

# FORUM FOR EMOTIONAL INTELLIGENCE LEARNING



## About FEIL

Forum for Emotional Intelligence Learning (FEIL) is committed to create capacity for People and Organizations to enable them reach their Potential. FEIL is a result of dedicated effort of EI practitioners and proponents of Indian academia and industry. Formed in April 2008, it 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.

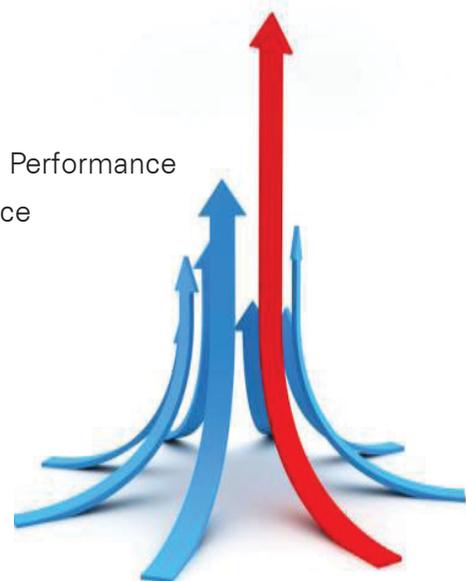
Numerous national and International Level recognitions for outstanding work have been received by FEILCoaches in last few years. We conduct a multitude of workshops for Organization Capability Building.

## Our Core Purpose

Liberating human potential  
for a better tomorrow

## Some of the key workshops that we conduct are:

1. Competency Based Selection and Interviewing Skills
2. Creating Successful Business Strategies in a Dynamic Environment
3. Strategy Execution Exemplar – Balance Scorecard
4. Emotional Intelligence and Emotional Skills Assessment Process
5. Strategic Innovation
6. MBTI and Personality Development
7. Team Building and Leading Teams
8. Effective Business Communication
9. Building Engaging Workplaces for Superior Organizational Performance
10. High Organizational Performance through Work Life Balance
11. Enhancing Interpersonal and Intrapersonal Relationships
12. Learning Organization
13. Scenario Planning
14. Bridging the Personal Finance Gap
15. Customer Centric Marketing
16. Stress Management – Healthy and Profitable Employees
17. Corporate Etiquette and Presentation Skills
18. Train the Trainer



# Competency Based Selection and Interviewing Skills

A good recruit could save millions: a good assessment could create hundreds of millions. It is important that professionals entrusted to measure competencies are themselves competent to do so.

Behavioural Event Interview or the Critical Incident review coupled with Thematic Appreciation Test popularized by David McClelland and other original pioneers in the field of Competency research are cutting – edge inputs good assessors need.



## Content

- Hiring must be based on a valid assessment of competencies most closely associated with objective performance and not based on intuition

### Objectives

- To build your ability to deploy validated techniques to attract, select and retain star performers and high potential leaders
- To Significantly improve your ability to select superior and star candidates
- To become proficient in competency – based interviewing techniques to reliably identify key competencies that drive performance
- To understand the process of competency modelling

- Poor selection decisions cost organizations dearly in terms of productivity, morale and wasted resources
- Competency – based promotions and placements increase the likelihood of good job and person fit that lead to superior performance
- Understanding the process of competency modeling ensures HR applications such as recruitment, selection and training focus on the specific competencies that account for superior performance
- Competencies naturally lend themselves to Return on Investment (ROI) evaluation and allow you to quantify the contribution of HR programs to the strategic objectives of the organization

### Target Group

Senior/Middle Level Managers

# Creating Successful Business Strategies in a Dynamic Environment



Business environments in today's times have become disruptive and turbulent. Several Business Organizations and Leading Product Lines which once occupied centre stage have become virtually extinct. For the first time probably, Company Managers have to live with such a frequently fluctuating business environment and they are now required to revisit their core business directions more frequently than ever before. The thin line dividing success and failure of organizations is the strategic thinking abilities of executives.

## Content

- Improve your strategy management and execution expertise
- Experiment with innovation ideas and learn from accompanying mistakes
- Apply the lessons learned in the workshop to a current organizational challenge
- Processes of effective strategy development and translation
- Components of a complete Strategy Map
- Methods and techniques necessary to cascade and align strategy
- Key linkage points between strategy and operations
- Processes and tools to monitor/test/adapt strategy and improve decision making

## Target Group

Senior/ Middle Level Managers

## Objectives

- To provide a perspective on actions that are taken by companies to respond to cyclical nature of business
- To identify strategic choices available including road maps to survive and grow during recession
- To help participants develop an agenda for actions for their respective business units
- To Understand the Balance Scorecard Framework for strategy implementation

# Strategy Execution Exemplar – Balance Scorecard

Enhancing Organisational Performance has always been a concern for Business Leaders and Entrepreneurs. Organisations focus their energies to survive competition and succeed the constantly changing business environment. In order to achieve this goal, business and operational strategies should not only be constantly reviewed and modified; they must also be implemented at a pace faster than ever before.

## Objectives

- Understanding of Balance Scorecard
- Usage of Balance Scorecard
- Designing of Balance Scorecard
- Success factors for Balance Scorecard Implementation

Strategies are made in board rooms, but the success of their implementation rests with the employees. The employees, therefore, must have a thorough understanding of the strategy and the manner by which they are expected to contribute in its implementation. Communicating strategy in a manner comprehensible by employees is best done by Balance Scorecard (BSC). Balance Scorecard is a framework that helps organisations to translate strategy into operational objectives that drive both behaviour and performance (Kaplan and Norton, 1992). Though originally conceived as an Organisational Performance Management tool, over a period of time, BSC evolved into a Strategy Management System gained popularity as a tool for aligning operational imperatives, change management, enhancing communications, and employee participation in the overall Strategy Implementation Process.

## Target Group

Senior/Middle Level Managers



## Content

- What is Balance Scorecard?
- BSC – a tool for Organizational Performance Management
- BSC – a tool for Communication, Alignment and Change Management
- Strategy Implementation and Management using BSC
- Designing the Strategy Map and the BSC Template
- Implementing a BSC
- Role of Leadership in BSC Implementation
- Success Factors for BSC Implementation
- Cautions in the Implementation Journey

# Emotional Intelligence And Emotional Skill Assessment Process



Effective leaders realize the importance of influence. One can only influence if you understand self and others. 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 the 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.

ESAP is a self-assessment EI Tool developed by professors formerly at A&M Texas University, USA. It provides scale specific measures of: Assertion, Comfort, Empathy, Decision Making, Time Management, Drive Strength, Commitment Ethic, Self Esteem and Stress Management. In addition, the ESAP provides measures of Aggression, Deference and Change Orientation. These three potential problem behaviours are related to the need for the skill development in the areas of Anger Management, Anxiety Management and Positive Personal Change.

## Content

Authorising Participants for utilizing the tool for assessing on Emotional Intelligence & derive individual action plans for competence improvement in employees within the current organization. Design structures in organizations to create more engaging work environment for improved creativity & productivity which in turn would benefit organization from increased outcome.

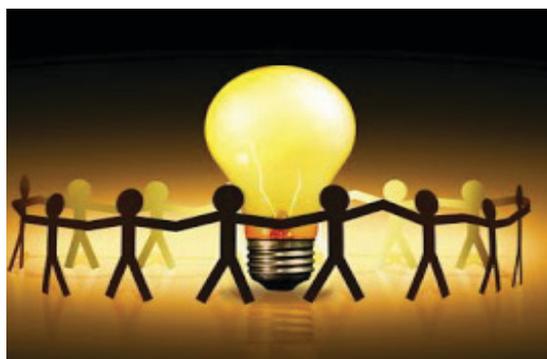
## Target Group

Managers in all Levels

## Objectives

- Understand our Emotions and the Triggers to such emotions
- Understand to manage our Disruptive Emotions
- Display Empathy Skills
- Understanding and Planning for Entrepreneurial Skills
- Develop Drive for Results
- Understanding Emotions of others and ability to create Resonant Leadership
- Understanding the ESAP Tool for assessing EI and giving Feedback to People
- Creating Action Plan for development of EI Skills in People

# Strategic Innovation



In this age of hyper-competition and slow growth, companies are constantly striving to hold on to their current positioning in the market place. The challenge is really testing every organization's intellectual leadership in developing new and innovative ways to compete, since the traditional ways to build market share and grow the same have become somewhat less relevant in the changed business context.

No wonder, most companies are concerned to see the declining utility of traditional bases of competitive advantages to win the market share battle and for gaining customer attention. The search is now on to find new ways to compete that will be valuable to customers and also difficult to imitate. One area where companies are putting a lot of hope for finding new sources of competitive advantages is 'Strategic Innovation' as opposed to product, process or continuous innovation.

## Content

- Changing world of business, concept of 'transient' advantage and Strategic Principles for Competing in the Digital Age
- Concepts of strategic innovation, business model innovation, big bang disruption and 'Technology Innovation' as the backbone for innovation in the Digital Age
- Process model for business model innovation and Innovation value chain
- A framework for getting new business opportunities
- Transitioning from blank page to insight
- Transitioning from science into a business
- The 'Blue Ocean' approach
- Managing the innovation risk through innovating faster, cheaper, Smarter
- Taking on the industry giants through strategic innovation
- Organizational context for strategic innovation

## Objectives

- Provide a complete conceptual perspective on strategic innovation and contextual factors that facilitate such an innovation
- Understand how strategic innovation can be used to gain competitive advantage in the market place
- Learn from experiences of leading companies in the world about how such leading companies could achieve exceptional breakthroughs by leveraging their strategic innovation capabilities
- Help participants develop an agenda for actions for their respective business units, using the concepts of strategic innovation

## Target Group

Managers in all Levels

# MBTI and Personality Development



Taking the MBTI Inventory and receiving feedback will help you identify your unique gifts. The information enhances understanding of yourself, your motivations, your natural strengths, and your potential areas for growth.

## Content

- Know your Personality Type using MBTI
- A guide to understanding your results on the MBTI
- Business Etiquettes / Grooming
- Conflict Management
- Influencing others

## Objectives

- To understand and develop Self
- To develop Career and excel
- To understand others' Preferences
- To manage Relationships
- To build the effective Teams
- Problem Solving and Conflict Resolution
- Organizational Growth

## Target Group

Managers in all Levels

# Team Building and Leading Teams

## Objectives

- Outstanding performance leading to business results
- Ready to accept any change
- Innovation and implementation
- Superior decision making due to collective thinking
- Leadership beyond management
- Commitment towards Common Purpose

## Target Group

Managers in all Levels

Teams outperform individuals, especially when performance requires multiple skills, and experiences. Team is always a result of pursuing a 'performance challenge' rather than a group of individuals trying to become a team.

## Content

- Enhancement of knowledge and skills
- Exposure to wider spectrum of perspectives
- Team spirit and self-confidence
- Deeper understanding on teaming
- Leveraging the change
- Leading Team as a role model



# Effective Business Communication

A leader's primary job is to influence people towards achieving the Organization's Vision. Research has established that leadership can be inculcated through certain training interventions and the most important ingredient of transformational leadership is Effective Communication. Effective Business Communication is fast becoming an area of Core competency for all Business Leaders. In Organizations, Effective Business Communication transforms the Employees more engaged and result oriented. Stress and Conflicts give way to Collaboration and Cooperation. Business Leaders rely heavily upon their Communication ability in persuading and motivating all stakeholders to produce desired results.



## Target Group

Managers in all Levels

## Objectives

To bring awareness on Time tested Concepts and Skill sets critical to hone Communication competencies. To enhance key components like Speaking with confidence, delivering winning presentations, listening actively, writing audience-centric positive and persuasive documents like reports, proposals, media communications, etc.

## Content

- The art and science of effective communication
- Interpersonal and group communication skills
- Active Listening and non-verbal Communication
- Leading Change and art of Kinesthetic speaking
- Inspirational Speech and Persuasion
- Cross Cultural Issues in Communication

# Building Engaging Workplaces For Superior Organizational Performance



The relationship between engaged employees and organizational performance though obvious, is rarely visible to many managers. Fostering an environment of performance ethics, demand focus on the employees' aspirations and growth. This needs learning the ability to leverage employee strengths, but that's not how managers work. A research by George Litwin and Robert Stringer at Harvard Business School correlated employee performance and work climate to the tune of thirty percent. Organizational climate for the employee is predominantly impacted by the leadership style adopted by the local manager.

Instead, most managers spend considerable time trying to cure the weaknesses of subordinates. That's a big mistake. Observe the world's best teachers, salespeople, lawyers, stockbrokers, athletes and high performing employees. They always play to their strengths. Gallup who have done pioneering work in work climate diagnostics and building engaging workplaces, state that People join organizations but leave Managers. For intrinsic engagement to occur the employee must find his work personally meaningful and the work environment conducive to play to his strengths and talents.

## Content

- Impact of Work Environment to Business Performance
- What Great Managers Need to Learn for Building and Sustaining Great Workplaces
- Understanding How to Leverage Employee Strengths
- Art of Linking Personal Aspirations / Visions to Organizational Vision
- Learning from Case Studies.

## Target Group

Managers in all Levels

## Objectives

To help Managers to understand the value of building a Great Workplace, where employees find meaning and joy in their work. As people spend most of their productive time at the workplace, they need to discover fulfillment in their jobs. This would compel release of their discretionary efforts ensuring superior organizational results, on a sustainable basis.

This Workshop through action planning and implementation strategy formulation enables increased productivity, sales and profits. It can help their manager to improve productivity and undesirable attrition and improve results upto thirty percent by learning how to improve the climate.

# High Organisational Performance Through Work life Balance

Increase in employee engagement and productivity. Reduction in absenteeism, poor performance, errors and faults.

## Objectives

To balance in professional and personal aspirations, by envisioning the personal goal including career prospects and developing resilience and adaptability to overcome the challenges. .

## Target Group

Junior/Middle Level Managers

## Content

- Creating personal vision and aligning with organisational vision
- Setting up the priorities in personal and professional life
- Identifying the milestone with time line
- Identifying and managing stressors
- Reorganising and managing the behavioural habits that hinder the process



# Enhancing Interpersonal & Intrapersonal Relationships

Improve work environment resulting in high business performance.

## Content

- Influence of perceptions on behaviour
- Challenging the rigid beliefs and structures which hinder the growth
- Effective communication with peers and other stakeholders
- Increasing learning through double loop learning



## Objectives

To enhance individual performance through identifying the structures inhibiting the behaviours and realising the hidden potentials. Providing high performing teams resulting in conducive work environment facilitating desired outcomes.

- Conflict management– understand through Thomas Kilman Instrument (TKI)

## Target Group

Junior/Middle Level Managers

# Learning Organization

In the rapid changing world of today, the only constant is accelerating rate of change. People need change in order to escape becoming obsolete. Deep change occurs as we learn and put such learning into practice.

## Content

- Commitment to Organizational Vision
- Understanding complexity and change
- Building Alignment and Teamwork
- Energised and Intrinsically motivated Employees



## Objectives

- Developing a Personal Vision and Action Plan
- Openness in thoughts and perceptions
- Developing New ways of thinking and working for superior results
- Learning to Learn and Act together

## Target Group

Managers in all Levels

# Scenario Planning

Scenario building creates plausible possibilities of how the future might look. An Organisation can use the technique to inform and reframe the way managers think, promoting discussion and learning. In early 1973, Pierre Wack presented a series of short stories about possible futures to senior management at Shell. In one scenario, an accident in Saudi Arabia lead to severing the oil pipeline and allow OPEC nations to pump less oil but make more money. Senior Management re-examined its assumptions and after investigation they concluded that OPEC was preparing to increase OIL Prices. As a result SHELL was the only major Western company that was prepared and it moved to 2nd biggest oil company from its 8<sup>th</sup> position.

## Objectives

- Building Flexible and Nimble Mind-sets
- Learning to Extrapolate different Futures
- Discovering opportunities and Threats
- Benefiting from Foresight
- Building robust strategies
- Effective decision Making

## Content

- Systems Thinking
- Archetypes
- Plausible Scenarios
- Risk Management

## Target Group

Senior/ Middle Managers

## Bridging the 'Personal Finance' Gap



To build financial skills is the need of the hour when we are put at cross roads of such diverse products in the marketplace. Optimizing our financial resources is increasingly becoming crucial and a critical factor for our peaceful well-being.

### Content

- Economics and Linkage to Personal Finance
- Investments Essentials – Food for Thought
- Asset Allocation: Which egg is in which basket?
- Frauds in the Marketplace: A watchout

### Objectives

- To have an overall understanding of the various Investment options
- To demystify the jargons used by various Wealth Managers, Private Bankers
- To reconstruct / review your own portfolio in tune with offers in the marketplace

### Target Group

Managers in all Levels

## Customer Centric Marketing

To provide the cutting edge to accelerate sales performance, thru attracting, satisfying and retaining customers with a superior value to competing products and services.

### Objectives

- To gain insight into modern sales management practices and processes
- To learn to deal with different types of competitors with market based strategy
- Improvising customer retention and relationship management

### Content

- Specializing in Sales Techniques
- Meaningful Interactions
- Social Skills and Role of Empathy
- Basic Buying Cycle
- USP for Customer/Clients
- Result oriented Presentations
- The relevant Inquiry and Negotiations
- Closing Profitably

### Target Group

Junior/Middle Managers

# Stress Management - Healthy & Profitable Employees

As change is inevitable in every sphere of life, we encounter daunting challenges in our professional, social and personal lives. Today we are facing highly demanding situations in organizations. Work – life balance is totally unbalanced.

## Objectives

To understand the value of health & impact of stress on health and how 'Stress Management' will enhance one's Performance in Profession, improve Linkages with Stakeholders and rejuvenate Personal & Organizational Life.

## Target Group

Managers in all Levels

## Content

- Causes of Stress and relevance of Pressures
- Self-management and Self-Motivation
- Mindfulness, Meditation and Techniques for handling Stress
- Effect of toxic stress on human body
- Energy exercises, Stretching & Controlled breathing
- Dietician's Suggestions & Recommendations



# Corporate Etiquette and Presentation Skills

In today's business world, Employees need to extrapolate and review the right attitude while interacting in the new culture at different hierarchies and display proper etiquette and protocol to create best impressions. For Positive impact one need to be confident and successful in their communication both vocal and verbal.

## Content

- Perception and its significance
- Art of Presenting Oneself – Self/Company Introduction, Elevator Speech, Small Talk
- Body Language - Para linguistics, Kinesics, Postures, Proxemics, Haptic, Gestures
- Basics in Table sitting - Napkin etiquette, Sitting etiquette, Buffet Protocols
- Protocols - Travel, Phone/Mobile, Email –Do's & Don'ts, Business Lunch/Dinner

## Objectives

- Understand the importance of spoken and written communication
- Experience comfort and ease in dealing with people in the company
- Appropriate body language, postures, gestures and expressions
- Enhance the fine dining knowledge

## Target Group

Managers in all Levels.

# Train the Trainer



## Key Takeaways

- Administration of a Psychometric Tool: ESAP (Emotional Skills Assessment Process), Successful Trainer Participants would be authorized to utilize this tool for their Trainees for assessing Emotional Intelligence & derive individual action plans for competence improvement (Tool needs to be purchased from FEIL)
- Effective implementation of an Instrument: Thomas Kilman Instrument (TKI) for 'Conflict Resolution' to help the Trainers understand the advantages of the instruments and interpreting the results for their Trainees
- Brief Guide to Training Methods: Lecture, Talk, Discussion, Role Play, Case Study, Exercise, Application Project, In-Basket, Business Games, Sensitivity Training etc.

## Practice Sessions on Facilitation

- Learning the essentials
- Creating a speech
- Beginning and Ending
- Flair & Style for audience's attention
- Clarity in Delivery
- Handling Questions

## Objectives

This certification workshop on 'Train the Trainer' aims at facilitating the Trainers to understand the complexity and able to avail much wider opportunities in today's rapidly changing times and conditions. This workshop helps the Trainers become competitive, by getting exposed to a Time tested Concepts and Skillsets.

## Content

- Understanding Business Strategy
- Job role Analysis
- Training Need Assessments
- Content Development
- Module Designing
- Facilitation Skills
- Presentation Skills
- Feedback Methods

## Target Group

- Trainers
- Free Lancers
- OD Consultants
- Business Unit Heads
- HR Professionals
- Team Leaders

# FEIL's Learning Events of National Importance



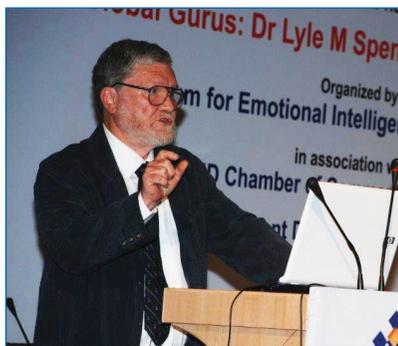
1st Open Workshop in India on EI Competencies by Richard Boyatzis, Professor at Case Western Reserve University



1st Open Workshop in India on Emotional Intelligence by Daniel Goleman, Author of Emotional Intelligence



Darwin Nelson – Emotional Intelligence Training & Research Institute, Former Professor, A&M Texas University



Lyle M Spencer – Competency Guru, expert on competency development and HR return on investment analysis



Sherry Immediato - Founding Practitioner in the field of Organizational Learning, Ex MD - SOL



1st Critical Incidence Interview Workshop in India by Robert Emmerling, Visiting Professor at ESADE Business School



S Parasuraman – Director, Tata Institute of Social Sciences, Mumbai, India



1st Kaplan-Norton's Balanced Scorecard Boot Camp in India- Dale Pearce, Faculty, Palladium



G Srinivasan, CMD, New India Assurance, at Global EI Forum (FEIL) at TISS, Mumbai

# Participating Organizations/ Training Institutes in our Workshops/ Training Events



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