

Learn and Leverage the Power of Emotions  
at the Workplace.



**FEIL**

FORUM FOR EMOTIONAL INTELLIGENCE LEARNING

Presents:

**Assessing  
and Developing  
Emotional Intelligence  
Competencies in the  
Workplace for Superior  
Personal, Team and  
Organizational Results with  
Global Gurus**

**Dr. Lyle Spencer Jr.**

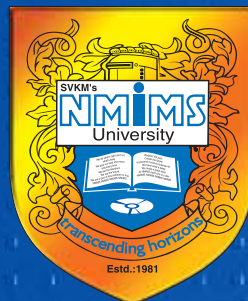
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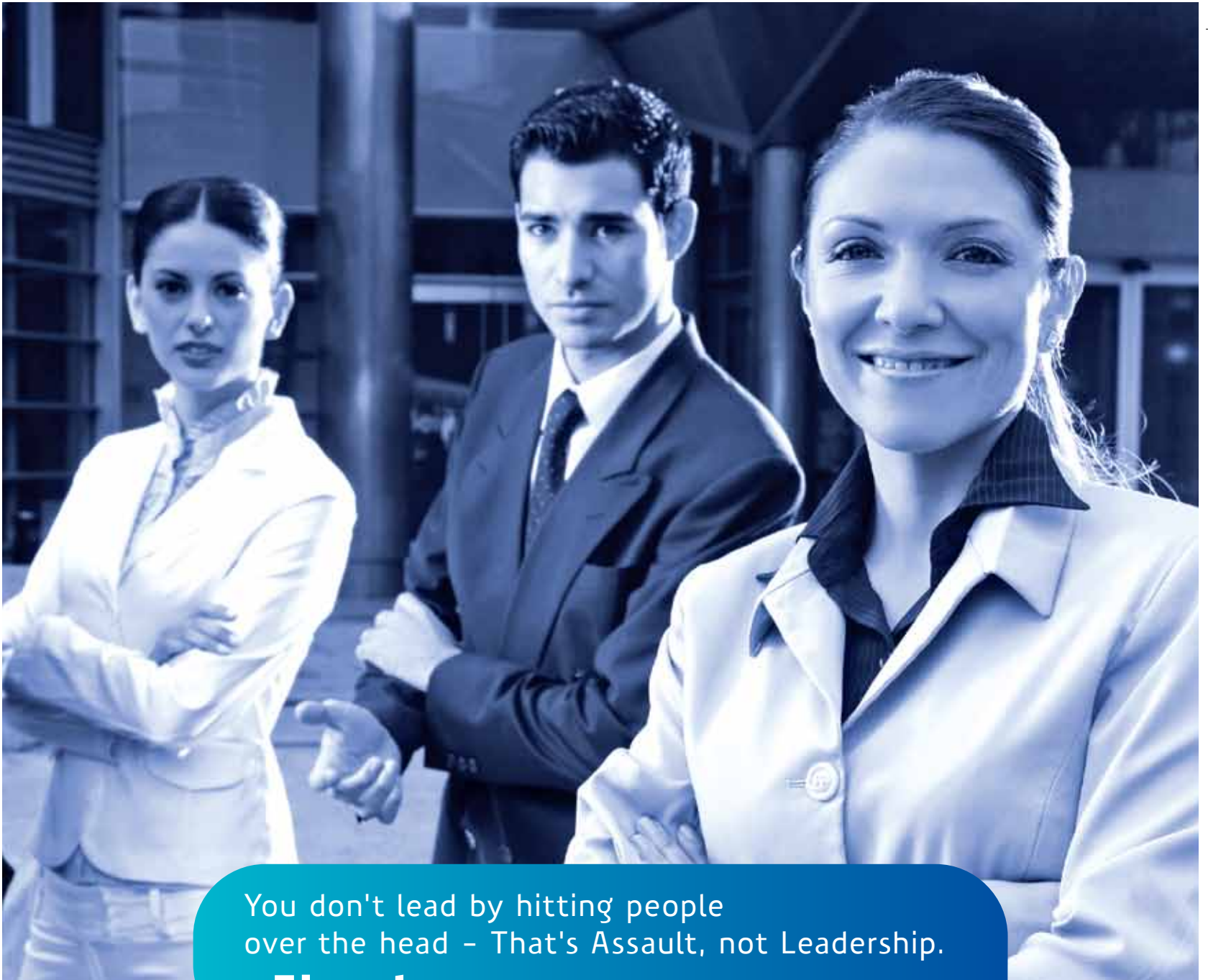
**Dr. Robert Emmerling**

## Organisational Partner



## Other Partners





You don't lead by hitting people over the head - That's Assault, not Leadership.

**-Eisenhower**

The Vedanta recognizes no sin, it only recognizes error. And the greatest error, says the Vedanta is to say that you are weak, that you are a sinner, a miserable creature, and that you have no power and you cannot do this and that. You cannot believe in God until you believe in yourself.

**- Swami Vivekananda**

## FEIL PRESENTS:

Assessing and Developing  
Emotional Intelligence  
Competencies in the Workplace  
for Superior Personal, Team  
and Organizational Results.

In association with  
PHD Chamber of Commerce  
and Industry, on the **27th &  
28th April 2009** at PHDCC PHD House  
4/2, Siri Institutional Area,  
August Kranti Marg, New Delhi.

## Programme Chairperson

**Prof. Dr. Radha Sharma**  
[drradhasharma.sharma@gmail.com](mailto:drradhasharma.sharma@gmail.com)

**&**

In association with School of Business Management,  
NMIMS University, on the **28th & 29th April 2009**  
at NMIMS B. J. Hall, Vile Parle, Mumbai.

## Programme Chairperson

**Prof. Veena Vohra**  
[veena.vohra@nmims.edu](mailto:veena.vohra@nmims.edu)

Cheques/drafts to be made in favour of  
'Forum for Emotional Intelligence & Learning' payable at Mumbai/Delhi  
for participating in respective workshops (Details in 'Workshop Fees'  
page & in the registration form).

# Business Case for Emotional Intelligence

Success in the current business environment greatly depends on our ability to understand and effectively manage emotions, in both ourselves and others. Understanding and managing emotions is key to effective communication and developing effective work relationships, which in turn are critical factors to meaningful collaboration, leadership, employee retention and performance. The knowledge, skills, and abilities we now know as Emotional Intelligence Competencies influence our productivity and quality of life we enjoy. Now more than ever, Social and Emotional Intelligence competencies are becoming the 'new yardstick' by which employees and leaders are measured. Research validates that Competencies like Self Awareness, Empathy, and Inspirational Leadership are the true precursor to success. This proposed workshop is designed to introduce the topic of assessment and development of competencies in the workplace, specifically:

- Outlining the business case for emotional intelligence competencies.
- Techniques for evaluating the return on investment of HR interventions based on emotional intelligence competencies.
- Best practices for developing emotional intelligence competencies in the workplace.
- How to stimulate self-directed learning.
- Experiential activities to develop emotional intelligence competencies.
- Understanding the neuroscience of leadership.

## About FEIL

Forum for Emotional Intelligence Learning (FEIL) is a result of dedicated effort of EI practitioners and proponents of Indian academia and industry. Formed in April 2008, under the auspices of HPCL, FEIL stands for the core purpose of liberating human potential for a better tomorrow. FEIL aims to establish itself as a world-class association of dedicated practitioners and academicians committed to sustainable development for a peaceful and fulfilling society. It also aspires to leverage education and training to enhance compassionate leadership and promote emotional literacy by incorporating EI in the curriculum. With members profile ranging from industry veterans to academicians, FEIL enjoys the harmonized blend of corporate and scholastic views.

## Core values of FEIL

- Optimism
- Aspirational learning
- Sharing of knowledge
- Thought leadership
- Sustainable planet and
- Appreciative leadership and practicing leadership



It is very important to understand that emotional intelligence is not the opposite of intelligence, it is not the triumph of heart over head – it is the unique intersection of both.

-David Caruso





## Workshop Facilitators-Profile

### Lyle Spencer Jr.

Lyle M. Spencer (Ph.D.) is President, Spencer Research & Technology, co-founder of Competency International, Cybertroncis Research Fellow, Director, Human Resource Technologies, author and independent consultant on competency development, reengineering human resources, and HR return on investment analysis.

As HayGroup Vice President, Research & Technology, and President and CEO of McBer & Company, Dr. Spencer developed Hay's worldwide Hay McBer practice, training four hundred consultants in Hay offices in twenty-four countries. In twenty-five years with McBer, Dr. Spencer conducted organizational diagnosis, training, and development programs for such clients as AT&T, Abbott Laboratories, DEC, Fannie Mae, General Electric, General Motors, GTE, Honeywell, Hospital Corporation of America, IBM, Merck Pharmaceutical, MCI, Nortel, Mobil, Nihon Schering and Saudi Aramco.

Dr. Spencer has managed major leadership and organizational development contracts with the U.S. Army and Navy. For U.S. A.I.D. and the United Nations Industrial Development Organization. He has also managed economic development programmes in Latin America, Africa, and Asia, identifying entrepreneurs and training academic, government, banking, and business people in achievement motivation techniques for stimulating national entrepreneurial activity.

Dr. Spencer developed Hay McBer's competency assessment methodology with Harvard Prof. David McClelland, and methods for calculating the costs and benefits of human resource programmes. He has published books, softwares, and numerous articles on these topics, and trained more than a thousand HR professionals in competency and cost-benefit methods. His current research concerns reengineering human resources and the development of expert system Integrated Human Resources Management Information Systems (IHRMIS). Using multi-media, interactive voice response, and voice recognition technologies. He has taught at the business schools of the University of Chicago and University of North Carolina, Chapel Hill.

### Books

Spencer, L.M. (1986): Calculating Human Resource Costs and Benefits. New York: John Wiley & Sons, Inc. **and Co-Author of the seminal Book "Competence at Work"**

**He has authored many significant articles and Book Chapters and is probably the most well known name in the field of Competency Assessment and Development in the world today.**



Before you can inspire with emotion, you must be swamped with it yourself. Before you can move their tears, your own must flow. To convince them, you must yourself believe.

-Winston Churchill





## Workshop Facilitators–Profile

### Dr. Robert Emmerling

Dr. Robert Emmerling is a leading expert in the assessment and development of emotional intelligence in the workplace, and has spent his career as a consultant, researcher and lecturer specializing in this area. Since 1997 he has been working on the cutting-edge of EI-based assessment and training with premier thought leaders in the field, such as Daniel Goleman and Richard Boyatzis.

Through his work as a member of the Consortium for Research on Emotional Intelligence in Organizations, a group founded by Dr. Daniel Goleman, he has been involved in some of the most influential work in the field of emotional intelligence, including the development of best practice guidelines for training and developing emotional intelligence (Cherniss, Goleman, Emmerling, Cowan, & Adler, 1998), and the identification and evaluation of model programmes that significantly enhance social and emotional competencies in the workplace. In addition to emotional intelligence, he also specializes in the area of leadership assessment and development, executive coaching, 360-degree feedback, career change, organizational development, change management, program evaluation, and instructional design. He has provided consultation on these issues to companies around the world including Johnson & Johnson, Siemens Building Technologies, Schering - Plough, Berlex Laboratories, Novartis, Brocade Communications, Ameriprise Financial Advisors, TATA Autocomp Systems, and Hess Corporation.

Robert currently serves on the editorial board of the EI Consortium's Journal Issues in Emotional Intelligence and is co-editor, with Richard Boyatzis, of an upcoming special issue of the Journal of Cross Cultural Management focusing on the application of emotional intelligence competencies across cultures. He is also co-editor of the newly released book Emotional Intelligence: Theoretical and Cultural Perspectives, published in 2008 by Nova Science Publishers. Robert has served as faculty and co-designer of the Certificate Programme in Leadership Studies at Rutgers University and is the creator and webmaster of the world's most visited website related to emotional intelligence ([www.eiconsortium.org](http://www.eiconsortium.org)) which has received over 2.5 million visitors since its launch in 1998. Robert holds a Doctorate in Applied Organizational Psychology from Rutgers University and is a member of the American Psychological Association.

### Books

Emmerling, R. J., Shanwal, V., & Mandal, M. (Eds.) (2008) Emotional Intelligence: Theoretical and Cultural Perspectives. Hauppauge, NY: Nova Science Publishers.

Ryan, G., Emmerling, R. J., & Spencer, L. M. (in press). Distinguishing High Performing European Executives: The Role of Emotional, Social and Cognitive Competencies. Journal of Management Development.

Emmerling, R. J. & Goleman, D (2003). Emotional Intelligence: Issues and Common Misunderstandings. Issues in Emotional Intelligence, 1(1), available:

<http://www.eiconsortium.org>.



# Workshop Design

## Workshop Facilitators

**Delhi:** 27th April – Dr. Lyle Spencer, Dr. Robert Emmerling  
28th April – Dr. Robert Emmerling

**Mumbai:** 28th April – Dr. Lyle Spencer  
29th April – Dr. Lyle Spencer, Dr. Robert Emmerling

## Module Title and Programme Elements

### Module 1: Success in Today's Business Environment: It's More Than IQ

Conference Introduction and Agenda  
LARGE GROUP EXERCISE: Your Best (and Worst) Mentor  
The Business Case for Emotional and Social Intelligence  
New business imperative driving the global economy  
Economic Value of Emotional Intelligence Competencies: Return on Investment of EIC-based programmes.  
Industry case studies.

### Module 2: Developing EI-Competency Models for Applied Use

What are Social and Emotional Competencies?  
Conducting applied competency studies for model development and validation  
Assessing and developing EI: Applying EI to selection, performance management, training and development.

### Module 3: The Neuroscience of Leadership

The anatomy of an 'Emotional Hijack'  
Emotional "Wifi" The role of mirror neurons and emotional contagion  
FILM CLIP: Apollo 13  
The Neuroscience of Visionary Leadership: How leaders motivate others to noble goals  
INDIVIDUAL EXERCISE: Are you a Socially Intelligent Leader?  
Leadership and Organizational Climate.  
What motivates us? The role of social motives in performance and job satisfaction  
Intentional Change Theory (Boyatzis).  
EXERCISE: Personal Vision Exercise.



If your emotional abilities aren't in hand, if you don't have self-awareness, if you are not able to manage your distressing emotions, if you can't have empathy and have effective relationships, then no matter how smart you are, you are not going to get very far.

- Daniel Goleman



# Workshop Design

## Module Title and Programme Elements

### Module 5: Best Practices for Developing Social and Emotional Intelligence

Bringing Emotional Intelligence to the Workplace. Best practices (Cherniss, Goleman, Emmerling, Cowan & Adler EI Consortium)  
Case Studies from the EI Consortium's Model Programmes Project  
Measuring programme impact: Programme evaluation techniques.

### Module 6: Future Directions for Social and Emotional Intelligence

Discussion on Building Emotionally Intelligent Organizations.  
Panel of CEOs from Leading Indian and Multinational Companies on the following themes:  
Developing and Nurturing Leadership in Indian Organizations.  
Critical Role of Resonant Leadership.

## Leaders Panel Discussion On:

Steps in Building Institutions of Excellence  
Linking Personal Goals to Institutions Goals  
IFEIL's Role in the Road Map to building a Leadership Pipeline in India.

**Some of the leaders on the panel are:** Shri Arun Balakrishnan: Chairman and Managing Director Hindustan Petroleum Corpn Ltd, Dr. Saxena: Vice Chancellor at Narsee Monjee Univesity, Mumbai and Ex Director at IIM, Indore, Ms. Apurva Purohit: CEO Radiocity, Shri Adil Malaya: Group President HR ESSAR, Shri S K Dutt: Group Head HR ABG Shipyard, Dr.A.Gangopadhyay: Professor & Chairperson-OB & PMIR, XLRI & former Dean, IIM-Indore & TISS, Mr. Vinay Kargaonkar: IPS and Additional Commissioner(Security) Mumbai. The panel discussions would be facilitated by Ashis Sen: Vice Chairman FEIL and Prof. Veena Vohra: Chair Person HR & Behavioral Sciences-School of Business Management, NMIMS University.

The panelists from PHDCC Delhi: Mr. Arun Balakrishnan: Chairman and Managing Director, HPCL, The Director, Management Development Institute, Dr. Dalip Singh: Joint Secretary, Ministry of Steel, GoI, Mr. Aquil Busrai: Executive Director, HR, IBM India, Mr. Daljit Singh: President, Strategy & OB, Fortis Healthcare Ltd., Mr. Bharat Mehta: Executive Director, HR, Triveni Engineering & Industries Ltd. The panel discussion will be facilitated by Dr. Radha R. Sharma: Chairperson, Workshop Organising Committee, New Delhi. and Shri Ashis Sen: Vice Chairman, FEIL.

## Workshop Closure

16:00 Hrs

The schedule of events is tentative and could be subject to changes for better effectiveness.  
The organizers have the final say on the same.



You stop using your discretionary effort, you stop looking at creative things you can do.  
If you want people coming to work with only half their brain, put them under stress.  
- Richard Boyatzis



# School of Business Management, NMIMS university

With a legacy of intense learning, interactive engagement and unequivocal experience, Narsee Monjee Institute of Management Studies School of Business Management (NMIMSSBM) has today become synonymous with generating excellence and ethical leadership. Established in 1981, our institute echoes undying passion and fervour to strengthen the corporate foundation of India.

NMIMS is today considered one of the leading management institutes in the country. For almost three decades, the institute has equipped students with rigorous training and education modules that have facilitated in transforming them into becoming successful business leaders.

Recognising our significant contribution towards providing excellent management education, the Bombay Management Association had conferred the Best Management Institute of the Year Award in 2006-07 and Best Teacher of Management of the Year Award in 2005-06 on us. Further, NMIMS has also been rated as one of the top ten B-Schools in the country in the Business Today - Nielsen Best B-Schools Survey 2007 and in the Outlook-C fore Best B-Schools Survey 2007. Continuing with its pursuit to attain benchmark standards, the NMIMS University was also the winner of the 'Golden Peacock Innovation Award in 2007'.



I think in the coming decade we will see well-conducted research demonstrating that emotional skills and competencies predict positive outcomes at home with one's family, in school, and at work. The real challenge is to show that emotional intelligence matters over and above psychological constructs that have been measured for decades like personality and IQ. I believe that emotional intelligence holds this promise.

- Peter Salovey



# Management Development Institute

MDI was established as an autonomous body in 1973 by IFCI with the assistance from KFW Bank, West Germany. It has completed projects funded by UNDP, UNIDO, WHO and ILO. It is a premier institute consistently ranked among top 5 business schools in India. It has international accreditation from AMBA, UK and has the best international linkages and exchange programmes. Its objective is to develop business acumen among students through holistic learning process involving practical learning, a strong industry interface combined with rich theoretical knowledge imparted by its high caliber internationally recognised faculty.

MDI is engaged in Executive Education for over 35 years in conducting executive MBA (NMP), Post Graduate Programme in Management (PGPM), Post Graduate Programme in Public Policy for Civil Servants and senior Govt. officers; Fellow (Ph.D) Programme; Executive Fellow Programme, Post Graduate Programme in HRM (PGPHRM), Post Graduate Programme in International Management (PGIM with ESCP-EAP,Paris), PGP Part Time Programme and Post Graduate Programme in Energy Management at its campus.

MDI has active linkages with 42 academic institutions in various countries. Some of them are McGill University, Canada; University of Waterloo, Waterloo; College of Business & Public Administration (CBPA), USA; School of Public Policy, George Mason University, USA; University of Connecticut School of Business, USA; Cambridge College, Massachusetts, USA; ESCP-EAP, France; EDHEC, France; The Institut d'Etudes Politiques de Paris (Sciences-Po); IAE Aix-en-Provence, Bergische Universität Wuppertal; Leipzig Graduate School of Management, Leipzig; International University, Bruchsal; European Business School – Oestrich-Winkel; Vienna University of Eco. & Business Administration, Austria; Copenhagen Business School, Denmark; Aarhus School of Business, Denmark; Solvay Business School, Brussels; Norwegian School of Management (BI), Norway; Università Carlo Cattaneo, (LIUC) Italy; Warsaw School of Economics, Poland; Middlesex University, London, UK; Asian Institute of Technology, Thailand; Queensland University of Technology, Brisbane; University of the Free State, Bloemfontein.

# PHD Chamber of Commerce and Industry

PHD Chamber of Commerce and Industry, established in 1905, is a proactive and dynamic multi-State apex organisation working at the grass-root level and with strong national and international linkages. PHD Chamber's geographical span covers the 10 States of Chhattisgarh, Delhi, Haryana, Himachal Pradesh, Jammu & Kashmir, Madhya Pradesh, Punjab, Rajasthan, Uttar Pradesh, Uttarakhand and the Union Territory of Chandigarh. PHD Chamber has a direct membership of over 1,600 corporate entities and serves more than 45,000 indirect members through over 150 Association Members. The Chamber acts as a catalyst in the promotion of industry, trade and entrepreneurship. The membership covers the entire industrial spectrum. PHD Chamber provides information on business opportunities abroad and a platform to interact with visiting foreign business delegations. To discharge its social responsibility, the Chamber has two voluntary organisations for fulfilling its commitments to the cause of socio-economic development and to promote the role of corporate sector for the upliftment of rural masses.

## Address :

PHD Chamber of Commerce and Industry

PHD House

4/2, Siri Institutional Area

August Kranti Marg

New Delhi – 110016 Tel: 26863801-04 Fax: 26863135, 26855450

E-mail : [phdcci@phdcci.in](mailto:phdcci@phdcci.in)

Website: [www.phdcci.in](http://www.phdcci.in)

## Contact Persons :

Shri P K Sharma, Legal Advisor (Tel Direct : 26852416 M: 9810566195)

Shri R K Joshi, Deputy Secretary (Tel Direct: 26852418 M: 9811824616)

Shri Virander Singh Gosain, Secretarial Assistant (M: 9911182562)

# Workshop Fees (Delhi/Mumbai)

Delegate fees Rs. 12,000/- plus  
service tax (10.3%), i.e., Rs. 13,236/-

For participating in the workshops,  
cheques/ drafts to be made in favour of  
'Forum for Emotional Intelligence & Learning'  
payable at Mumbai/ Delhi and sent to:

## For Delhi:

Mr. M. P. Eshwar, Dy. GM – GGSRL,  
Project Evacuation,  
HPCL, GGSRPEP office,  
8th Floor, North Tower,  
SCOPE MINAR, Laxmi Nagar,  
Delhi – 110 092.

## For Mumbai:

Prof. Veena Vohra,  
School of Business Management,  
NMIMS University,  
V L Mehta Road, Vile Parle (W),  
Mumbai – 400 056

# FEIL Core Team



**Arun Balakrishnan**  
Chairman FEIL &  
C & MD Hindustan  
Petroleum Corpn Ltd.



**Ashis Sen**  
Vice Chairman FEIL  
Head Balanced Scorecard  
HPCL



**S K Dutt**  
Gen Secretary FEIL  
Group Head HR  
ABG Shipyard



**Veena Vohra**  
Treasurer FEIL  
Chairperson HR & Behavioral  
Sciences - School of Business,  
Management, NMIMS University



**Dr. D N Singh**  
Jt. Secretary FEIL  
Group Head HR,  
KKCL



**Dr. Mala Kapadia**  
Jt. Secretary FEIL  
Management Consultant  
& Ad. Prof S.P. Jain Institute  
of Management & Research



**Dr. Nitin Singh**  
Joint Treasurer FEIL  
Sr. VP Boston  
Analytics



**Dr. A. Gangopadhyay**  
Head East India Chapter &  
Patron, FEIL  
Professor, XLRI Jamshedpur



**Dr. Radha Sharma**  
Hon. Head North India  
Chapter, FEIL  
Professor OB & HRD  
MDI



**Radhakrishnan R**  
Head South India Chapter, FEIL  
General Manager -  
South Zone HPCL



**Lila Carol (Rickard)**  
EI Consultant  
Head West India Chapter, FEIL



**Richard E. Boyatzis**  
Professor, Case Western Reserve  
University, Eminent Researcher,  
Prolific Writer and Organizational  
Consultant



**Dr. Gary Low**  
Patron FEIL & Professor  
at A&M University  
Texas, USA



**Dr. Dalip Singh IAS**  
Jt. Secretary  
Govt. of India



**Dr. Shailendra Singh**  
Professor Indian Institute of  
Mgmt Lucknow



**Dr. Darwin Nelson**  
Patron FEIL  
Prof A&M Univ (Retd)

# FEIL Core Team



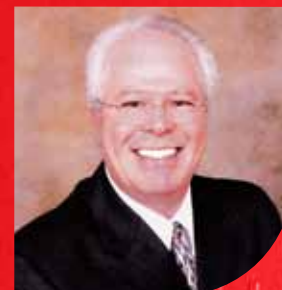
**Dr. S. Bharamanaikar**  
Director,  
KLE Institute of  
Management, Hubli



**V. Vizia Saradhi**  
Director, HR HPCL



**Dr. Robert Emmerling**  
Senior Consultant,  
Competency International



**Dr. Richard Hammett**  
CEO Hammett Associates



**Dr. Anjana Sen**  
MD and EI Expert



**Surya Rao A**  
Head Training HPCL



**Sonal Desai**  
GM Finance  
HPCL



**Sanjay Khandagtle**  
Manager-Talent  
Management



**Marc Fourcade**  
EI Consultant



**Rashmi Wadhwa**  
Child Psychologist



**Sagorika Kantharia**  
Head HR, Radio City



**Seema Gupta**  
Asst. Manager HR, Radio City



**Dhruv Sen**



**Chirag Bhatia**  
Yahoo



**Shamira Malekar**



**Anil Pande**  
GM West Zone HPCL



**V. Kargaonkar IPS**  
Addl. Comm. of Police



**Prince Augustin**  
Sr. VP HR, Mahindra & Mahindra



**Nagesh K**  
Head Competency Development  
HPCL



**Pushp Joshi**  
GM HR HPCL



# FEIL Core Team



Moola Parameshwar  
DGM-GGSRL Project (Evac)  
HPCL



Heena S.  
Sr. Officer, Balanced Scorecard  
HPCL

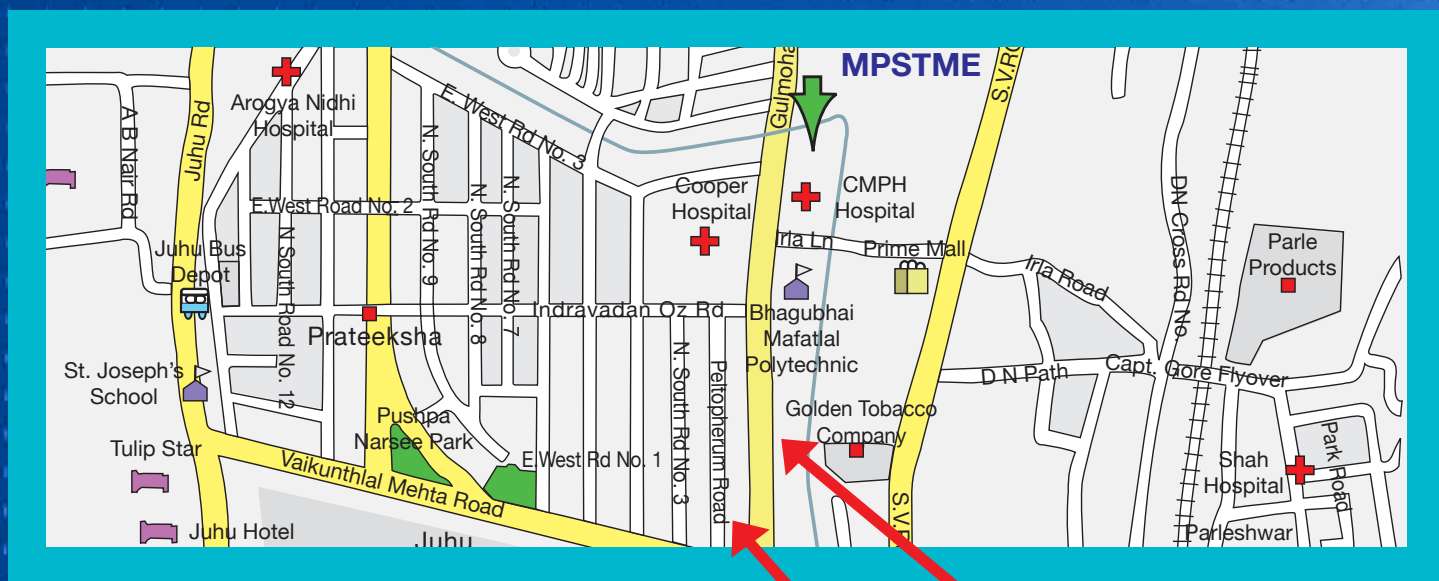


Archana Upadhyay  
Dy. Manager,  
Balanced Scorecard  
HPCL



Rajesh Jain  
Sr. Manager,  
Balanced Scorecard  
HPCL

## Route Map



BJ Hall  
NMIMS, Mumbai

## Registered Office:

Office of the General Manager – West Zone  
Hindustan Petroleum Corporation Limited  
Richardson and Cruddas Building  
Sir J J Road, Byculla  
Mumbai 400 008.

## Disclaimer

The Programme is correct as per the present confirmations received from Speakers and Panel Members. The organizers have the final say and reserve the rights to alter or change the programme without assigning any reason whatsoever.

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