

LexisNexis In-house Advisory Board

Unlocking your emotional intelligence:

How working better with others helps to put you ahead

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In September 2012, the Lexis In-house Advisory Board met to discuss the role of emotional intelligence in developing the effectiveness of the in-house legal team, facilitated by Kate Fleming of Huthwaite Legal.

The following note is a summary of the discussion, together with some insights from leading sources. It considers the following themes:

- What is emotional intelligence?
- Why does emotional intelligence matter?
- Emotional intelligence and leadership
- Law firms are from Mars, in-house teams are from Venus
- Developing your own emotional intelligence
- Building emotional intelligence in your team

What is emotional intelligence?

Emotional intelligence (EI) is the ability to identify, assess and regulate the emotions of yourself, others and groups. Critical EI competencies include self-awareness, self-control, motivation, empathy and social skill (Goleman, 2000).

Why does emotional intelligence matter?

There is a growing body of evidence that those with higher levels of EI are more likely to succeed as leaders.

While qualities that are easier to evaluate (such as IQ) can determine early career success, you are more likely to be more successful as a leader if you are able to inspire and influence those around you. In a study of 181 competency models in 1998, Goleman found as many as “67% per cent of the abilities deemed essential for effective performance for managers were emotional (interpersonal) competencies”.

In their 2004 article, “The 6 Qs of Leadership”, researchers Eichinger and Lombardo identified six major components to executive success:

IQ – Intelligence Quotient How bright you are

TQ – Technical/Operational Quotient How able you are to get things done

MQ – Motivational Quotient How driven you are

XQ – eXperience Quotient How many of the requisite kinds of experiences you have had

PQ – People Quotient How you handle yourself and work with others (personality and EI)

LQ – Learning Quotient How deftly you adopt new skills, behaviours and beliefs

In ten years of research, Eichinger and Lombardo found that three of the top five reasons for which executives’ careers stall are EI-centric:

- Failing to relate well to others
- Being self-centred
- Not inspiring or building talent

Other research suggests that there is a link between increased profitability of a company and increased focus on developing the EI of its leaders.

Emotional intelligence and leadership

Goleman suggests that the most successful leaders are able to draw on different facets of their emotional intelligence, enabling them to move between different leadership styles as appropriate to different situations.

Leadership has a direct impact on organisational culture and Goleman has identified six main styles, and their impact on culture and colleagues:

Style	Impact	EI competencies
Coercive style	“Do what I say”, effective in a crisis or with problem employees but can inhibit flexibility and self-motivation	Drive to achieve, initiative, self-control
Authoritative style	“Come with me” approach; defines goals but lets people choose their own means of achieving it	Self-confidence, empathy, change catalyst
Affiliative style	“People come first”, praises but doesn’t offer advice so can lead to poor performance	Empathy, building relationships, communication
Democratic style	Gives employees a voice, but can lead to endless meetings and confusion	Collaboration, team leadership, communication
Pacesetting style	Sets high performance standards and role-models them, can overwhelm less highly-motivated employees	Conscientiousness, drive to achieve, initiative
Coaching style	Focuses on personal development, good where employees are aware of weaknesses and want to do better	Developing others, empathy, self-awareness

Drawing on EI competencies, such as self-awareness and awareness of the organisation around you, can help you to identify which style you naturally prefer, and which are the best fit for your organisation and team.

Matching the right style to a specific situation can help increase employee motivation, drive better performance and get better results.

Law firms are from Mars, in-house teams are from Venus

It can sometimes feel as though lawyers in private practice are not very good at engaging with clients beyond task level (drawing on their TQ). It might be that in-house lawyers have to work much harder at their PQ (including EI). Often corporate structures are less rigid than in law firms, meaning that getting results is much more dependent on motivating and influencing people without recourse to formal authority.

Indeed it may be that the greater opportunity to use and develop EI is one of the core attractions of in-house roles to some private practice lawyers. Certainly, it is very difficult to truly succeed in isolation in-house; whereas the partnership structure offers opportunities for technical experts to progress without necessarily putting time into the people dimension of their work.

At the same time, some other aspects of life in private practice, such as time recording or fixed fee arrangements, put more emphasis on doing a good job quickly than taking the time to collaborate with or coach the client. This emphasis on technical skill and expertise can also act as an inhibitor to building self-awareness. Lawyers are traditionally encouraged to hide, rather than embrace, their weaknesses.

Of course, historically law firms have been hugely successful businesses despite this perception of traditions, hierarchies and practices that hamper the development of EI. It will be interesting to observe whether market changes and an increased demand for agility and innovation will lead to a greater emphasis on EI in the future.

When working with lawyers from private practice, in-house teams might consider:

- Challenging them in conversation to be flexible and aware
- Focusing on building a mutual level of trust
- Creating a complementary culture
- Choosing law firms that actively solicit and value GC opinion on how to run their practice better

Developing your own emotional intelligence

Building self-awareness

Start with self-assessment. What are your strengths and limitations? Answering this question might simply involve asking your team and manager for feedback; or you can enlist the help of your HR team and invest effort in some or all of the following activities:

- Carry out a full 360-degree appraisal. Normally carried out online, this will provide anonymous feedback from a number of your reports, peers and managers to help you build up a picture of how you come across.
- Use an assessment such as [Myers-Briggs](#), [Insights profiling](#) or [Strengthsfinder](#) to help you understand your preferences and strengths. This can include areas such as how you interact with others, how you like to get things done and how you react to stress or conflict.
- How well do you read your own emotions and their impact on your working life? Try keeping a journal of your feelings day-by-day for a week. Are there times when your emotions have got in the way of good outcome? “Manage your chimp” (the animal part of the brain that can kick in when we feel threatened) by identifying trigger situations. This can help you build emotional resilience.
- Finally, check your self-confidence. Are you secure in your sense of your own worth? If you feel you need help in this area, working with a mentor or a professional coach can help you build self-esteem.

Developing social skills

As well as being self-aware, building empathy and awareness of others’ emotions and perspectives will help make you more effective in your interactions with others. On top of that, developing your social skills will make you more successful.

How well do you communicate? Practice your listening skills and check that the messages you are broadcasting are consistent. Don’t rely on email all the time; electronic communication can build up walls between you and your commercial colleagues.

How well are you aware of the natural rhythms of your business? On a spreadsheet or piece of paper, jot down all your key internal customers. Then, note down next to each one any particularly busy times of year you’re aware of; and important projects or initiatives that they will have to deal with over the next twelve months. If there are any blanks, ask someone in that area to fill them in with you. If there are more than two or three gaps, think about how you can engage more with the rest of the business.

How well-networked are you in your business? Do you sit with commercial colleagues or have a separate office? Are you invited to sales team meetings or project kick-offs? Map on a piece of paper all the relationships you have in the business that you consider strong – are there any significant gaps? Can anyone in your existing network help make an introduction?

Building emotional intelligence in your team

A strong corporate and/or team culture can help to build respect, transparency, collaboration, a common language and a safe environment in which people feel they can develop their emotional intelligence.

Role-modelling some of the behaviours discussed above, as well as tapping into your affiliative, coaching and democratic leadership styles can also help. Behaviour breeds behaviour, you can support your team's development by showing that you are taking EI seriously.

Understand the personalities in your team. Enlist HR's support and extend Myers-Briggs or Insights profiling across the team. Or use [Belbin analysis](#) to look at the different roles each team member prefers. If budgets are tight, [Strengthsfinder 2.0](#) costs just £10 per person and helps you to understand the different strengths across your team as a starting point.

Encourage people to share their profiles and talk about how they like to work, and how they like to be communicated with. Whichever method you choose, these types of tools give you a shared language that can help you:

- Take short cuts to understanding each other
- Find a safer way to deal with any problems or conflicts
- Create transparency, enable friendly challenge, and foster a flexible culture and spirit.

Encourage diversity of opinion - create time in the working calendar to share viewpoints and discuss ideas. This could take the form of an innovation forum, a book club or even a project review.

Put time into 1:1s and reviews to talk about work relationships and the contribution EI makes to career success. As well as evaluating performance against TQ indicators, such as turnaround times and results, consider EI competencies such as self-control, empathy, communication and networking skills.

Share success stories across your team and with the wider business. Give credit where credit's due and get recognition for your team when they do well. Tap into company-wide reward schemes and internal newsletters, the intranet, or internal social networking tools to raise your team's profile.

Build your team so that you collectively play to your strengths. As far as possible, think about your team's personal preferences and how they can be deployed for collective benefit. For example, if one of your team is an exceptional networker, encourage them to make introductions for some of the others or use them to help get key messages about your team out to the wider business.





Useful extra resources:





"Leadership that gets results", Daniel Goleman, article in Harvard Business Review, March-April 2000

"The 6Qs of Leadership", Robert Eichinger and Michael Lombardo, Lominger Research, 2004

Strengthsfinder 2.0 Tom Rath (available on Amazon)

The LexisNexis In-house Advisory Board

<p>Clive Davies Senior Counsel, Fujitsu Services</p> 	<p>Clive is a senior counsel with Fujitsu Services advising on major service contracts with customers especially in the public sector.</p> <p>Prior to joining Fujitsu in 2007 Clive was the lead IT and outsourcing partner at D J Freeman for 13 years and Olswang for 4 years. He qualified in 1977 and worked as an in-house lawyer for the Alexander Howden Group in the insurance industry, Esso in the petroleum business and ICL in the IT sector before joining D J Freeman in 1990.</p> <p>Clive specialises in advising on major project contracts for IT outsourcing having represented customers and suppliers in-house and in private practice for many years. He also advises on electronic commerce and data protection.</p> <p>Clive has been recognised as a leading IT lawyer in the legal directories for some years and lectures and writes regularly on IT related legal subjects. He is chair of the Society for Computers and the Law, the treasurer of the International Federation of Computer Law Associations (IFCLA), an editor of Communications Law and a member of the Intellect contracting best practice working group.</p>
<p>Kerry Phillip Head of Legal Vodafone</p> 	<p>Kerry Phillip is Head of Legal at Vodafone Limited, with responsibility for all legal matters for Vodafone's UK operating company. Kerry leads a team of 25 lawyers and paralegals.</p> <p>Prior to joining Vodafone, Kerry held senior positions at several telecoms companies including 2 years as General Counsel at Azzurri, 8 years as a senior commercial lawyer at O2, and 2 years as a senior lawyer at BT.</p> <p>Kerry qualified as a corporate lawyer at Linklaters where she spent 4 years (3 in Paris) before moving to BT, where her in-house career began. Kerry is married with 3 children and a dog and loves food, travel, languages and sports.</p>
<p>Jean Hughes General Counsel, North & South West Europe Atos IT Solutions and Services</p> 	<p>Jean Hughes joined Siemens (now Atos) IT Solutions and Services in November 2010 as Head of General Counsel Legal. She is responsible for the legal, contract management and compliance organisation throughout North and South West Europe</p> <p>Prior to joining Siemens, Jean was at eBay where she was UK Director of Legal and Public Affairs. She also took the role of European Commercial Director where she built a pan-European contract organisation. Before that, Jean held a number of senior positions within Fujitsu Services, including heading the legal function for the Public Sector and the Financial Services, Retail and Travel business units.</p> <p>Before moving to work in-house in the technology sector, Jean was in private practice in the City. After qualifying as a solicitor at Baker & McKenzie, she worked at Allen & Overy, Freshfields and Denton Wilde Sapte. While at Freshfields she built and led the knowledge management function for the IP/IT department. During her time in private practice Jean worked in Hong Kong, Singapore and Paris.</p> <p>Jean has a law degree from Cambridge University and has also studied Chinese at Taipei University, Taiwan. She speaks Mandarin, Cantonese and French.</p>
<p>Iain Larkins Mercedes-Benz</p> 	<p>Iain joined Mercedes-Benz in 1999 and has since held a number of different legal roles in the Mercedes-Benz UK group, before being promoted to the post of UK Group General Counsel and Chief Compliance Officer in January 2006.</p> <p>Iain is recognised as one of the most innovative senior General Counsel and has pioneered different approaches to managing and leading legal functions. In particular, Iain has developed metrics that measure the performance of the Legal department in line with the overall company objectives.</p>

<p>Ian Leedham Senior Counsel (Disputes & Commercial) National Grid PLC</p> 	<p>Ian has been involved in numerous re-organisations, mergers, acquisitions and outsourcing with National Grid and is responsible for a 45 strong team dealing with commercial legal matters, disputes, construction, IP, employment, health & safety, property and Global Records Management and Group IP portfolio. Within the department, Ian has been involved in various legal panel reviews and technology innovation within the Group and assisting other in-house teams. National Grid won the "In-house Legal Department Initiative of the Year" at the Legal Technology Awards 2006 and were recognised in The FT Legal Innovation Awards 2007 and 2008 and the only in-house entry shortlisted in the British Legal Awards Best Use of Technology 2006 and 2008. Ian speaks regularly on innovation and technology in the legal industry which are topics he feels passionately about.</p>
<p>Hank Udow Chief Legal Officer and Company Secretary Reed Elsevier</p> 	<p>Hank joined Reed Elsevier in March 2011 as Chief Legal Officer for Reed Elsevier as well as Company Secretary for Reed Elsevier PLC and Reed Elsevier Group plc.</p> <p>Prior to this appointment Hank was Chief Legal Officer and Company Secretary of Cadbury plc until its takeover by Kraft in 2010. A US citizen who is admitted to the Bar of New York State, he has been resident in London for the past 18 years. Having started his legal career as a securities and M&A lawyer at Shearman & Sterling in New York and London, Hank spent over 20 years at Cadbury where he acquired substantial experience managing global legal and M&A departments, becoming Chief Legal Officer and Company Secretary in 2005. In 2009 the National Law Journal named Hank as one of the 20 most influential general counsel in America.</p>
<p>Steve Cowden, Former General Counsel and Company Secretary, Reed Elsevier Group plc</p> 	<p>Steve Cowden is the former General Counsel and Company Secretary of Reed Elsevier Group plc, a leading business information provider and electronic publisher listed in the FTSE 100.</p> <p>Prior to joining Reed Elsevier in 2001, Steve worked in the pharmaceutical industry for over 20 years, latterly as Group Company Secretary of Glaxo Wellcome plc. He began his career with Beecham Group plc in 1977 and then with SmithKline Beecham plc.</p> <p>Steve is a member of the Law Society of Scotland, the CBI Companies Committee, the International Bar Association, the GC100 and is an alternate member of the Hearings Committee of the Takeover Panel.</p> <p>He graduated Bachelor of Laws with Honours from the University of Edinburgh in 1974 and is a Scottish solicitor, having been admitted in 1976.</p>
<p>Toby Hornett, Legal Director, Canon Europe Ltd</p> 	<p>Toby Hornett joined the Canon Europe Legal Department in 2006, and is now a Legal Director. He manages a small team in various locations responsible for legal support to the B-2-B business unit and also leads competition law compliance and corporate projects.</p> <p>Toby joined the Clifford Chance London office in 1997 from law school, and stayed for three and a half years, including a stint in the Paris office.</p> <p>Toby speaks fluent French, was at Edinburgh University, Guildford Law School and has an MBA from INSEAD.</p>