with colleagues and clients. There are eight key behaviours that are typical of those with emotional intelligence; Adaptability, empathy, contentiousness, motivation, stress resilience, self-awareness, decision making and influencing skills.

When Military Intelligence meets Emotional Intelligence

Our moods and emotions influence our behaviours on every workplace interaction and relationship. They influence fundamental areas like empathy, decision making, resilience to pressure, motivation / engagement, client rapport etc.

Showing a genuine concern (empathy and compassion) for clients' needs, smiling and making eye contact are all critical to a client's perception of service quality and client experience. Importantly, research has shown that Professional Leaders and Account Managers with a higher level of emotional intelligence have a higher success rate.

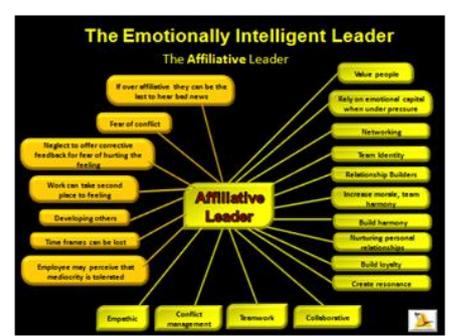


Empathy is an emotional capability closely associated with Emotional Intelligence (EI), and the good news is that (unlike our Intelligence Quotient which is thought to be largely fixed by early adulthood), we continue to develop **emotional awareness** and **social skills** throughout our lives... **If... we choose to.**

Daniel Goleman has defined **emotional intelligence** as *'...the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships.'*

The development of these 8 behaviours will create transformational leaders and highly efficient Individuals and Teams.

The Emotionally Intelligent Leader – The 6 Leadership Styles of E.I.



 **The Emotionally Intelligent Leader**

How do YOUR 8 E.I. Behaviours Stack Up Under Pressure?

When MILITARY Intelligence meets EMOTIONAL Intelligence



Decisiveness

The capacity and preparedness to take decisions, accept responsibility and take the initiative. Provides clarity on issues and is prepared to be assertive.



Motivation/Drive

Wants to achieve, has energy, drive and enthusiasm, is ambitious, is optimistic and positive about things, less likely to become demoralised, is not cautious or hesitant.



Influence

Is able to persuade others, gets own views across, can get others to do things for them or to do what they want, is able to lead and likes to, likes a position of authority.



Adaptability

Responds well to change, is flexible and adaptable, keeps an open mind, likes variety, accepts others' input, likes novel and creative approaches.



Empathy

Team orientated, sensitive to others needs and can see their perspective, tactful, sympathetic, patient, gets on with others, is tolerant of other people, approachable.



Conscientiousness

Meets deadlines, is punctual, is tidy, works hard, is reliable, dependable, conscientious, self-disciplined, good at organising and can tend to conform and follow the rules.



Stress Resilience / Emotional Control

Copes with the day-to-day pressures of life, can control themselves e.g. can control temper when provoked.



Self-Awareness

This scale gives an index of the extent to which your rating of yourself is likely to correspond with the way that others would rate you.

In the mid 90's an amazing development in the understanding of the behaviours of individuals was documented in Daniel Goleman's breakthrough book called **Emotional Intelligence** – a best seller, for a record breaking 2 and half years.

The concepts took the "world of psychology" by storm and Psychologists across the World eventually came to the conclusion that Goleman's theories were correct and agreed, that Emotional Intelligence could be developed... and, measured in an individual.

Untiring research by Harvard and The British Psychological Society identified and agreed that our Emotional Intelligence is comprised of 8 unique behaviours – all of which can be developed and fine-tuned.



How Emotional Intelligence can make a difference in the Military

According to a military expert in the development of E.I., Dr. Reuven , emotional intelligence addresses the emotional, personal, social, and survival aspects of intelligence. These aspects are often more important for daily functioning than the more traditional cognitive aspects of intelligence.

Emotional intelligence involves understanding oneself and others, relating to people, and adapting to and coping with one's immediate surroundings in order to be more successful in dealing with environmental demands.

Although only one of the intelligence dimensions deals specifically with serviceman /woman and family emotions, emotional intelligence is inherent in all aspects of intelligence and finds its way into every area of an individual's life.

Understanding the competencies of emotional intelligence and applying them to life increases comprehensive fitness and resiliency. Emotional intelligence is about understanding your own emotions and those of others in order to be a more successful person. The emotionally well-balanced person will be successful in anticipating adversity and its impacts—personally, professionally, relationally—as well as anticipating the potential response of others to adversity. This will allow him to develop appropriate responses to adversity and bounce back quickly.

Emotional intelligence helps individuals deal with the stressors of the environment by understanding their emotions as well as the emotions of others. The model, below, defines the emotional intelligence competencies in 5 key composite realms with 15 subscales. These realms and subscales highlight the major areas of focus for improving military personnel resiliency.



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potential response of others to adversity



Emotional Intelligence Assessment and Training



Using emotional intelligence to develop and improve resiliency requires a starting place. Assessment is the first step in development. Although it is a relatively new field of study, the British Psychological Society have acknowledged the MTC E.I. profiling tool as “an accurate and consistent methodology” – combined with our Award Winning experiential learning kits, they endorse the fact that the combination of the activities and the E.I. profile is probably one the most effective ways of learning Self and Other Awareness.

The **Intrapersonal Realm** involves what we generally refer to as the “inner self”, determines how in touch with your feelings you are and how good you feel about yourself and what you are doing in life. Success in this area means that you are able to express your feelings, live and work independently, feel strong, and be confident in expressing your ideas and beliefs.

The **Interpersonal Realm** captures the three key areas in which Military personnel need to attain strength in order to have and maintain orderly and effective relationships. These relationships define how an airman/woman will be in the social dimension in empathy, social responsibility and interpersonal relationships. Recognising the issues that surround him or her in regards to interacting with others will improve an airman’s /woman’s resiliency.

The **Adaptability Realm** includes the ability to be flexible and realistic to solve a range of problems as they arise. It addresses the ability to size up and respond to a wide range of difficult situations. It’s 3 scales are reality testing, flexibility and problem solving.

The **Stress Management Realm** concerns an individual’s ability to tolerate stress and control impulses. This realm includes the ability to withstand stress without caving in, falling apart, losing control or going under.

The **General Mood Realm** is influenced heavily by how well an individual performs in the other realms. It concerns an individual’s outlook on life, ability to enjoy oneself and others and feelings of contentment or dissatisfaction. Its 2 scales are optimism and happiness.

| INTRAPERSONAL | INTERPERSONAL | ADAPTABILITY | STRESS MANAGEMENT | GENERAL MOOD |
|--------------------------|----------------------------|-----------------|-------------------|--------------|
| Emotional Self Awareness | Empathy | Reality Testing | Stress Tolerance | Optimism |
| Assertiveness | Social Responsibility | Problem Solving | Impulse Control | Happiness |
| Independence | Interpersonal Relationship | Flexibility | | |
| Self Regard | | | | |
| Self Actualisation | | | | |

Emotional Intelligence Mastery Workshop

In order to explore and develop our E.Q. – we have created an Emotional Intelligence Mastery Workshop.

Each delegate will receive a personalised, 15-page Emotional Intelligence Profile – an Executive summary is seen below and a full E.I. sample has been included with this proposal as a separate attachment.

Score Summary - SAMPLE

As demonstrated by the summary below, this profile clearly shows the area that this Senior Airman in the RAF.

Mobile Team Challenge: Emotional Intelligence

The example below is a profile of a Senior Airman in the RAF who was struggling to gain respect and credibility with his Team and colleagues. This profile clearly demonstrates a training need in Influencing Skills, Decisiveness and Motivation. Due to his lack of Self Awareness he was unaware of how his style was negatively impacting his Team. He found himself unable to motivate and create “buy-in” from his Team and always had to ‘resort’ to autocratic ‘Command and Control’ Leadership styles in order to get his subordinates to engage in on-base activities. A development programme was created for the Airman and his scores and effectiveness significantly increased in a matter of weeks

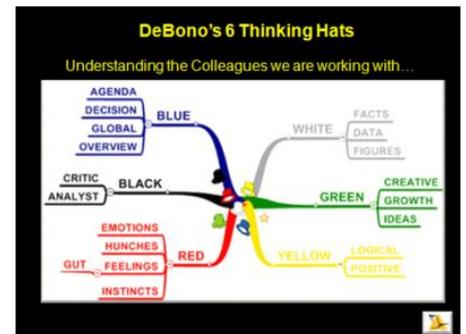
| | | | | | | | | | | |
|-----------------------------|---|---|---|---|---|---|---|---|---|----|
| Decisiveness | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Motivation | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Influence | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Adaptability | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Empathy | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Conscientiousness | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Stress Resilience | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Self Awareness Score | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |



During this interactive, highly motivational 2-day course we will be fully utilising MTC experiential learning kits and concepts.

Delegates will:

- Complete an on-line **Emotional Intelligence Profile** prior to attending the workshop and will receive a 15-page personal report.
- Analyse their **Self Awareness** and **Self-Management Scores**
- Develop a greater understanding of all **"self" behaviours** leading to increased professional skills.
- Develop a greater understanding of all **Intra and Inter Personal Relationships** and people "types".
- Create a personal development plan for all **8 E.I. behaviours** against their profile
- Practice **Emotionally Intelligent Leadership Skills**
- Develop **"Other Awareness"** – Understanding the impact that OUR style has on our Colleagues, Partners and our Clients Experience.
- Develop their **"Self-Management"** and **E.I. Behaviours**
- Explore how to make their personality, their Departments and their Organisation **"stand out from the Crowd"** by practising their E.I. behaviours daily
- Develop their **"Relationship Management"**
- Learn how to create group **synergy and motivation**
- Demonstrate how to display inspirational and motivational **"Winning Behaviours and Attitudes"** to our Colleagues and fellow Staff members
- Discover how to apply the **ABC of Behaviour Management** using E.I. techniques
- Explore the **powers of Influence** that E.I. can offer
- Learn how to select and apply **The 6 Leadership Styles of the Emotionally Intelligent Leader** – identifying our Style
- Participate in a **HeartMath bio-rhythm** test to demonstrate the impact of brain / heart coherence in achieving an Emotional Intelligence State of the Peak Performance Zone and resilience to Stress.



emWave
Powered by **HeartMath**

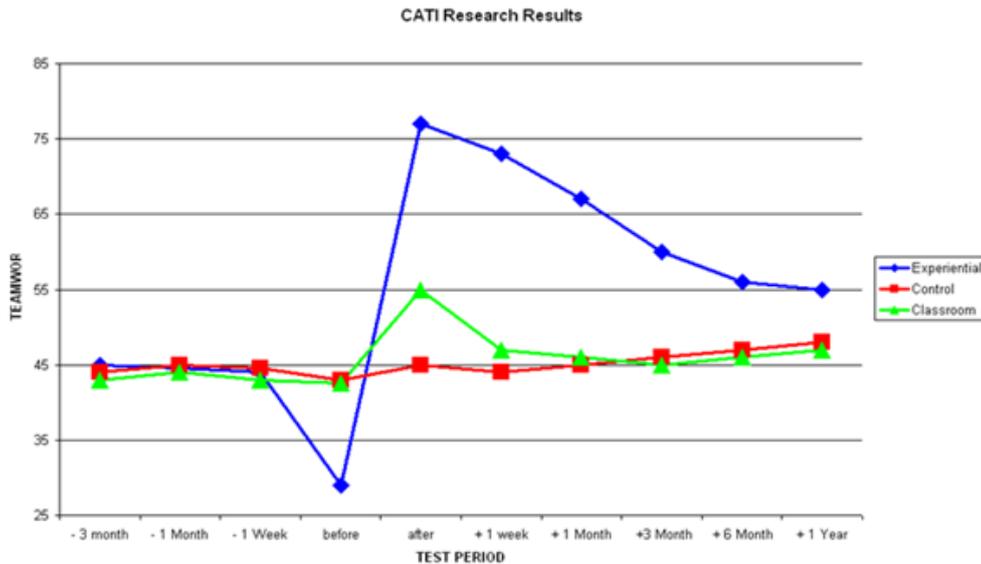
emwave
personal stress reliever®

The image shows a computer screen displaying a bio-rhythm test interface with a circular color wheel and several line graphs. Below the screen are three printed graphs labeled 'Realization', 'Appreciation', and 'Love' with corresponding heart rate data.

How can we develop our Emotional Intelligence?

The most effective way of developing our E.Q. is experientially.

As the graph below demonstrates, experiential learning is the most effective and efficient learning style to encourage awareness retention.

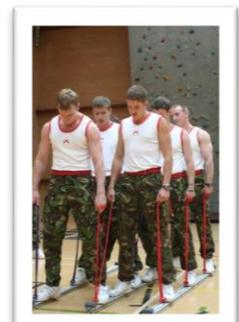


SOURCE: Scientific Research All research was performed by Dr. Simon Priest PhD 25 Year Experiential Education Expert. Publisher of over 12 books on the subject and on the Board of Advisors for PLAYTIME Inc

The long term results of Experiential Learning have been researched and studied by many academics – all of whom agree, that it is the most effective method of learning and that it guarantees a long term, behavioural and attitudinal, positive change in the performance of the learner. This is where the journey to E.Q. development begins.

Mobile Team Challenge provide inspirational Emotional Intelligence Workshops (as supported by the British Psychological Society) which uncover the mystery of our inert E.Q. aspirations by exploring the theory of Emotional Intelligence from its humble beginnings to what it is today – a vital tool to have in the bag for the modern day motivational leader. The workshops include experiential learning using Appreciative Inquiry during and after the activity.

For more information or to book your Emotional Intelligence Workshop today call Mobile Team Challenge Ltd on 0844 745 2120 or click on www.mtceurope.co.uk



Testimonials



Mobile Team Challenge's unique approach to Accelerated Learning and Development, through utilisation of MTC techniques, produce outstanding results, highly energised and motivated attendees; some of whose comments have been:

'...A new dimension to our leadership and development programmes...'
(Chrys Murphy MBE, Wing Commander, RAF)

"MTC is about building on success, to bring about even more success"
(Brett Nicholls, RAF School of Training)

"I wanted to write a short note to thank you both for such an excellent MTC course last week. I thoroughly enjoyed the two days and found the Appreciative Inquiry approach fascinating. I think you have tremendous training medium in the MTC equipment. More importantly, the positive-framing. approach to facilitation is extremely powerful and when combined with the first class challenges, lead to a very rich and valuable training experience. Crucially, you both believe and live. the concept and that message came across loud and clear. Thank you both once again for your energy and enthusiasm that bought the whole two days to life. Best wishes and please keep up the great work".
(Squadron Leader Paul Bate, RAF Innsworth)

"MTC Training enhances existing leadership and team building activities and improves other training exercises".
(Pamela Murray, RAF LTPD School of PT)

'A very rich and valuable training experience' (RAF Innsworth)

"MTC provides a dynamic, hands on and thought provoking approach to training and development. You cannot buy trust or teamwork but MTC enables you to develop these attributes very effectively."
(Pete Hughes, RAF Cosford)

"Many thanks – the pair of you have been a great inspiration"
OC FDTF – RAF Halton

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