
Beyond 360 Degree Surveys

by ANN GOLDEN EGLÉ, MCC

It's going to be better this time, much better, Nicholas told himself as he approached his fourth professional endeavor in as many years. He was climbing the ladder quickly with each new company yet job satisfaction did not accompany these early successes.

Reflecting back, Nicholas observed that previous 360 degree surveys (surveys seeking feedback from those above, equal to and below him) were surprisingly consistent with each of his prior three firms.

Those who worked with Nicholas suggested that he was guarded which made it hard to trust him; somewhat insensitive which didn't encourage open communication and disconnected to the affect he had on others.

Nicholas gave little credence to these surveys, not truly caring about what others thought of him. In his newest position, however, he was asked to participate in something new--an Emotional Intelligence (EI)

Assessment.

Equally intrigued and reluctant he agreed to take this assessment as it was a job requirement. He would jump through any hoops to get ahead.

What Nicholas discovered surprised him. The EI report reflected what was going on inside of him during times of stress, his emotions. He learned that his emotions guide his behavior, his perceptions and experiences.

Nicholas learned that he was 'negative' focused; acted before thinking things through; jumped to emotion of 'fear' more often than 'joy' and enjoyed working independently when collaboration may better serve certain situations.

On the positive side Nicholas learned that he is more empathetic than he realized and that if he checked his gut (inner knowing) more often



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he is typically accurate.

Even better news for Nicholas was that he can move from one emotion to another. In times of stress he has a rainbow of emotions from which to select.

He can go from his familiar stance of independence: "Stand back, I can handle this on my own" to collaboration "I'm a little stuck here, what's your take on this?"

If jumping into action too quickly doesn't serve him, Nicholas can learn to step back and think things through, testing alternative approaches to be less reactive.

Emotions provide invaluable information. The key is to acknowledge what you are feeling in the moment... and then choose the best emotion for the situation.

For example, anger tells us how much we care about something. Mov-

ing through anger provides positive action. Anxiety tells us something isn't just right and it ultimately provides clarity. Joy provides confidence and a zest for living.

If leaders are not emotionally aware it will have a dramatic affect throughout any organization. Nicholas found satisfaction in his fourth endeavor, climbed slowly to the top and is now a contributing, respected member of the executive team.

Fascinated with this topic? Daniel Goldman, the pioneer in EI research, has written many books on EI. If you are interested in taking an assessment locally contact me. I am certified to administer Emotional Intelligence Assessments and can testify that they can be career changing.

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