



Increasing Personal and Career Effectiveness



William Morgan

©2004 by William Morgan. All rights reserved.
Printed in the United States of America.

No part of this report may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or by an information storage and retrieval system—except by a reviewer who may quote brief passages in a review to be printed in a magazine or newspaper—without permission in writing from the author.

For information, contact: William Morgan
Leadership Concepts
63 Chestnut Road, Suite Four
Paoli, PA 19301
Phone: (610) 687-7615

For general information on our other products and coaching, training and speaking services, please visit: www.LeadershipConcepts.net.

About the Author

William D. Morgan, Psy.D.

Dr. Bill Morgan is an executive, business, and career coach and founder of Leadership Concepts (www.LeadershipConcepts.net), a Philadelphia area based coaching and leadership development firm. He works with small-business owners, executives, managers, entrepreneurs, and service professionals to help them significantly increase their performance, productivity, and profitability.

Clients range from small entrepreneurial businesses to larger corporations including many professional service firms, coaches, consultants, attorneys, therapists, and psychologists who are seeking to grow their business. In addition, Dr. Morgan coaches business and professionals in career transition, assisting them to bring about increased alignment between their career and their own individuality.

Prior to entering the field of coaching, he was a psychologist in private practice and for a major counseling organization. His experience also includes work in community agencies, hospitals, and as director of human resource development.

Dr. Morgan has a doctorate in clinical psychology and has been adjunct faculty at two universities. He regularly speaks to groups throughout the United States on increasing personal and career effectiveness and presenting business and leadership enhancing training workshops.

Want to reach more of your full potential?

In this special report are guides for this and helpful tips and techniques for achieving greater personal and career effectiveness.

Should you decide you would like to work with a coach after you have completed this report, please call me at Leadership Concepts (610) 687-7615.

Additional bound copies may be purchased for \$12.00 (which includes shipping and handling within the U.S.) and we will send them directly to your friends, family and colleagues.

See our website (www.LeadershipConcepts.net) for additional materials and programs you may find beneficial for your business, personal development, or career.

Best Wishes Always,

Dr. Bill Morgan
Bringing Out the Best in People

Increasing Personal and Career Effectiveness

by William Morgan

PART 1: INTRODUCTION

In this special report I would like to talk about a process that everyone can use to take their career or personal life to the next level.

Ingredients for Success

We have all heard a story about a highly intelligent, highly skilled person who was promoted to a position only to fail at the job. And we have also heard about someone with good—but not extraordinary—intellect and technical skills who was promoted into a similar position and then did very well. Such stories illustrate that there is more required for success and effectiveness than IQ and technical skills. They are important, but something else is critical to high effectiveness.

Experts have found that the most effective people have a high degree of what has become known as “emotional intelligence”.

Intellect and technical skills are important, but mainly as “threshold capabilities”—they are entry-level requirements for top positions and salaries in today’s companies. Many a bright and talented person has derailed due to emotional incompetence, seen in out-of-control emotions or difficulty getting along with others. People need “emotional” competencies to get the full potential of their talents.

One researcher, Daniel Goleman, found that emotional competencies were twice as important to success in the workplace as IQ and technical skills. Other estimates are that EQ accounts for 80% of career success. So, it is in our best interest us to take this into account in thinking and prioritizing a path to career and personal effectiveness and success.

Part 2: The Emotional Intelligence Model

Daniel Goleman in his book [Working With Emotional Intelligence](#) described the characteristics of an emotionally intelligent person. Emotional intelligence includes such skills and competencies as:

- Accurate awareness of one’s strengths and of one’s weaknesses
- Gaining and sustaining relationships
- Emotional awareness and self-control
- Understanding the needs and feelings of others

- Keeping emotional balance under pressure
- Skill in communication and conflict management

Emotional Intelligence consists of the intra- and interpersonal competencies that have a major influence on a person's overall effectiveness and contentment. These emotional competencies exist in 4 dimensions:

- Self Awareness
- Self-Management
- Social Awareness
- Social Skills

Self-Awareness

Self-Awareness involves recognizing one's emotions and their effects. People with this competence:

- Know which emotions they are feeling and why.
- Realize the connection between their feelings and what they think, do, and say.
- They realize how their feelings affect their performance
- They are guided by values and goals.
- They have insight into their personality traits, overuses of them, and the impact these have on others

Self Management

Self management involves regulating oneself effectively, keeping disruptive emotions and impulses in check. People with this competence:

- Manage their impulsive feelings and distressing emotions well.
- They keep emotional balance under pressure and stress.
- They efficiently complete tasks through planning, organizing, focusing, and following through consistently.

Social Awareness

This competency is sometimes called "social radar" because it is the ability to pick up on social cues, understand and empathize with others, and sense what is socially appropriate.

Lacking such sensitivity, people are socially "off". They might misconstrue others feelings, needs, intentions, or act with indifference or bluntness that destroys rapport with others. Having this competency enables them to clearly receive another

person's signals, understand others needs and feelings, and read the social and political currents where they work.

Social Skills

Sometimes this skill set is called “The art of influence.” It entails handling emotions effectively in other people.

Emotions are contagious. We influence each other's moods. We make others feel better or worse. People can be toxic or nourishing to others emotions. This dimension of Emotional Intelligence involves artfully handling other people and their emotions in:

- Communication
- Conflict management
- Leadership
- Influencing and persuading others.

People with this competence:

- Are skilled at winning people over.
- Experience good rapport with others.
- Are effective in communication—both listening and expressing
- Handle difficult people and tense situations with diplomacy and tact.
- Lead others effectively.
- Collaborate with others towards shared goals.

Part 3: Defining A Success Profile

Many companies today have employed executive coaches to develop what are known as “competency models” to aid them in identifying, training, and promoting key people in their organization. To create these competency models, they first uncovered the capabilities that typified the company's most outstanding performers. This process usually results in the creation of lists of 7 to 15 ingredients for high effectiveness. This profile is then used to select and develop other managers and executives.

Emotional competencies usually figure very highly in these success profiles. For example, a pharmaceutical company that wants to improve its sales force effectiveness would select their top ten sales people, study them, and identify the ingredients of their effectiveness. The profile they construct could then be used to select future sales people, or train existing sales people.

Activity: Defining a Personal Success Profile for Your Career

Take some time right now to consider what a success profile for yourself would look like.

For the next several minutes, think about the position you hold in your organization (or the position you aspire to). What must a person in this particular position do well to succeed and be a top performer? What are the expectations on the person in this position? What emotional competencies are important to be effective, or better, to excel in this role? What personal qualities and behaviors are important?

I want to encourage you to define this profile based not only on technical skills necessary, but emotional competencies that would lead to stellar performance. When you are finished, ask yourself: where are the gaps between where you are now and where you want to be?

Part 4: The Process of Self-Improvement

So now that you have a profile for success for your career, how do you close the gap between where you are now and where you want to be? How do you develop your competencies in needed areas?

I would like to suggest 5 steps you can take to do this:

1. Increase awareness of your strengths and weaknesses.

How? Accurate feedback from others is golden. Many people may shrink back from it, because of the human tendency to be touchy about faults. But, good feedback is hard to come by and valuable.

A 360° feedback process is often utilized in coaching for development. In a 360° feedback process, a consultant or coach interviews a manager's or executive's boss, subordinates, and peers, and collects their views of the manager. Then, the coach synthesizes the data and provides quality feedback to him or her.

An executive in a local company that I worked with was great at what he did and was a key player in the companies business. He was good with people, especially clients, and managed projects very well. But, 360° feedback I gathered showed that he was very hard on his subordinates and did not manage them well, and his temper outbursts scared people he worked with. The feedback was an eye-opener for him, and through our coaching process led to some very positive changes that made him a more effective manager and his position in the company even stronger.

2. Accept yourself where you are now

It does no good to get down on yourself for not being perfect, or for having shortcomings.

3. Develop your understanding of how your thinking and behavior affect yourself and others

Another client of mine had great interpersonal skills. She was a great communicator and well-liked. But, she was much too unassertive with her coworkers and her lack of assertiveness was holding her back in her career. Her thinking was the problem. She was afraid to disappoint people, thinking they would not like her. Our work focused on helping her become more assertive, and she advanced in her career.

4. Decide to change and improve yourself.

You can do a lot to increase your personal and career effectiveness, with the right plan, focus, and support.

5. Commit to a plan of action for personal/career development

Good intentions will not suffice. You must make it a priority amidst the pressures and busyness of life and work. It's difficult, but possible—and worthwhile.

Part 5: Strategies for Development

At this point, you have developed a success profile for your current or desired position, and identified areas where there is a skills gap. Finally, you have decided you are willing to change. So now what? Just how do you develop these competencies? I would like to suggest 6 strategies that you can use for personal development:

1. Reading

There are many excellent books—and also audio seminars—available today on developing management skills, leadership, interpersonal and communication skills, and many other relevant topics.

2. Self-monitoring

You will learn a lot by tracking your progress in your goal areas. Set up a way of checking your improvement.

3. Coaching

A professional executive, business, or career coach can provide the input, focus and structure you need.

4. Management training programs

There are many helpful seminars and workshops available.

5. Developmental job assignments

Taking on a task or project within your company with the idea that it will help you develop your competencies.

6. Developing supportive habits. Daily and weekly things you do that will pull you forward over time. For example, taking two hours a week for strategic planning, or a certain number of sales calls per day.

Refer to the success profile that you developed earlier. Target a few areas where you identified a skills gap as goals for development. For each goal, define a development goal area, such as “communication skills”. Then define a specific improvement goal such as “Handle conflicts with clients with calmness and tact.”

Next—since support is often crucial to successful goal attainment—list someone you can turn to for coaching, mentoring, and encouragement. Then, identify resources you can access and utilize to help you with your goal. Finally, list specific action steps, with measures of success, and target dates for each step.

Now you are on your way to taking your career to the next level. You will probably want to identify and work on several development goals over time.

Blocks to Success:

Last thing, I would like to share some thoughts about why many people don't develop and reach their potential.

Here are 4 reasons I find why many people fail to reach their full potential and grow to be more successful in their careers:

1. **Busyness of life**

People often give a low priority to their growth and development. They let the “tyranny of the urgent” keep them from doing what is more important in the long term.

2. Lack of a structure to work within

The right structure will pull you forward toward your goal. So put yourself in situations that will move you forward, such as a coaching relationship, a training program, or a good action plan.

3. Lack of focus

Sometimes people have the right plan, but can't stay focused. Or, they don't know what to work on, where to begin. Getting focused is important to getting ahead.

4. Life Out of Balance

When your life is out of balance you have low energy, feel overwhelmed, stressed or burned out, and can't sustain focus or effort.

Do any of these sound like your life? If so, addressing that issue may be a good place to start.

I hope that I've exposed you to a variety of ideas about developing your career. So now I'd like you to think about what you've learned and ask yourself:

What goals would you aim for if you knew you had the plan and support you needed?

We hope this special report has provided you with stimulating thoughts and ideas about how you can position yourself to realize more of your full potential.

The next step is to take action and find someone to hold you accountable.

The author would love to hear about how this special report has inspired you or helped you act on your ideas. You can reach him using the information below.

For more information about the author or to contact him:

William Morgan

Phone: 610.687.7615

Website: www.LeadershipConcepts.net

Dr. Morgan is also available to speak at your organization.

About Leadership Concepts

Leadership Concepts is all about helping businesses and individuals become more effective and successful in reaching their goals. Leadership Concepts provides coaching and consulting services to corporations and businesses, executives, managers, professionals, entrepreneurs, and business owners. The focus of Leadership Concepts is on accelerated growth, development and change, making progress towards goals easier and faster than would otherwise be possible.

- **Business Coaching**
- **Executive Coaching**
- **Performance Coaching**
- **Career Coaching**
- **Team Building**
- **Business Consulting**
- **Training**

The Focus, Structure, and Support You Need