



Case Studies



Ei World Case Studies

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Background

Here at Ei World, we deliver world class programmes in the UK and globally to develop and sustain employee engagement and effectiveness. Our programmes are designed to support strategy execution / change management, organisational transformation, leadership development, talent management, team effectiveness and executive coaching.

Ei World is the longest established provider of emotional intelligence assessment, coaching, research and development in the UK. Established in 1999, our clients span the globe.

Ei World is a specialist provider of leadership development and leadership assessment services using Emotional Intelligence as a foundation of our work. This includes deep expertise in the provision of assessment tools and research based on Emotional Intelligence and implementing large-scale management development and leadership development programmes.

We were founded in 1999 by Geetu Bharwaney. We are a provider of choice in view of the fact that Ei World leads world-class projects for a range of clients in the UK and further afield including technology companies, global consulting and professional services firms.

One particular feature of our work is that we equip in-house teams in the tools and methodologies of emotional intelligence as part of our interventions, so that they can implement ongoing "EI" coaching and development programmes designed to monitor and foster the growth of Emotional Intelligence over time... Ei World delivers solutions that make a difference.

Around 80% of our work has been with individuals of high potential in a variety of leadership contexts – we pride ourselves on implementing programmes which have impact and add value to our clients. Our projects produce long-term sustainable behavioural change and learning.

Ei World has been involved in large-scale implementation of programmes and assessments for a wide variety of organisations. We do not publish our client names for reason of confidentiality though would be happy to put you in touch with specific individuals who have given us their explicit permission to use their name when appropriate to do so, for the purpose of informing prospective clients.

Common features of our work:

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1. The training is implemented with a high priority group.
2. Ei World expertise is tailored to the needs and to the budget available as well as the desirable split of using in-house versus external resources.
3. All work is based on existing guidelines of best practice for introducing emotional intelligence into development programmes (please enquire if you wish to have the specific references for this, they may be known to you already).
4. Ei World is selected as a dedicated provider of choice.
5. The impact of all programmes is carefully measured.

We help organisations and individuals transform themselves. We bring authenticity, integrity and passion to everything we do.

As a recognised leader in the field of Emotional Intelligence, our strengths are:

- Emotional intelligence expertise.
- Applied research and evidence-based practice.
- Depth and quality of deliverables relating to research, training and coaching interventions.
- Strong values expressed and lived.
- An international network of specialists focused on leadership development based on emotional intelligence.

Our resource level is around 10 consultants/ coaches/ facilitators and a full support and back-up office team. Our wider resources include a printing company, a graphic designer, a web site designer and an audio-visual specialist. This enables us to deliver all project services to a high quality.

In 2004 when our clients became more international, Ei World changed its structure to a fully networked company, a business model that has enabled our business to thrive in the current financial downturn. We own our own training centre; our entire workforce is home-based and/or located in specific project locations. You can be certain that Ei World will involve the most skilled and experienced personnel to assist this project.

Our project team members are chosen for the project as they directly reflect the skills, expertise and expert competences needed for a project. We are able to flex our



provision based on the project demands. All our projects are managed from start to end by a dedicated Project Director.

As part of our early project work, we would usually agree both your desired business outcomes and your operating principles and success measures as a key stakeholder for this project. In order to do this and to ensure that our agreed service levels are met, our dedicated Project Director will provide a Client Relationship role.

Case Study 1: Mining Technology - Strategy Execution

Business Context:

A global leader in mining and mineral extraction technology, with new and stretched goals for a key business unit, the Services and After Sales Division. This was a relatively new part of the company with important targets just at the time when the financial markets around the world were entering into recession. The targets had a number of behavioural changes associated with them, including highly technical personnel being tasked with working in a more customer-oriented way. The concept of 'lifetime value' in client relationships, became an important behavioural goal, for the achievement of the global sales targets. Teams were located in 13 different regions of the world, with approximately 300 Services and After Sales people involved in the intervention.

Desired Strategic Business Outcomes:

To increase Sales and After Sales Revenue by 500% to 250-300 Million €s by end 2010 (2007 Revenue: 80M€).

The Intervention (top level summary):

1. Initial assessments, using the EQi, of all 300 key people, so that the intervention could be adapted for local considerations and group EQ profiles created.
2. Research and quantification of the sales profile, in EQ terms, which had the most potential for personal and business effectiveness.
3. Design and implementation of a 2.5 day workshop for global teams across 13 locations world-wide. Workshops included experiential learning and individual and team action plan creation.
4. One-to-one Coaching for 25 key managers, focusing on a range of business, behavioural, task and process-related issues.
5. Extensive review, 6 months after the intervention, of behavioural changes and financial targets achieved.

The Result:

A 5-fold increase in revenue by end 2010 was achieved, despite challenging economic times. Positive Success and Best Practice stories were widely documented and disseminated across global divisions.

Case Study 2: Financial Services - High Potential Development

Business Context:

A pan-European and Anglo-American credit card company with an impressive growth record in the UK. Typically there had been little career planning for high potential managers. It was desired to invest in this group's leadership development to secure the succession plan for these people.

Desired Business Outcomes:

To achieve P&L growth from the direct involvement of these key leaders working more in collaboration, thus building capability at the individual, team and organisational levels.

The Intervention (top level summary):

Three cohorts of 35 high potential people experienced a leadership development programme over 6 months in Spain & UK, which included the following components:

1. Emotional Intelligence online assessment and confidential one-to-one feedback was provided at the beginning of the programme. Creation of a Group EQ profile lead to adaptations of both content and style of delivery of the intervention.
2. Creation of a personal development plan to support involvement throughout the programme.
3. Four workshop days in total to cover relevant leadership themes customised to the work of participants. This included provision of assistive technology (HeartMath desktop) during training sessions to track Heart Rate Variability in the moment.
4. One to one coaching to support the achievement of the personal development plan and to monitor the achievement of business outcomes.
5. Repeat EQ assessment was provided at the end of the programme and results were documented at individual, team and organisational levels.

The Result:

Key stakeholders confirmed that several consequential business initiatives were evidence of a different style of working which produced direct impact on the front line P&L.

Case Study 3: Global Technology Services - Leadership Development

Business Context:

The Indian subsidiary of a global technology company had experienced the most growth globally in the shortest space of time. The group of 38 leaders at the top of the organisation were working beyond a healthy level and morale amongst the senior team was low. Yet this was the critically most important group for the functioning of the company.

Desired Business Outcomes:

It was desired to invest in the senior team as part of helping them achieve performance improvement at work.

The Intervention (top level summary):

1. Initial briefing of all managers, so that they could provide their informed consent to being assessed.
2. Confidential individual EQi feedback sessions with each of 38 leaders.
3. Design and implementation of a leadership workshop for all leaders to meet together and review their group assessments and the implications for how they were functioning.

The Result:

Leadership development was successfully achieved with greater levels of team followership, increased self-awareness and morale. It was felt that the senior management team subsequently functioned at a healthy and productive level.

Case Study 4: Construction - Well-being and Business Effectiveness

Business Context:

A global leader in construction has a Plant, Fleet and Rail services division. Within this division there are 500 people in a range of operational, mechanical and technical roles across the UK. Following an organisational level commitment to focus on Health and Safety across the business, a Well-Being initiative was launched in 2008. Whilst many initiatives were implemented at local level, little had been done on actually building the skills base of people in the company to manage their own well-being.

Desired Business Outcomes:

To invest in technology and skills-building so that the company's personnel have a better ability to manage stress, particularly in high risk mechanical and technical roles.

The Intervention (top level summary):

1. A pilot programme with the executive team, to test out an approach to well-being.
2. The intervention included an emotional intelligence assessment, health screening, provision of assistive emotional management technology (HeartMath emWave Personal Stress Reliever™) and a workshop entitled 'Transforming Stress into Resilience'.
3. A decision has been made to roll out this programme to the remaining 490 employees from early 2011.

The Result:

An executive team who have experienced a shift in their own well-being as a result of the skills they have learned and the technology they have used. Further business measures for success of the wider intervention are being defined currently.

Case Study 5: Military - EQ Research

Business Context:

Significant expenditure on the full range of activities involved in the Royal Air Force's recruitment and development of Aircrew. There was a complete absence of emotional intelligence assessment and there was a desire to understand the role of emotional intelligence so that this could be built into the on-going development and understanding of human factors within the Air Force.

Desired Business Outcomes:

To assess the importance of emotional intelligence within pilot and aircrew roles broken down into Fast-jets, Multi-engine aircraft and Rotary wing, through a non-invasive and operationally sensitive research methodology.

The Intervention (top level summary):

1. Emotional Intelligence assessment of 315 operational aircrew.
2. Statistical analysis of all data and correlated both demographic and EQ data
3. Producing a report and submitting it to major military fora across the world

The Result:

The Royal Air Force was commended for its innovative work through inclusion of the research paper in the largest military conference in the world, involving some 30,000 people. In summary, it was found that functioning emotional intelligence was a characteristic of successful combat ready aircrew and confirmed the importance of 'Human Factors' training. The data was handed to the Aircrew Selection Centre for further analysis.

Case Study 6: University - Key Management Development

Business Context:

With dramatically changing university funding, a need arose for middle managers to increase their levels of ownership and management skill, in order to assist the university as a whole. A history and culture existed of limited leadership development across the university.

Desired Business Outcomes:

For the middle managers across the university to expand their capacity for leading and managing change through a complex and adaptive environment.

The Intervention (top level summary):

1. Selection and development of a dedicated team of facilitators involving university and external personnel.
2. Emotional Intelligence assessment of 300 middle managers.
3. The design and implementation of a customised leadership programme over 5 days.
4. The support of Collaborative Enquiry groups, cross-functional teams set up to tackle areas requiring change across the university.
5. Mentoring of key managers.
6. Briefing and support for line managers to support the learning process.

The Result:

The programme has had extremely positive feedback. The business successes have been reviewed at executive level. A wide variety of changes have been implemented across the university.

Testimonials from individual leaders on Ei World programmes:

“The Programme has been a useful vehicle in helping me to develop and understand myself better. In doing this, it has enabled me to better interact with my direct reports and develop a more cohesive team. I have developed stronger relationships with my peers, business partners and Key Stakeholders, and better understand how I, and my team, can help them deliver their business goals. I believe that the programme has been a good investment and it has allowed me to develop and be a more effective and engaged leader within the business.”

“I believe the programme has allowed me to recognise my strengths and opportunities to equip me to get to the next level and add increased value to the organisation. I am pleased with the progress I have made with key stakeholders.”

“This investment has brought about both business and personal benefits and the tools and techniques adopted will continue to add value. I have been pleased with the progress made against the development plans and have been able to focus on key development areas whilst aligning these with business objectives.”

“I have been very grateful for the opportunity to take part in this programme, have invested a lot of time and have got a great deal out of it. I found the network of peers and the coaching sessions particularly valuable. I expect the learning to continue beyond the formal part of the programme. I have diarised time weekly for personal development & reflection. The tools / skills / materials will serve me well going forward, so that I can continue to increase my contribution, influence and impact. “

“I am clear of my strengths and am able to use these more effectively. I am also clear of my ongoing development needs.”

“I have used the programme to take stock and review my 'model' and have learned tools. More important has been the watershed of the programme, which came at the right time for me. The content has really resonated both personally and professionally. Equally I was very pleased with my revised EQ Score. This demonstrated more self and people awareness. All in all a reality check that has left me a more rounded and balanced individual.”

“I have been given a new range of solutions to address common problems in a new way. The inner/outer circle feedback was invaluable in recognising traits and habits that need to be addressed for me to succeed as a leader. The programme has opened up new channels for me to interact with the other participants, many of whom are key to achieving my goals.”