

A close-up photograph of a person's hand, palm up, holding a white butterfly with orange and yellow markings on its wings. The background is a soft, out-of-focus green and brown, suggesting a natural setting. A large white diagonal shape cuts across the right side of the image, serving as a background for the speaker's name and website.

Emotional Intelligence In Family Business

Family Business Network
Next Generation – Levant

21 November 2017 | IFG – Beirut

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Outline

Change



Today's Leadership Challenges



Emotional Intelligence



Outline

Change



The 10 Relational Needs



The 5 Commitments





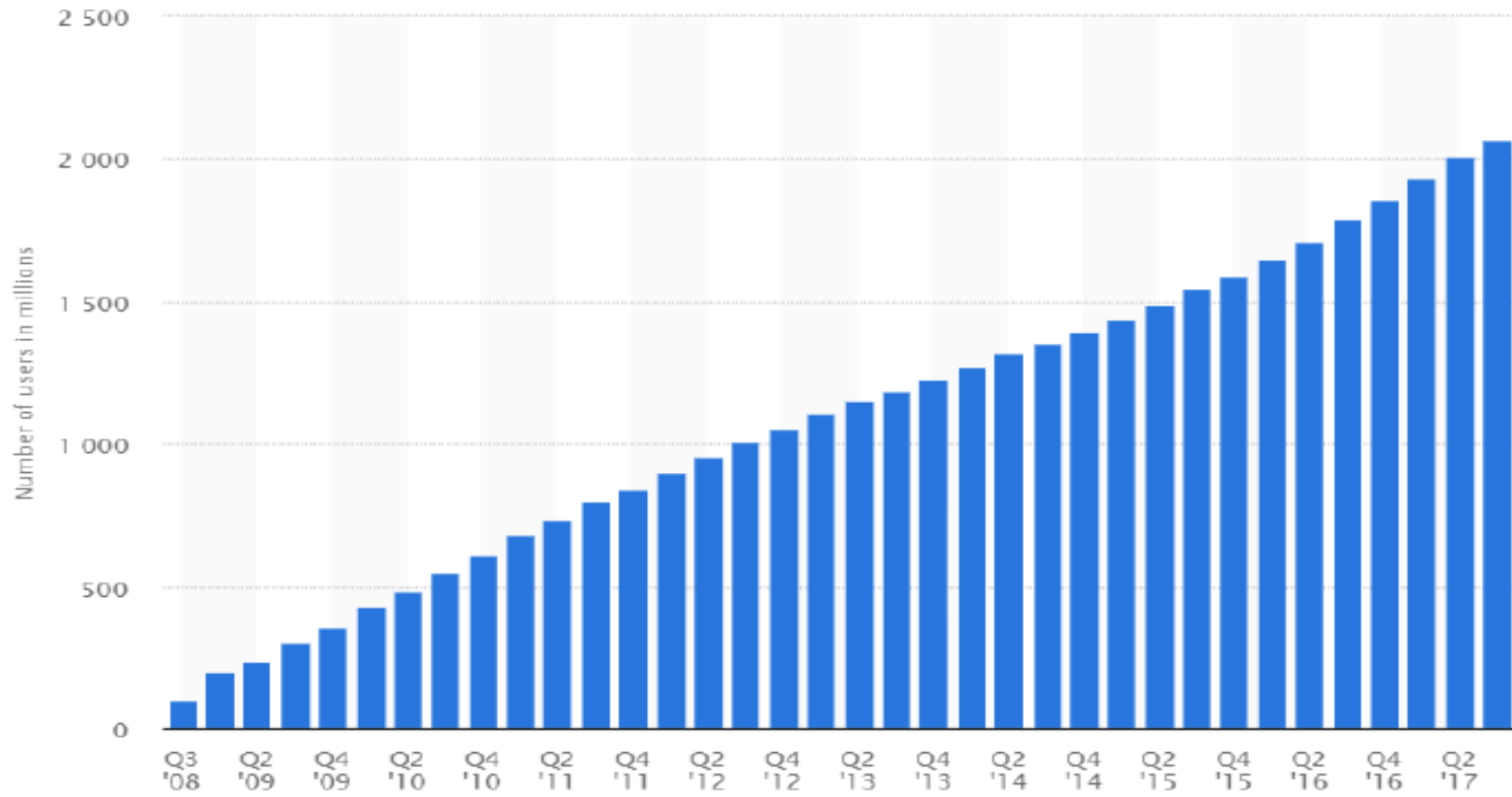
**We are living amidst
EXPONENTIAL TIMES**

Number of active users on Facebook over the years

- 1 million — End of 2004
- 5.5 million — End of 2005
- 12 million — End of 2006
- 50 million — October 2007
- 100 million — August 2008
- 350 million — End of 2009
- 608 million — End of 2010
- 845 million — End of 2011
- 1.06 billion — December 2012
- 1.22 billion — December 2013
- 1.39 billion — December 2014
- 1.59 billion — December 2015
- 1.86 billion — December 2016
- 2.07 billion — September 2017

<https://www.statista.com/statistics/264810/number-of-monthly-active-facebook-users-worldwide/>

Number of monthly active Facebook users worldwide as of 3rd quarter 2017 (in millions)

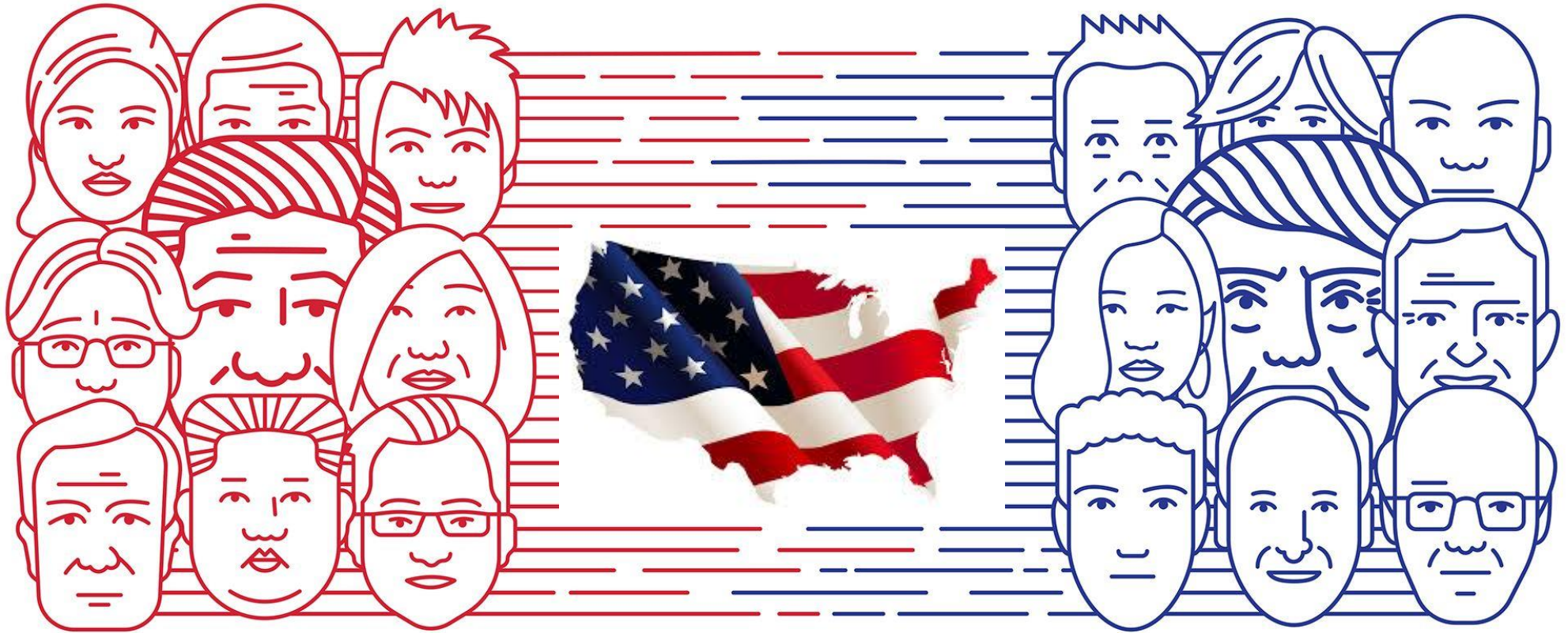




**We are living in an
UNSTABLE ENVIRONMENT**



Ongoing **CHAOS** in the Middle East and North Africa



The Influence of US Foreign Policy & Politics



The impact of the BREXIT execution on the global economy



Increased pressures from Local and Foreign Regulators on Financial Providers

A close-up photograph of a conductor's hands. The right hand holds a thin, light-colored baton, pointing it towards the upper left. The left hand is positioned below the right, with fingers spread in a gesturing motion. The conductor is wearing a dark suit jacket and a white shirt cuff is visible. The background is a soft, out-of-focus grey.

We are living in an Influential & Smart Leadership Era



The hierarchical, command and control structures of the past are gone. The days of simply telling someone to do something are gone.



**We are living in a
Diversified Talent & Team Environment**



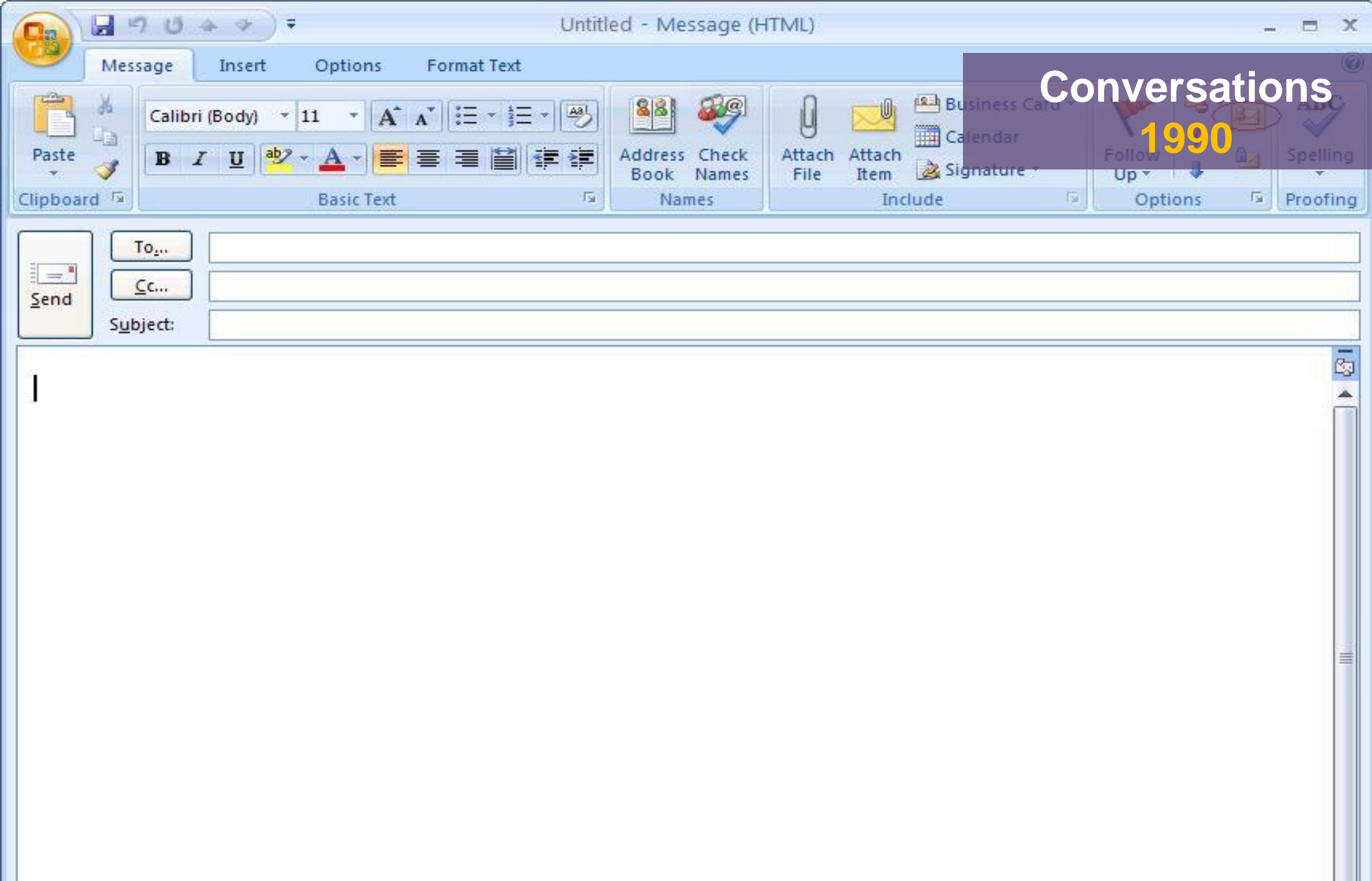
While a dozen of occupations disappeared, 65% of today's school children will eventually be employed in jobs that have yet to be created.

We are living in a **VOLATILE SOCIAL ENVIRONMENT**

Adapt education and training of Next Generation in Family Business to new professional skills for jobs that have yet to be created.

Conversations 1980



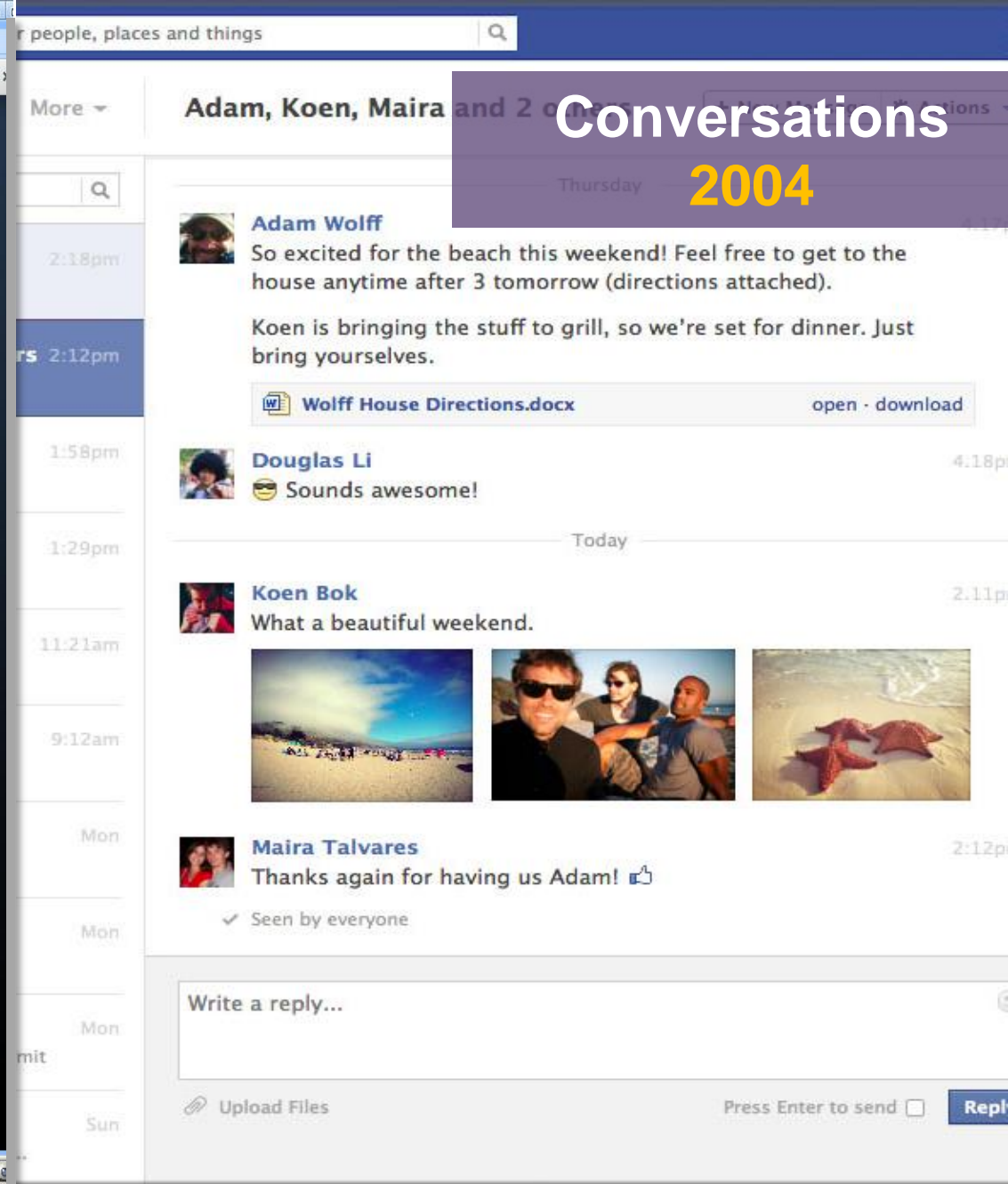




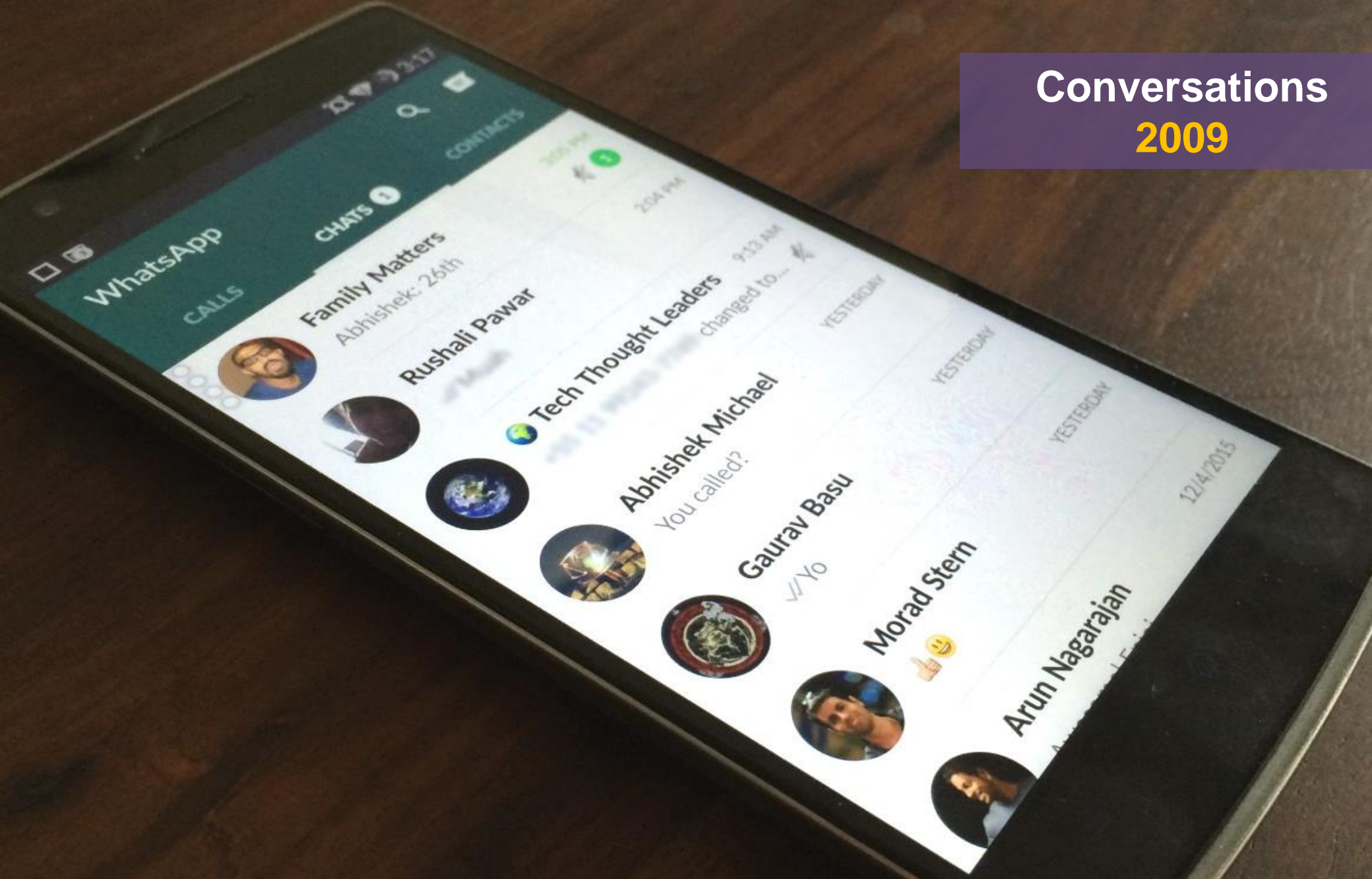
Conversations

1995





Conversations 2009



Conversations 2017



natgeophotos

4d



♥ 756 likes

natgeophotos Well done to @code99 this is today's winner :) Please keep tagging your photos with #natgeohub :D



nbcnews



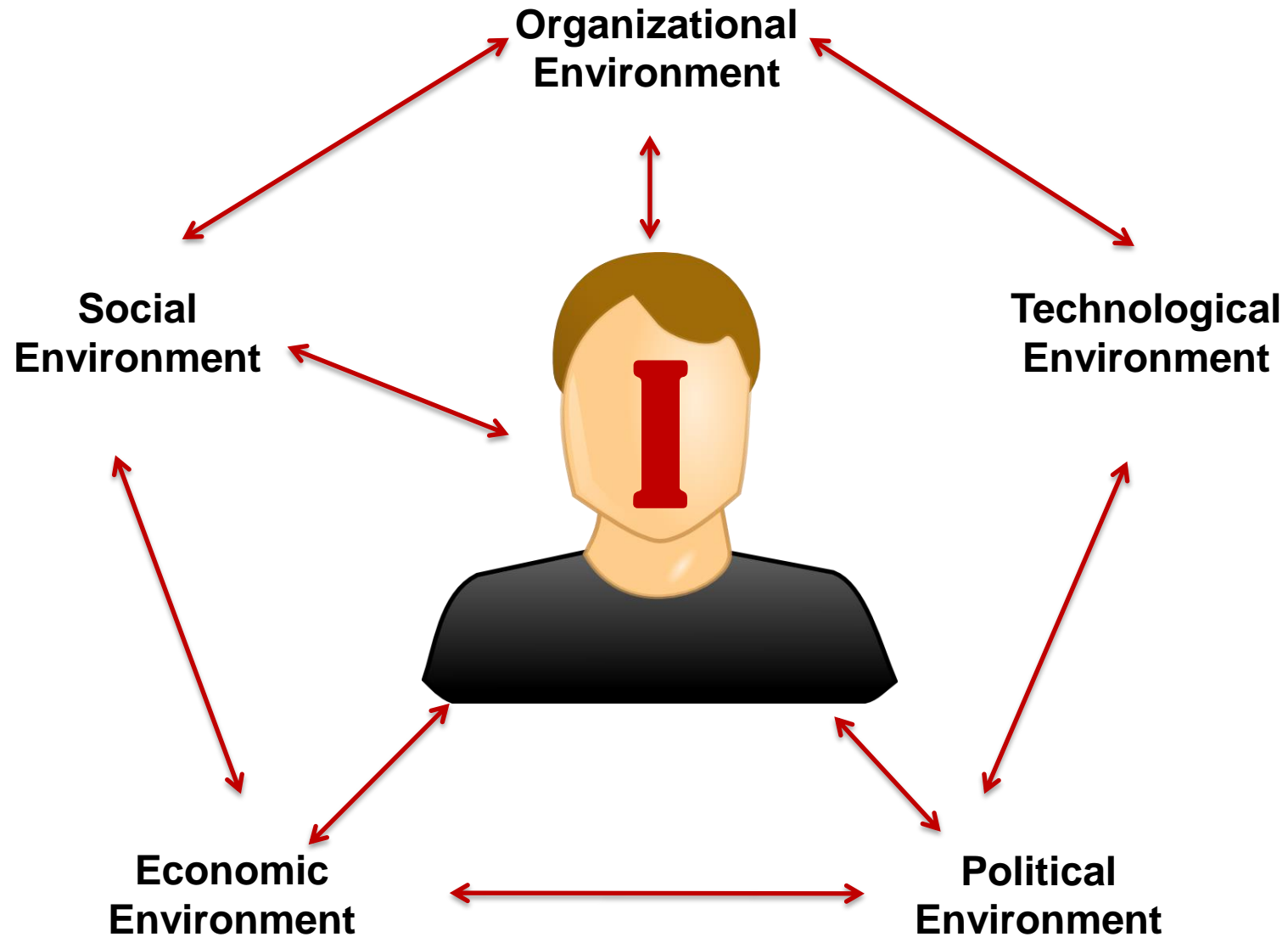
♥ 768 likes

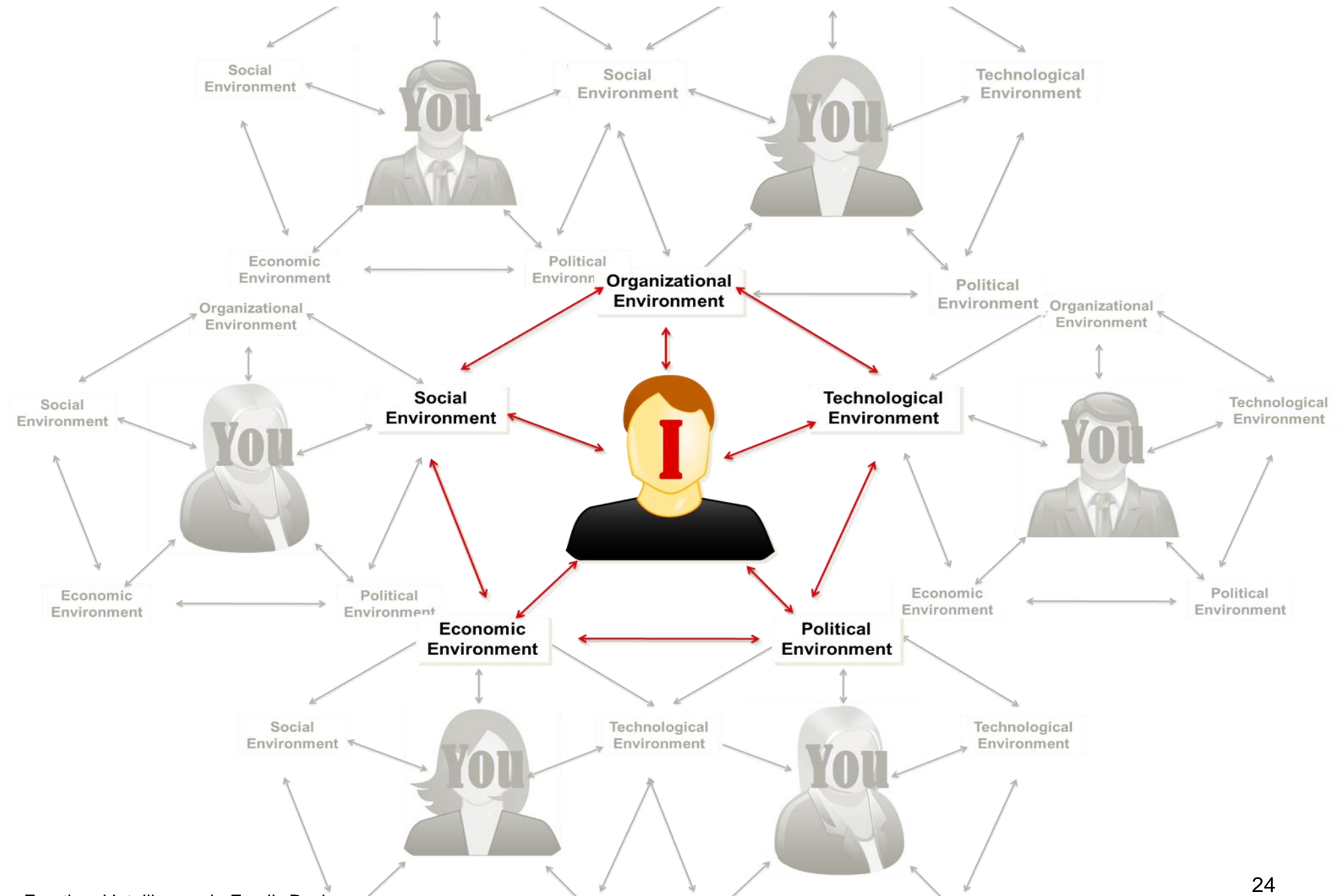
nbcnews Tornado damage in Lancaster, Texas. #Tornado #Dallas #Texas

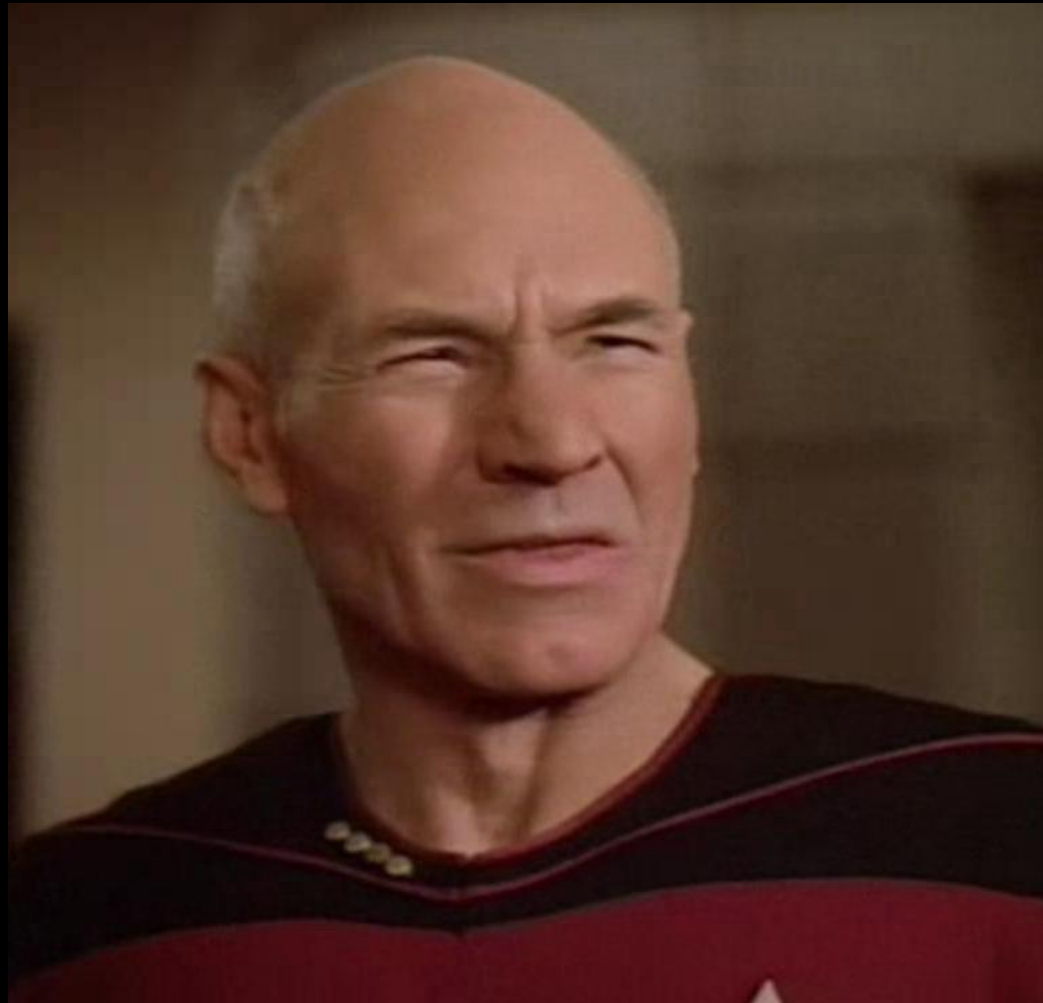


An abstract illustration of a molecular or atomic structure. It features several large, translucent red spheres and smaller black spheres connected by thin, black, curved lines that represent orbits or bonds. The background is a gradient of light blue and white, with some faint, larger, translucent blue shapes. The overall composition is dynamic and scientific.

Change is a **CHEMISTRY** of
INTERCATIONS

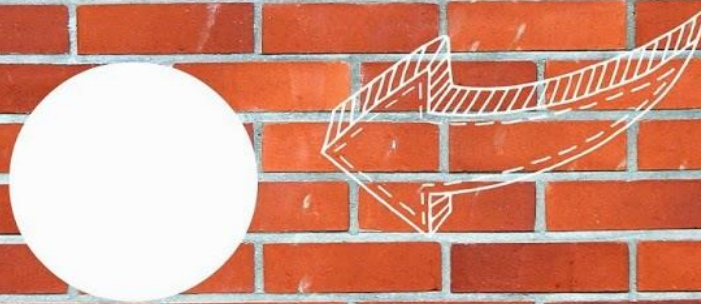







So What....

BANG HEAD HERE




***IF WE KEEP DOING WHAT WE HAVE BEEN
DOING WE WILL KEEP GETTING WHAT WE
HAVE BEEN GETTING***

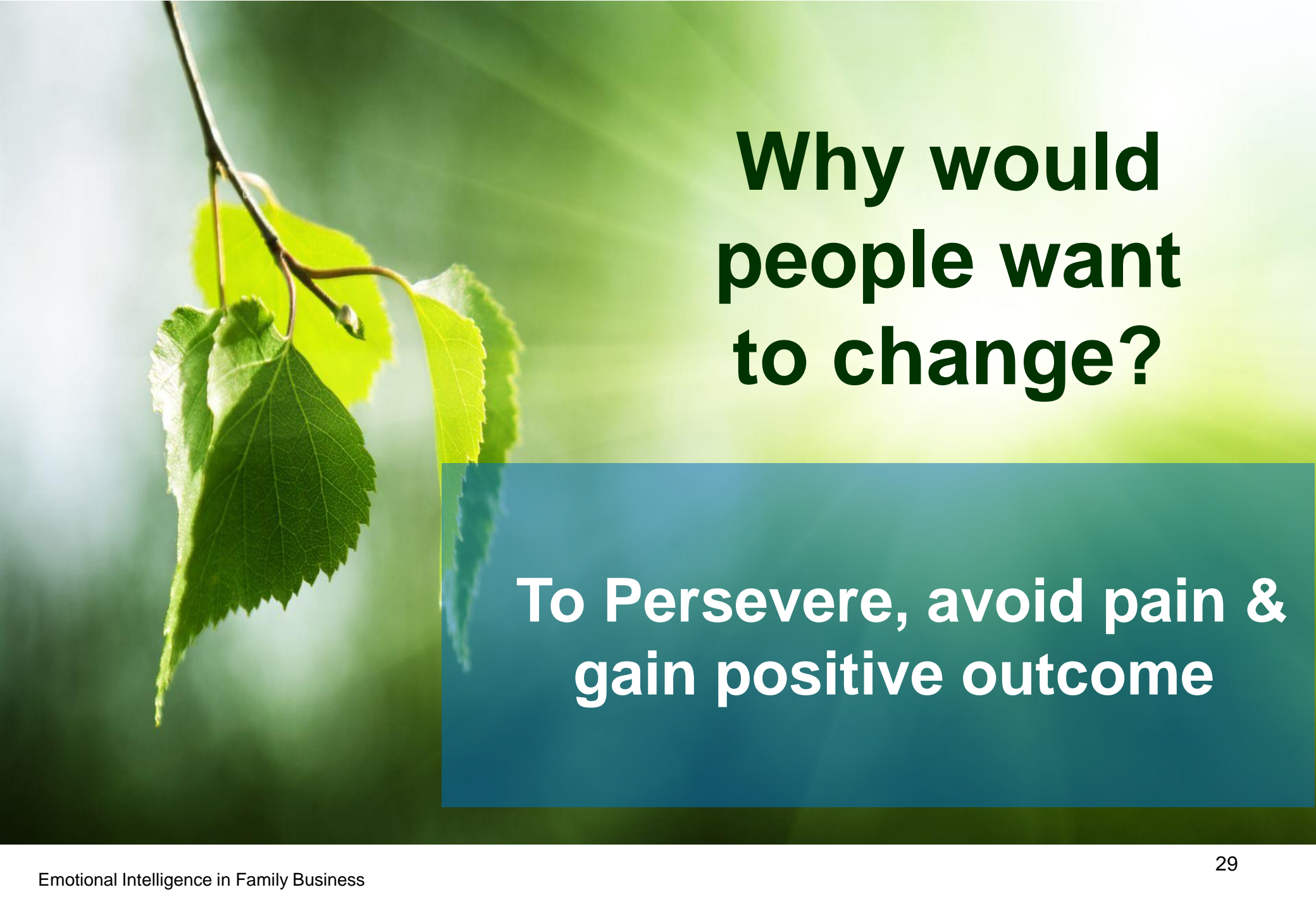
Hence,

An abstract graphic featuring a central glowing sphere with a gradient of orange, yellow, and blue. Several bright, glowing lines in yellow and orange intersect to form a complex, orbital pattern around the sphere, resembling a stylized atomic model or a celestial body. The background is dark blue with some light streaks.

The need to CHANGE in a
POSITIVE WAY



Why would people want to change?



**Why would
people want
to change?**

**To Persevere, avoid pain &
gain positive outcome**

Why Change – The Aral Sea Example





People Change to Preserve

Aral Sea 1977

Before

After



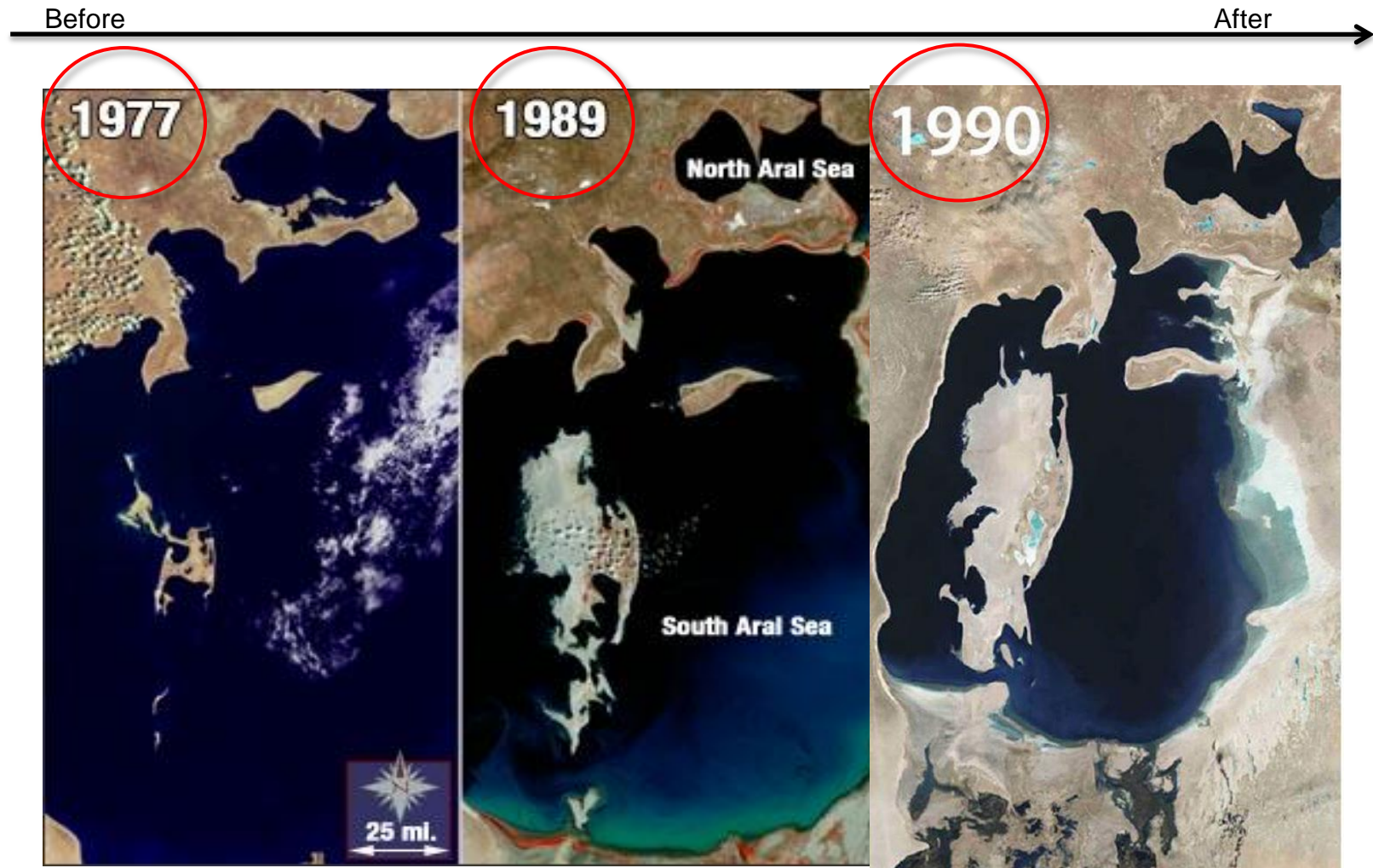
Aral Sea 1989

Before

After



Aral Sea 1990





2000



2001



2002



2004



2006



2009



2011



2012



2013

Aral Sea 2017



A close-up photograph of a pufferfish in an aquarium. The fish is inflating its body, making it much larger than its normal size. Its skin is a light tan color with numerous small, dark brown spots. The fish's eyes are large and prominent, with a yellowish-green iris. Its mouth is slightly open, showing small, sharp teeth. The background is a dark, out-of-focus blue, suggesting an underwater environment. A solid blue horizontal band is positioned across the lower third of the image, containing white text.

People Change to **Avoid Pain**





People Change to Gain a Positive Outcome



Outline

Change

**Today's Leadership
Challenges**

Emotional
Intelligence



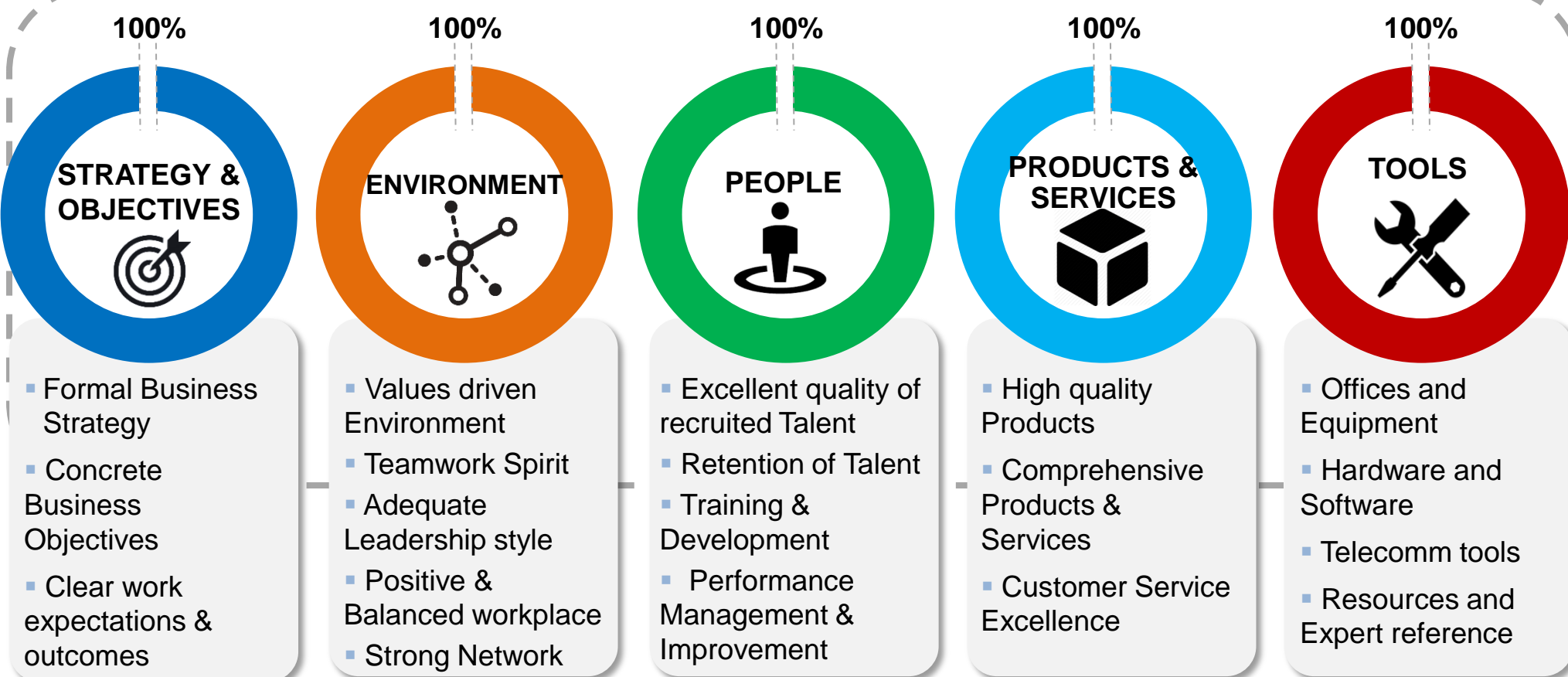


The Performance FORMULA

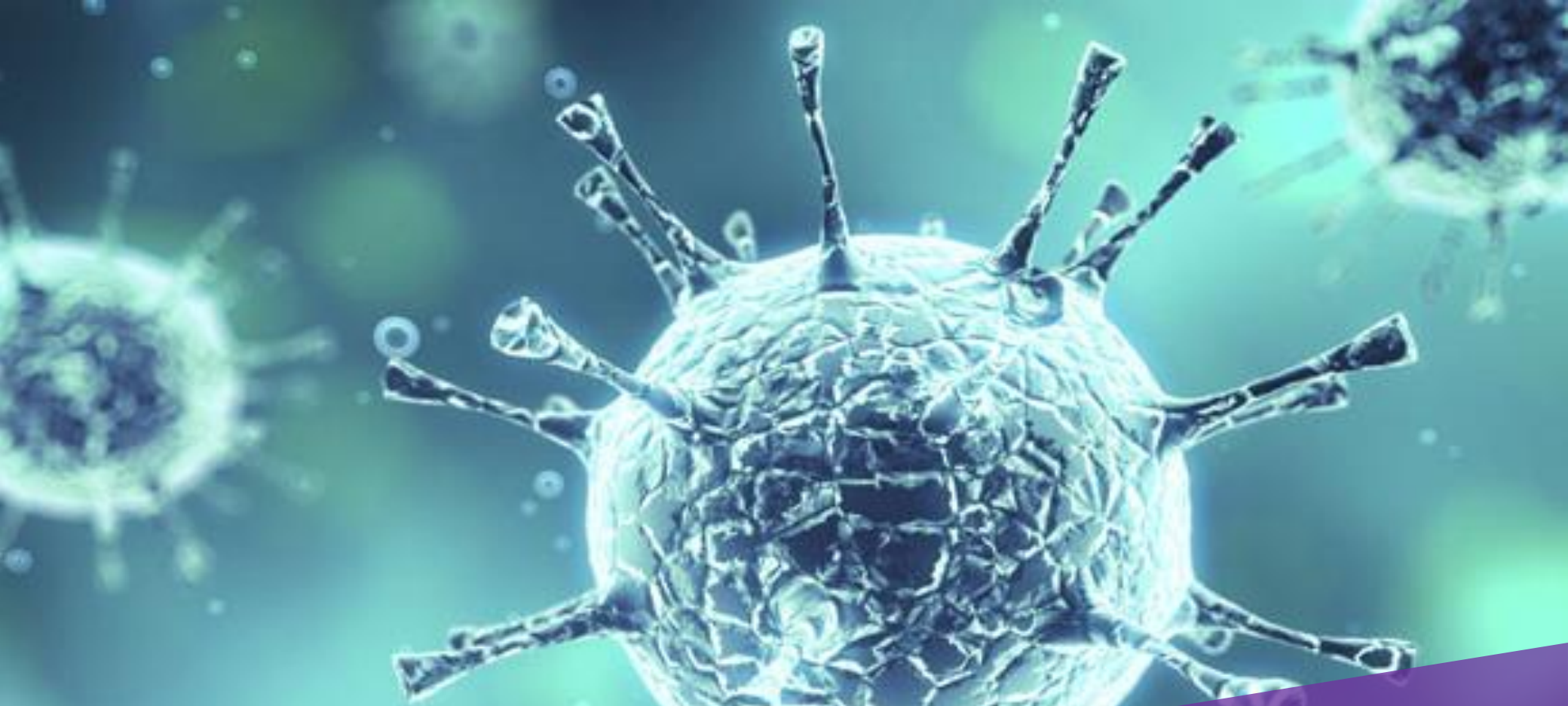
Performance Enablers

Securing the right performance enablers is imperative for Change & Engagement

Performance Enablers



Business Success



Leadership Challenges are like viruses.
They are cascadable and vicious. One challenge leads to another, which will lead to a third... until reproducing the same initial challenge.

Leadership Challenges of Today



1. The Execution Gap



- How are we facing the Execution Gap between what is planned and what is done?
- Why are execution Gaps the key obstacles facing leaders these days?
- Is the Execution Gap at the Strategic or Operational level?
- How can we bridge the Vision – Strategy – Execution gap?

2. Sourcing the Right Talent



- How do you Identify the need for a new hire?
- Where to find the right Candidate?
- How to manage an ongoing pile of resumes?
- What type of questions need to be asked during a face to face interview?
- Conducting Reference & Background checking?
- Sending the right Job Offer?

3. Investing in People



- What are your people training Needs?
- How to develop your talents into becoming Leaders?
- Relation between Retention and Employees Development?
- Benefits of investing in People?
- Impact of NOT investing in People?
- Setting a Comprehensive Career Development Plan?

4. Individual Dependencies & Succession



Employees of High Dependencies?

Positions of High Turnover?

What to do when losing a Dependable Talent?

Identifying the Key employees and potential successors?

Communicating or not on succession plans?

- Developing and nurturing successors?

- Setting up a succession plan?

- Succession planning & talent retention?

Business Continuity?

5. Decision Making



How can the Authority matrix be balanced/

- How can we ensure that the optimal decisions are being made?
- Are we capable of making optimal decision amidst severe Game Theory dynamics today?
- How to prepare new leaders for optimal decision making?
- Are all Accountability mechanisms available?
- Is Accountability being effectively respected?

6. Complexity of Management Layers



- **Ultimate Organization Structure Design for your Business?**
- **Number of managers to executives?**
- **Authority & Accountability Distribution?**
- **Complex decision making processes?**
- **Delayed Execution and Bureaucracy?**
- **Relation between Managers and Employees?**

7. Governance



- Is Corporate Governance the Solution?
- What is the margin of improvement that Corporate Governance can afford today?
- Is there a difference between theory and reality when it comes to implementing Corporate Governance Directives?

8. Information Management



- **Suitable Technology & Information System for your Business?**
- **Comprehensiveness of Networking Systems between different technologies?**
- **Ability of staff to Manage Information?**
- **What is the Strategic direction for the overall technology environment in the company?**
- **Disclosure of Information and availability to employees at different levels?**
- **People with open access to data?**

9. Allocation of Internal Investments



- What are the internal investments priorities?
- How much money to allocate on People Development vs Business Development?
- Any part of the investment spent on people well-being?
- Part of information technology from Investment?
- Investing to show or to enhance?
- Decisions for Investments?

10. Maintaining Innovation



- Space for innovation in the Business Platform?
- Company culture and People Innovation?
- Maintaining up to date Business Information?
- Coping with Trends and Techniques?
- Toleration of Risk and Failure?
- How to reward people who innovate?
- Recognizing people with innovation skills?

11. Legal Compliance



- Legal obligations toward employees?
- Compliance with Country Legal Structure?
- Written Agreements content?
- Standardized contract forms?
- Health & Safety Considerations?
- Data Security & Credibility?
- Monitoring

12. Standardization



- Reliability of work-flows?
- Quality of Products & Services?
- Monitoring Quality & reporting non compliance?
- Documentation of processes?
- Consistency of Decisions?
- Need for standardization or Harmonization?
- Communicate & verify results?

13. Organizational Culture



- Communication style with employees?
- What behavior to expect on day to day basis?
- Are strategies more daring or conservative?
- What kinds of relationships are developed with customers?
- What is important to the Business?
- Discouraging undesirable actions?



1. The Execution Gap

2. Sourcing the Right Talent

3. Investing in People

4. Individual Dependencies & Succession

5. Decision Making

6. Complexity of Management Layers

7. Governance

8. Information Management

9. Allocation of Internal Investments

10. Maintaining Innovation

11. Legal Compliance

12. Standardization

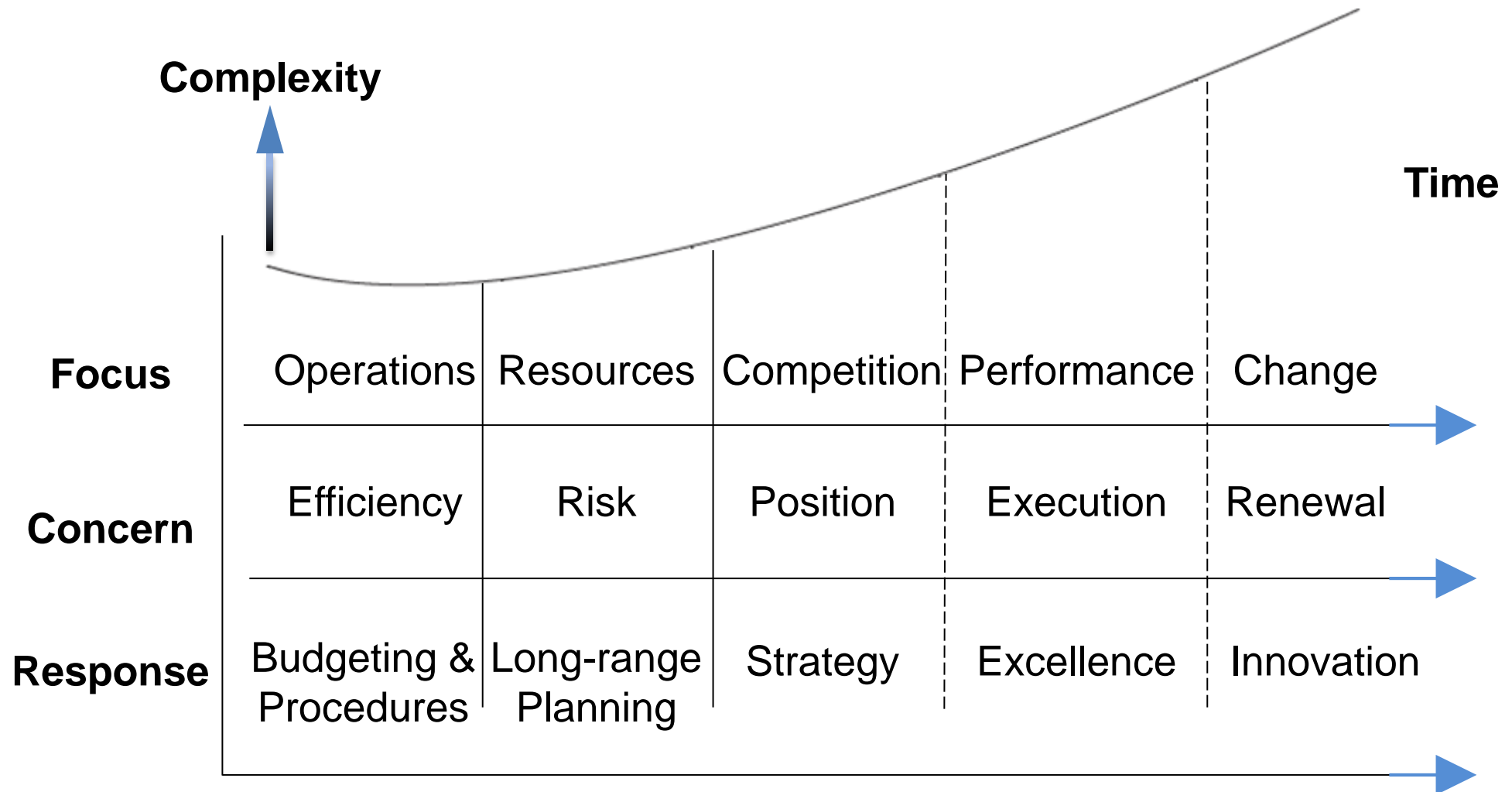
13. Organizational Culture

**Most Leadership Challenges have to do with
PEOPLE!**

Leadership Style & Impact on Performance



The Evolution of Leadership Concerns



There are Six different Leadership Styles

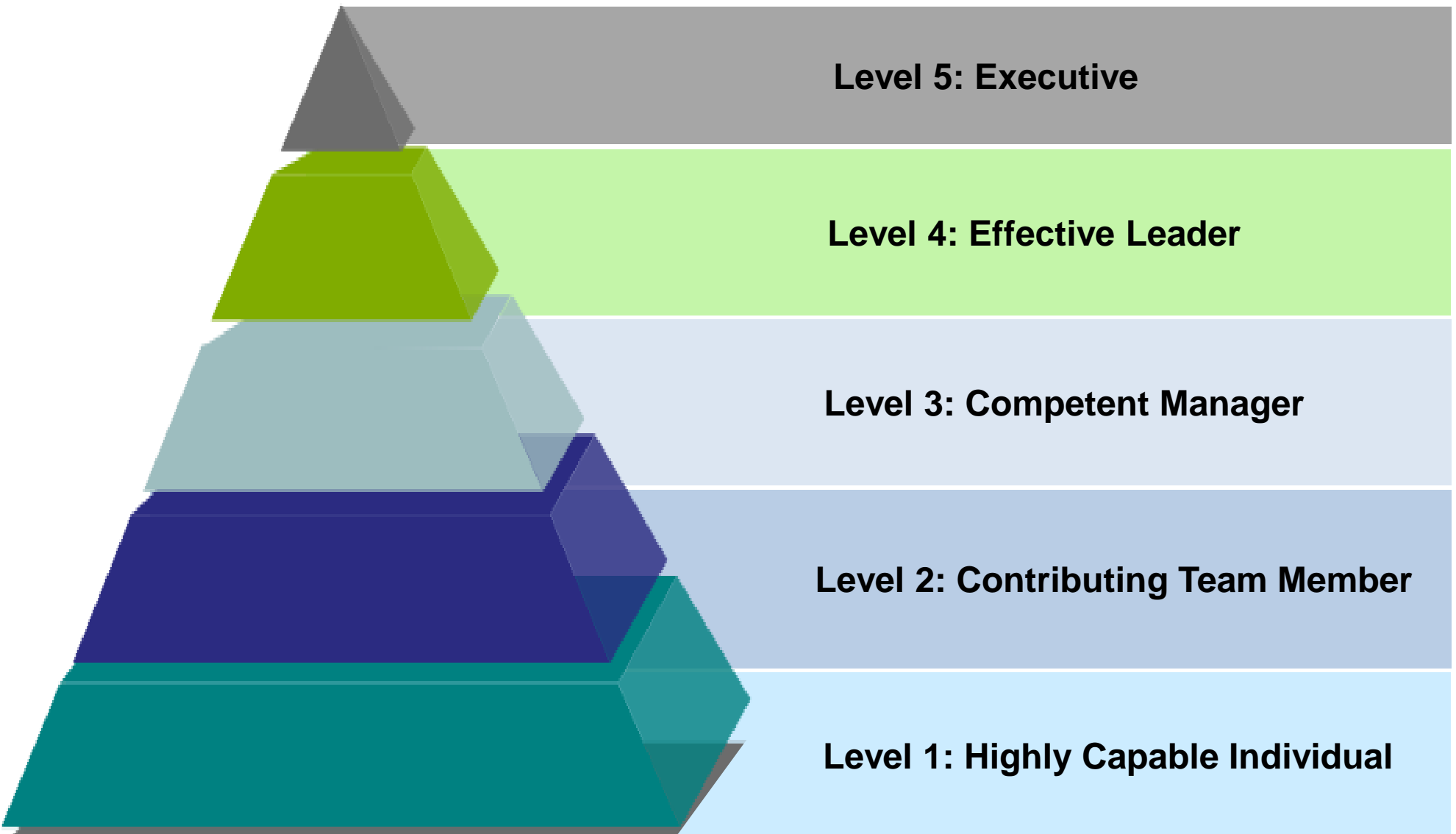
Emotional Intelligence Competencies

Commanding	Demands Immediate Compliance	<i>"Do what I Tell you."</i>	Drive to achieve, initiative, self-control
Visionary	Mobilizes People toward a Vision	<i>"Come with me."</i>	Self-confidence, empathy, change catalyst
Affiliative	Creates harmony and builds emotional bonds	<i>"People come first."</i>	Empathy, building relationships, communication
Democratic	Forges consensus through participation	<i>"What do you think?"</i>	Collaboration, team leadership, communication
Pacesetting	Sets high standards for performance	<i>"Do as I do now."</i>	Conscientiousness, drive to achieve, initiative
Coaching	Develops people for the future	<i>"Try this"</i>	Developing others, empathy, self awareness

Why do people have different Leadership Styles?

Experience	▶ Life and professional experience build certain beliefs and impact the approach of the individual in dealing with people and situations
Personality	▶ Innate psychological tendencies impacted by childhood and bringing up habits and context
Education	▶ Scientific and philosophical concepts brought to the person through schooling and university education
Values	▶ Social, political, and religious values the person absorbs at various stages of his/her life

Levels of Leadership



Source: Good to Great, James C. Collins

Levels of Leadership

Level Number	Leadership Ability	Observed Behaviors
Level 5	Executive	Builds enduring greatness through a paradoxical combination of personal humility plus professional will.
Level 4	Effective Leader	Catalyzes commitment to and vigorous pursuit of a clear and compelling vision; stimulates the group to high performance standards.
Level 3	Competent Manager	Organizes people and resources towards the effective and efficient pursuit of predetermined objectives.
Level 2	Contributing Team Member	Contributes to the achievement of group objectives; works effectively with others in a group setting.
Level 1	Highly Capable Individual	Makes productive contributions through talent, knowledge, skills, and good work habits.

Source: Good to Great, James C. Collins

Outline

Change



Today's Leadership Challenges



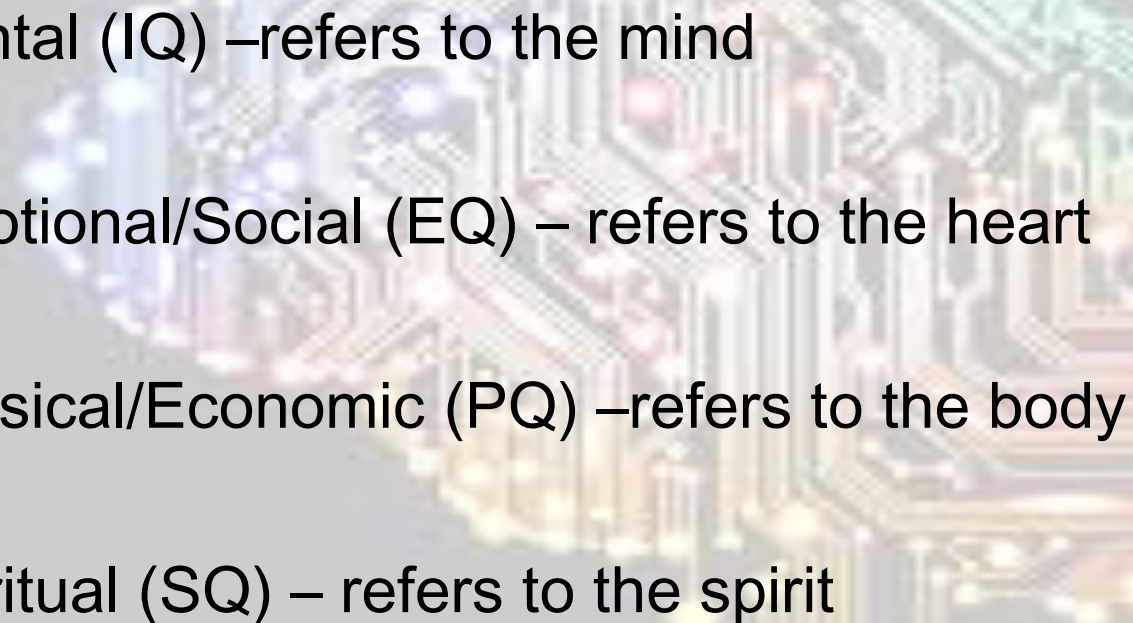
Emotional Intelligence



Intelligence or Intelligences?

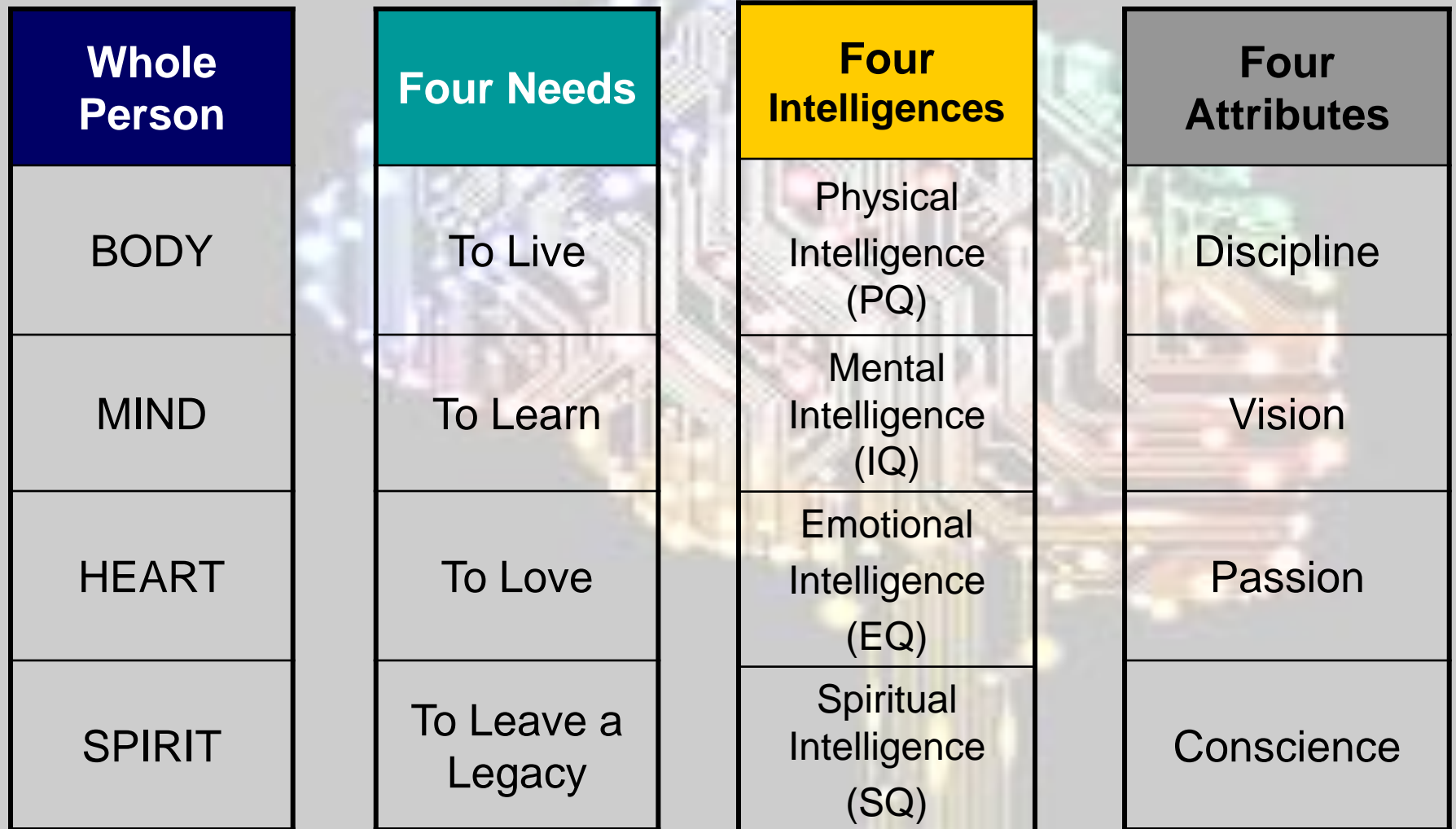


Four Intelligences/Capacities*

- 
1. Mental (IQ) –refers to the mind
 2. Emotional/Social (EQ) – refers to the heart
 3. Physical/Economic (PQ) –refers to the body
 4. Spiritual (SQ) – refers to the spirit

* Source: Steven Covey – First Things First.

Find Your Voice



Expressing Your Choice

Conscience often provides the *why*,

Vision identifies *what* you're trying to accomplish,

Discipline represents *how* you're going to accomplish it,

Passion represents the strength of feeling behind the *why, the what and the how*.



Emotional Intelligence – Our focus today

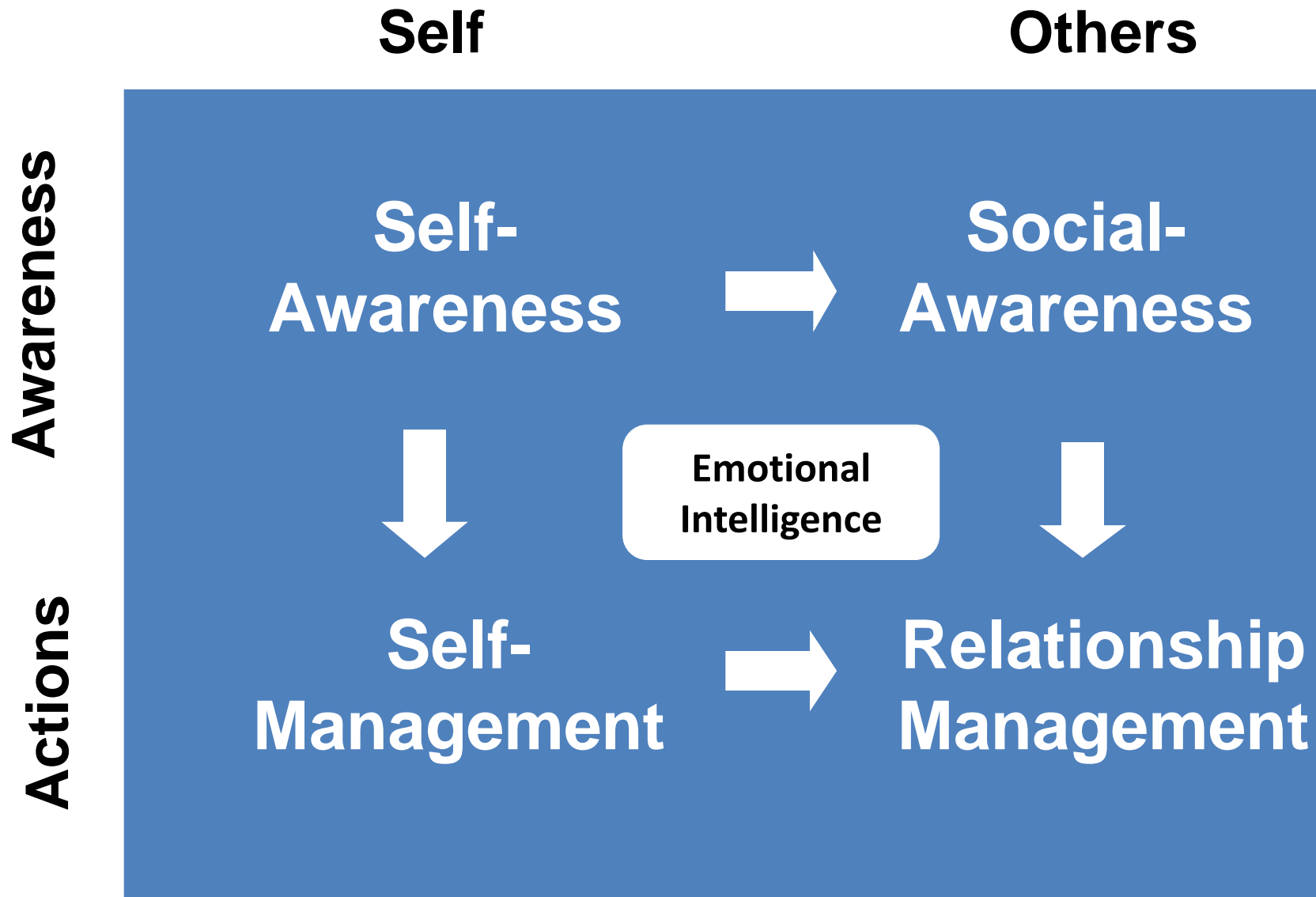
CEOs are hired for
their intellect and
business expertise -
and fired for a lack of
emotional
intelligence.

Daniel Goleman

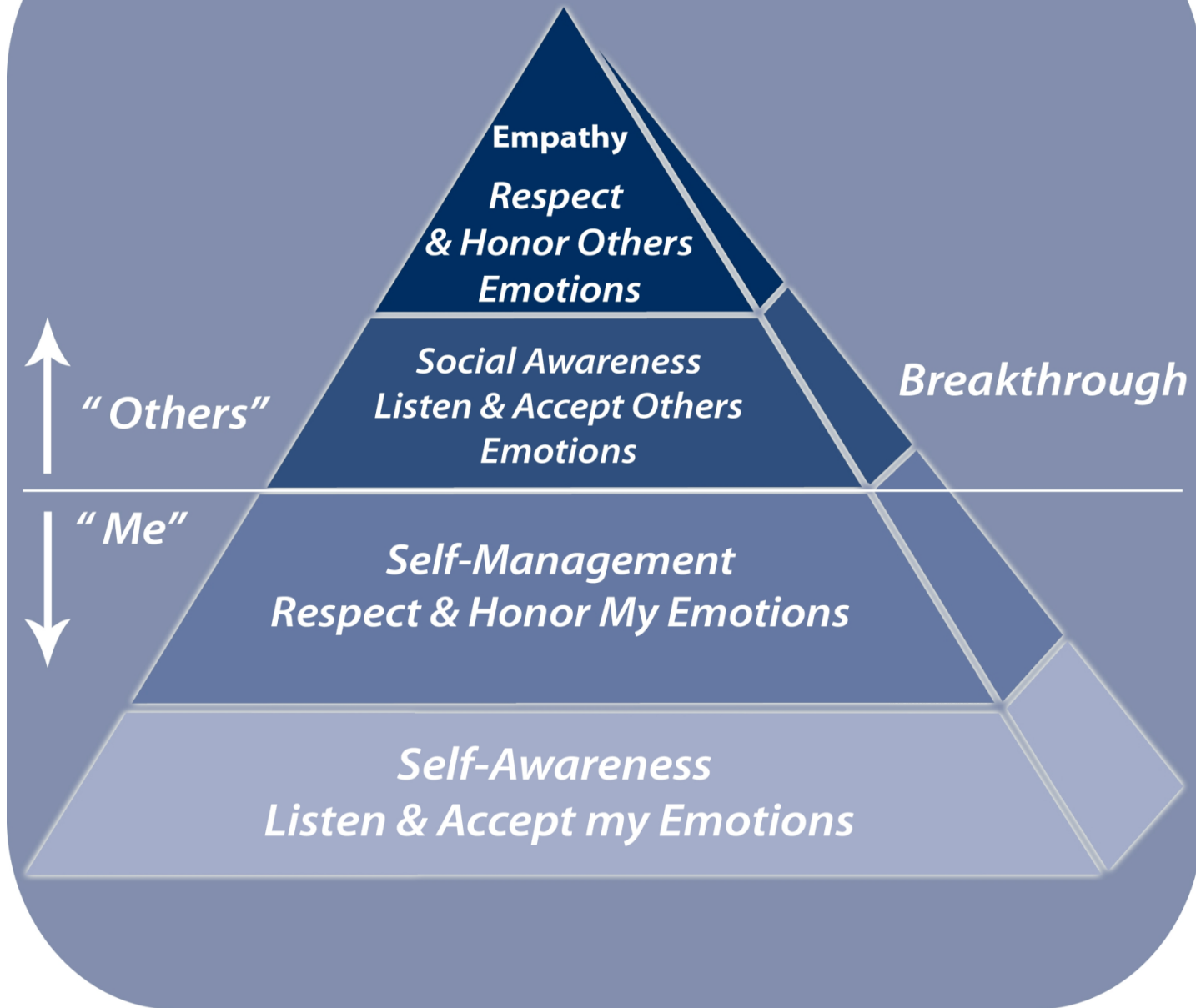


For leaders, the first task in management has nothing to do with leading others; step one poses the challenge of knowing and managing oneself.

--Daniel Goleman



Emotional Intelligence





The diagram features an iceberg floating in a dark blue sea. The tip of the iceberg, which is above the water line, is white and contains the text 'Competency Behaviors'. A blue arrow points from this tip to a white box on the right containing the text 'Necessary for top performance but not sufficient'. The much larger part of the iceberg is submerged below the water line and is colored light blue. This submerged part contains a list of five components: 'Self Awareness', 'Self Regulation', 'Motivation', 'Empathy', and 'Social Skills'. A red-bordered box is positioned at the bottom right of the submerged part, containing the text 'Required for longer-term success'.

Competency Behaviors

**Necessary for
top performance
but not sufficient**

**Self Awareness
Self Regulation
Motivation
Empathy
Social Skills**

**Required for
longer-term
success**

The Five Components of Emotional Intelligence at Work

	Definition	Hallmarks
Self-awareness	The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others	Self-confidence Realistic self-assessment Self-deprecation sense of humor
Self-regulation	The ability to control or redirect disruptive impulses and moods The propensity to suspend judgment – 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 Organizational commitment
Empathy	The ability to understand the emotional makeup 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	Effectiveness in leading change Persuasiveness Expertise in building and leading teams

Emotional intelligence

INTRA-PERSONAL

SELF-AWARENESS

- Emotional Connection
- Self Acceptance
- Self-esteem
- Confidence
- Self-assessment

SELF-MANAGEMENT

- Assertiveness
- Discipline
- Self-control
- Trustworthiness
- Adaptability
- Positive thinking
- Planning
- Problem solving

CATALYSTS

ENERGIZERS

- Motivation
- Initiative
- Drive
- Resilience
- Attitude
- Passion
- Engagement

INTER-PERSONAL

SOCIAL AWARENESS

- Empathy
- Social responsibility
- Communication
- Rapport
- Tolerance

RELATIONSHIP MANAGEMENT

- Relationship management
- Teamwork
- Collaboration
- Conflict management
- Leadership
- Influence
- Service

The LQ (Leadership Quotient)



© 2015 Dr. Michael Edwards

For star performers in all jobs, in every field, emotional competence is twice as important as cognitive abilities.

For success at the highest levels, in leadership positions, Emotional competence accounts for virtually the entire advantage

Daniel Goleman

	Low EQ	High EQ
Leadership Style	Aggressive, demanding, egotistical, “bossy”, confrontational	Assertive, ambitious, driving, strong willed, decisive
Communication Style	Distractible, selfish, poor listener, impulsive	Warm, enthusiastic, sociable, charming, persuasive
Management Style	Resistant to change, passive, unresponsive, stubborn	Patient, stable, predictable, consistent, good listener
Working Style	Critical, picky, “fussy”, hard to please, perfectionistic	Detailed, careful, meticulous, systematic, neat



Where are you at?

So many needs govern Human Behavior

accepted
accomplished
acknowledged
admired
alive
amused
appreciated
approved of
attention
capable
challenged
clear (not
confused)
competent
confident

educated
empowered
focused
forgiven
fulfilled
grown or growing
happy
heard
helped
important
in control
included
independent
interested
knowledgeable

Listened to
loved
needed
noticed
open
optimistic
powerful
privacy
productive
protected
proud
reassured
recognized
relaxed
respected

safe
satisfied
secure
significant
successful
supported
treated fairly
understood
useful
valued
worthy

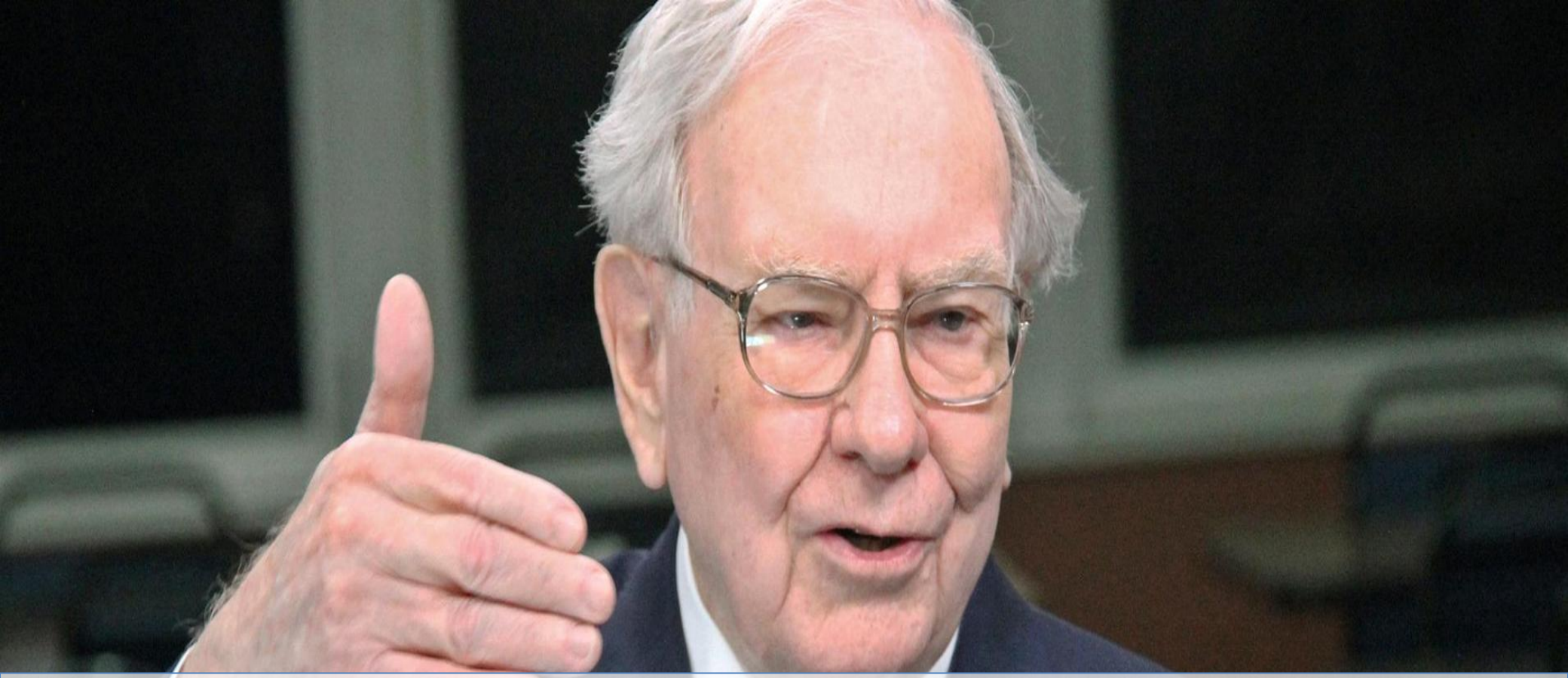


Forbes

Top 10 Emotionally-Intelligent Fortune 500 CEOs*



Jeff Bezos (Amazon.com): With his quirky laugh and self-deprecating style, Bezos doesn't sound like a Fortune 500 CEO and that's probably to his benefit. His obsession with the hearts and minds of his customers and his long-term perspective on relationships (and business strategy) are legendary, as was his [YouTube announcement](#) of Amazon's Zappos acquisition in 2009.



Warren Buffett, Berkshire Hathaway is a Family Business of Buffet Family: “Success in investing doesn’t correlate with IQ once you’re above the level of 25. Once you have ordinary intelligence, what you need is the temperament to control the urges that get other people into trouble investing.” Intensely loyal and relationship-driven, he asks his CEOs to run their companies as if they were to own them 100 years from now.



Ursula Burns (Xerox): In tandem with Anne Mulcahy who moved up to Chair, Burns transitioned to CEO as the first woman-to-woman CEO leadership transition in a Fortune 500 company in what has become a pivotal case study in organizational development. Direct, yet respectful, her assertiveness is matched by a sense of mission that inspires her employees.



Jamie Dimon (JPMorgan Chase): At Harvard Business School, Dimon said: “You all know about IQ and EQ. Your IQ’s are all high enough for you to be very successful, but where people often fall short is on the EQ. It’s something you develop over time. A lot of management skills are EQ, because management is all about how people function.” Read Last Man Standing about him.



John Donahoe (eBay): Donahoe inherited a difficult situation from Meg Whitman with the need to truly alter the company's business strategy. As a role model for [Jim Collins' Level 5](#) (humility & ambition) and Bill George's "[True North](#)" leaders, Donahoe's disciplined self-awareness and his listening ability have created a deeply loyal team and a healthy, evolving culture.



Larry Fink (BlackRock): Called “psychologically astute” in a Vanity Fair feature article, Fink created the largest money-management firm in the world based upon self-reflection, teamwork and direct communication. His senior leadership team embraces EI seminars to improve their skills.



Alan Mulally, CEO of Ford (a Family Business): Walk around Ford's corporate campus and you will see office cubes featuring handwritten notes that Mulally has sent to employees... praising their work. Great interpersonal skills and a "Clintonesque" ability to make you feel like you're the only one in the room when you're in a conversation with him.⁹¹



Indra Nooyi (Pepsi): Nooyi is a conscious capitalist whose “performance with purpose” agenda has helped move employees from having a job to living a calling. She is acutely aware that being a woman of color means she may receive more attention and scrutiny, but she still projects her personality without reservation — whether it’s singing in the hallways or walking barefoot in the office. She wrote the parents of 29 senior Pepsi execs to tell them what great kids they’d raised.



Howard Schultz (Starbucks): He says that the main reason he came back was “love”: for the company and its people. Very dedicated to generous health care benefits — inspired by his father losing his health insurance when Schultz was a kid.



Kent Thiry (DaVita): Leaders with high EI/EQ create culture-driven organizations that perform at their peak due to the power of mission and teamwork. Thiry took over a demoralized kidney dialysis center company that was almost out of business and, with a passionate spirit, created nearly 44 percent annual growth in earnings per share in the past decade, 6th highest of any Fortune 500 company.

K

Keep

E

Educating

Y

Yourself





In Family Businesses; How to Boost your, and other's Emotional Intelligence

Boosting EQ

Turn self-deception into self-awareness



Boosting EQ

Turn self-focus into other-focus



Boosting EQ

Be more rewarding to deal with



Boosting EQ

Control your temper tantrums



Boosting EQ

Display humility, even if it's fake



Enrich your Emotional Bank Account

Withdrawals	Deposits
Violating expectations	Clarifying Expectations
Disloyalty, duplicity	Loyalty to the absent
Pride, conceit, arrogance	Apologies
Not receiving feedback and giving "You" messages.	Receiving feedback and giving "I" messages.
Holding grudges	Forgiveness

Enrich your Emotional Bank Account

Withdrawals	Deposits
Seek first to be understood.	Seek first to understand.
Breaking promises	Keeping promises
Smooth manipulation	Honest, openness
Unkindness, discourtesies	Kindness, courtesies
Win-Lose or Lose-win thinking	Win-Win or no deal thinking

A Reflection

«أُسْعِدُ النَّاسَ مِنْ أُسْعَدَ النَّاسِ»

«فَاقْدُ الشَّيْءَ لَا يُعْطِيهِ»

A Final Word

“For all sad words of tongue and pen, the saddest are these: *it might have been!*” But someone else taught, “*it is never too late* for us to become what we might have been.”

John Greenleaf Whittier (1807-1892)

“Maud Muller”(1856)

