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In the News

[TalentQuest President Discusses Talent Management, Technology at XtremeRecruiting.tv](#)



Webcast Archive

Miss last month's webcast? An archive of "[Using Talent Management to Transform Your Organizational Culture](#)", co-presented by TalentQuest consultant Adrienne McVeigh, Ph.D., and Robin Costa, Director of Human Resources for Duane Reade, is now available. [Watch and listen now!](#)

[The 2008 Leadership Forum at Georgia Tech](#), sponsored by TalentQuest, recently hosted Dr. Karl Albrecht, one of the country's leading business thinkers and author of *Social Intelligence: The New Science of Success*. In his thought-provoking and inspiring presentation, Karl shared his "S.P.A.C.E." model of social intelligence. The session provided insights into why perceptiveness, situational savvy, and interaction skills are critical to success at work and in our personal lives.

Below is a summary of Dr. Albrecht's presentation:

More Than Meets the "I"

Intelligence Quotient, the number that has been the gold standard of measuring cognitive ability for the better part of a century, is considered to be the best single predictor of success in management and executive roles. Albrecht asserts that over-reliance on this single factor has caused us to overlook the importance of many other factors that contribute to an individual's potential for success in leadership roles. He identifies these as **Practical Intelligence** (the ability to use common sense), **Emotional Intelligence** (the ability to manage our internal experience), and **Social Intelligence** (the ability to get along with others). He argues that deficiencies in any one of these areas can cause an individual to fail when it comes to leading others and ultimately derail their professional career. Of the three, Albrecht asserts that Social Intelligence is the one that most influences an individual's "fit" for the job.

Drawing upon the work of Harvard Professor Howard Gardner, who pioneered the concept of "multiple intelligences," Albrecht has explored and developed the dimension of social

Look for all archived TalentQuest webcasts on [our website](#).

In the Next Issue!

In the September issue, you'll find the exclusive TalentQuest white paper, "Creating Competencies that Matter." The paper features:

- How to build an effective competency model
- Various types of competency models
- The benefits a competency model can provide to your organization
- Best practices and pitfalls to avoid
- ...and more!

Stay tuned!

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intelligence. His "S.P.A.C.E." model portrays five critical dimensions of social intelligence:

Situational Awareness

Presence

Authenticity

Clarity

Empathy

In Theory: Using Coaching and 360° Feedback Surveys to Develop Social Intelligence



by Eric Roth, Ph.D.

While IQs generally are what they are, social intelligence can be learned. In addition to the strategies Dr. Albrecht shared with us, there are additional ways organizational leaders can develop their social intelligence and effectiveness in dealing with others.

Getting to Know You...

Identifying and understanding your strengths and developmental needs is absolutely critical to effectively managing and enhancing your performance and thereby achieving long-term professional success.

In leadership positions, success is highly dependent on interactions with others. To that end, assessing different perceptions of your performance is an absolutely crucial, yet all-too-often overlooked, step in the process. Unlike traditional performance reviews, 360° Feedback Surveys gather positive and negative feedback in four key areas: Mindset, Discipline, Teamwork and Character. Feedback gathered from a variety of constituents, including superiors, peers, direct reports, and even external audiences like customers, is aggregated into a comprehensive and easy-to-read report that highlights the

differences in perceptions, ultimately helping us understand and evaluate our performance from a variety of perspectives. It can be an eye-opening experience for leaders, many of whom are operating with "blind spots" that prevent them from realizing how we undermine our ability to effectively work with others. Once we become aware of the difficulties we are causing, most leaders will be motivated to change our behavior in order to have a more positive impact overall and to build better relationships with others.

Many of the thoughts, feelings, and behaviors that determine an individual's social intelligence are the results of long-standing habits and powerful personality traits. These are not easy to change, particularly on one's own. Good intentions are rarely enough to sustain an individual through a significant period of readjustment or to change a behavior that is oftentimes almost automatic. Coaching provides a method for ongoing feedback, advice, practice, and accountability, which can be the difference between success and failure in an individual's change efforts. It also provides the support needed to help us overcome obstacles that have sabotaged our past efforts and to sustain our motivation and resolve through the inevitable mistakes and setbacks that will come. Because it is tailored to the unique needs and challenges of the individual leader, coaching provides a highly personalized, confidential vehicle for us to adopt the attitude and acquire the skills needed to manage our careers and ultimately achieve success.

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