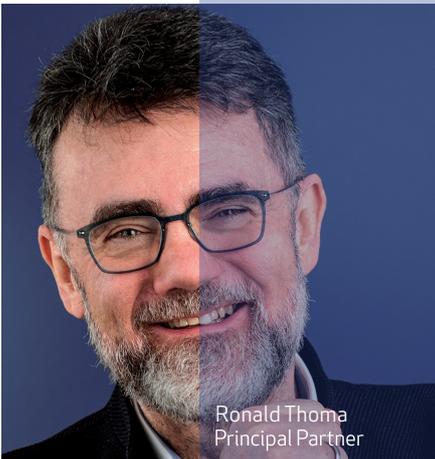


# How Emotional Intelligence and Strengths Orientation Transform Organizations

The demands on managers have never been more complex: Dynamic markets, disruptive technologies and the increasing desire for meaningful work are constantly presenting us with new challenges.

Leadership has long since ceased to mean just making decisions and controlling processes. It's about leading people in a way that promotes trust, commitment and motivation.



Ronald Thoma  
Principal Partner

## How does this work?

The key lies in the use of emotional intelligence as a framework model combined with the use of deep tools, such as **SIZE** and **CliftonStrengths**: Leaders who understand their own emotions and those of their teams can create a culture in **which talents come into their own** and challenges are overcome together.

But why are these two approaches so effective?  
And how does this change leadership behavior?

We show how emotional intelligence as a framework model, supported by tools such as SIZE and CliftonStrengths, can sustainably transform not only one's own leadership skills, but the entire company.

## What is Emotional Intelligence?

**Emotional intelligence**, a term popularized by Daniel Goleman and further developed by Richard Boyatzis and Annie McKee, describes the ability **to recognize one's own emotions as well as those of others and to translate them into a positive interaction**.

It is the key to building resonant relationships – relationships that foster trust, loyalty, and commitment. When emotional intelligence guides the behavior of managers, it influences the atmosphere in which employees work. Such an environment has a direct influence on the motivation and performance of the people in the company



Johannes Hindler  
Trainer & Coach



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## How we Strengthen Emotional Intelligence: SIZE and CliftonStrengths

At ARGO, we use tools like SIZE and CliftonStrengths in different contexts to help leaders to understand better their own strengths and those of their teams and to translate these strengths into successful collaboration.

**SIZE** has been for years our preferred tool when it comes to learning to better understand ourselves and others. Through SIZE, we understand our own psychodynamic patterns, stress reactions and motivational aspects, and we can also recognize them in others. This **psychological understanding** creates the basis for emotionally intelligent leadership.



Your CliftonStrengths themes are your talent DNA.

**CliftonStrengths** is a new **behavior-based tool for targeted self-management**.

It helps managers to recognize their personal strengths and to consciously use them for their own development and in their team. CliftonStrengths also provides valuable insights into team development, as team members leverage each other's strengths productively towards the common goal. The idea of strengths orientation is at the heart of this.



### What is Strengths Orientation?

Strengths Orientation, a concept developed by Don Clifton and the Gallup Institute, emphasizes people's natural talents and abilities. It does not ask: „How can we compensate for weaknesses?“, but rather, „How can we use the strengths of each individual?“

People who use their strengths on a daily basis are six times more likely to be engaged in their job and three times more likely to feel a high quality of life (Gallup, 2017). The effects of strengths-based leadership speak for themselves: In organizations that focus on strengths, employee retention increases by 23%, productivity increases by 19%, and companies see 29% higher profits (Gallup, 2017).

The CliftonStrengths Top 5 of Ron Thoma

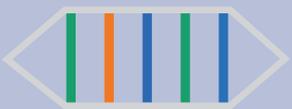
1. Self-Assurance
2. Woo
3. Communication
4. Maximizer
5. Positivity

### The „Name it, Claim it, Aim it“ Approach

We work with a 3-step approach to support managers and teams in their strengths-oriented development:

- **Name it:** The first step is to identify individual talents and strengths. Through an in-depth assessment with the CliftonStrengths® profile, managers and employees get a clear picture of their natural talents.
- **Claim it:** The next step is to consciously reflect on and embrace these strengths. We support this through coaching and workshops to help managers develop a clear awareness of their strengths and identify possible areas for development.
- **Aim it:** The last step is to use the strengths in a targeted manner. This is done through individual development plans and concrete measures that are geared to the specific challenges of the participants.

This structured process helps us to support leaders in not only making the best use of their own strengths, but also in recognizing and promoting the strengths of their teams.



The CliftonStrengths Top 5 of Johannes Hindler

1. Strategic
2. Activator
3. Relator
4. Learner
5. Connectedness

## The synergy: Emotional Intelligence and Strengths Orientation

Strengths Orientation is an ideal complement in the context of emotional intelligence. Emotional intelligence creates an environment of openness, understanding and appreciation, while Strengths Orientation brings out the best in each individual. Research by Gallup found that engaged teams experience:

- 81% less absenteeism,
- 41% fewer quality defects,
- and 43% lower turnover

than less engaged teams (Gallup, 2017).

Our experience as consultants shows time and again that the best leaders not only deal with processes and goals, but also consciously shape the culture of their organization.

**This is because leaders who act in an emotionally intelligent manner create an environment that promotes not only well-being and engagement, but also business success.**

### A First Step Towards EI and Strengths Orientation

If you feel like it's time for a new leadership impulse – one that really unleashes your employees' potential – then a step towards Strengths Orientation is perfect! Start by identifying and leveraging the strengths of your teams. Build resonant relationships and create an environment where people thrive.

Want to find out how emotional intelligence and Strengths Orientation can take your business to the next level?

We look forward to the exchange!



aboard



### Welcome aboard, Julia Rodriguez!

We are very happy to welcome Julia as a new ARGOnaut to our team. With her extensive experience in leading transformation projects in national and international organizations, she is a valuable addition to our crew.

Her strong background in technology and finance is an ideal complement to our expertise. Julia's commitment, charisma and solution-oriented mindset make her an excellent addition to our team.

Want to know more? Visit Julia's CV under <https://www.argo.at/team/julia-rodriguez-ma-2/> or arrange a personal interview. Welcome, Julia!

**Our summer party – a great success!**

This year the party was dedicated to Dieter Bernold's 60th birthday! Our roof terrace and a barbecue provided the perfect setting for a relaxed get-together. It was a great opportunity for all of us and our families to share ideas in a relaxed atmosphere – and not only about work topics.



**Outlook:**

**In difficult times, the best time for support is now!**

Floods and storms hit Vienna and Lower Austria in mid-September, and many households and companies are still struggling with the consequences. Many aboard the ARGO have personally experienced the effects.

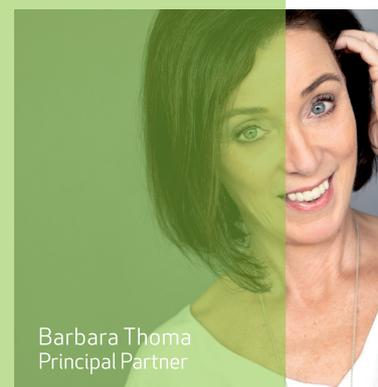


In light of these challenges, we have decided to bring forward our annual Christmas donation. In order to support „ÖSTERREICH HILFT ÖSTERREICH“ (<https://helfen.orf.at/index.html>), an initiative of leading Austrian aid organizations in cooperation with the ORF, we are sending a sign of our solidarity. Via this platform, those affected can apply for bridging aid quickly and easily.

We are proud to support this direct help and hope that we can thus contribute a bit to making the coming Christmas a celebration of hope again for those affected.

*Barbara Thoma*

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