



EQ

DASHBOARD

EQ to Foster
Innovation

Lesson Guide

Goals

This classroom session will enable the learner to:

- (1) understand the role of leadership in impacting organizational culture
- (2) identify mission critical behaviors associated with promoting innovation
- (3) develop a personal plan to bridge the gap in current leader oriented behaviors and those essential to promote innovation

Pre-work

Learners need to have a preliminary understanding of the nature of emotional intelligence and the link to leadership, and a basic understanding of innovation. The Introduction to Emotional Intelligence provided on the Matrix Insights EQ Dashboard Resource Center gives you the material necessary for introducing EQ to the classroom. See: www.egdashboard.com/

You are encouraged to introduce forms of innovation by using popular frameworks, such as those found at: www.doblin.com

Summary

Leaders create conditions within their teams and divisions which foster innovation through deliberate demonstration of the following EQ competencies:

- Adaptability
- Collaboration
- Creativity
- Flexibility
- Group Savvy
- Listening Generously
- Openness to others
- Optimism
- Reframing
- Understanding Others

Maximize

To maximize this classroom session, set up your class in the EQ Dashboard and pre-select the designated competencies for students to review, self-rate, and be prepared to discuss.

Script

The following script allows one alternative for exploring the session topic.

0-7 minutes	Introduce class topic, note the nature of EQ and innovation
8-10 minutes	Share personal insight regarding the role of leadership in fostering innovation, especially an example that highlights an EQ competency
11-20 minutes	With class teammate, discuss Worksheet 1 which you should distribute while explaining that they are being asked to link their pre-work with the primary topic.
21-35 minutes	Debrief the linkages of EQ competencies and the types of Innovation that have been identified.
36-45 minutes	Discuss themes from the worksheet summaries and insights shared. If necessary, use the Worksheet 2 which provides a case study. Ask learners to analyze how EQ or lack of contributes to or hinders creating an innovative setting.
46-55 minutes	Summarize using Worksheet 3: EQ Innovation Checklist

Worksheet 1—Innovation Competencies

Innovation Defined

How are the Ten Types of Innovation found at www.doblin.com related to these Emotional Competencies?

- (1) Adaptability
- (2) Collaboration
- (3) Creativity
- (4) Flexibility
- (5) Group Savvy
- (6) Listening Generously
- (7) Openness to Others
- (8) Optimism
- (9) Reframing
- (10) Understanding Others

Openness To Others

Being receptive to others' feelings, thoughts and ideas.

Developing receptiveness to others starts by believing that all people deserve respect and have a right to their own perspectives. This belief must be backed up with active listening skills, attending skills, good inquiry skills, and an interest in what matters to those around you. Openness to others also demands the maturity to realize that you are not always right, that there can be many "right" ways of doing things, and that sometimes there are more important things than being right. Being open to others is usually easier when you are rested, not under time pressure, don't feel stressed, and appreciate the individuals you are dealing with. Remaining open to others when these ideal conditions are not present means that you are progressing in developing this competency. Effective leadership and meaningful interpersonal relationships call for a balance of understanding and valuing others and their thoughts and also understanding one's own values and judgments.

Scenario

You and a group of co-workers are meeting to discuss the upcoming product release. This year the company decided to put together a new team to oversee the release. You have been on teams before and understand that every release is different.

There are a couple of new people who were asked to join the team recently, and this is their first meeting. One of your co-workers, Tim, who is new to the team and holds a title senior to yours, is very vocal about his opposition to the proposal being discussed. "I think it's really stupid, if you ask me!" "Why can't we just do what we did with the last release?" "This product is not that different." When you try to explain that a lot of feedback had been taken into consideration, he responds, "nobody asked for my feedback."

You tell him that every product roll-out has many factors and requires different approaches." His response was "It's just a waste of time and money, if you ask me." "I could have done this by myself."

Which of the Ten Types of Innovation does this relate to?

What competency or competencies would it be helpful for Tim to adopt or explore to help create a more innovative environment?

Worksheet 3 – EQ Innovation Case Study

Check List

1. Create momentum for your innovation project. There must be urgency otherwise innovation is considered as playtime and nobody will be prepared to go outside the box.
2. Manage the expectations management before you start your innovation project(s).
3. Start your innovation journey with a clear and concrete innovation assignment to give focus.
4. Be concrete about the market/target group for which the innovations must be developed.
5. Define which criteria the new concepts must meet.
6. Use a team approach to get both better innovation results and internal supporters for the innovative outcomes.
7. Invite people for whom the innovation assignment is personally relevant.
8. Invite people for both content and decision-making.
9. Be sure to invite outside-the-box thinkers.
10. Get a good mix between men and women, young and old, etc.
11. Let the internal top problem-owner participate in the innovation team.
12. Identify potential target groups for innovation.