

It is not enough to bring your Brain to Work. Bring your Heart too!

by Claus Moller



Claus Moller is the founder and chairman of TMI, Time Manager International A/S. He is an internationally acclaimed keynote speaker, author and an experienced management consultant.

Claus Moller developed the Time Manager and was a pioneer in the field of service quality. He coined the concepts of *Putting People First*, *The Human Side of Quality*, *Employeehip*, *Heart Work* and *Practical Leadership*. He has helped many organisations all over the world to create some remarkable results.

He is the author of several books and articles on management, communication, quality, productivity and human relations: He has developed a number of renowned practical tools to improve results for individuals, teams and organisations.

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In the past, organisations have competed for customers and market share. Today - and even more so in the future - organisations also have to compete for the best employees - the ones with the "right stuff". Surveys show that being able to find, attract, hire, train and retain the very best people is the single biggest predictor of corporate excellence. This is one of the most burning business issues in organisations today.

An organisation, which can attract the right people and inspire them to do their best, is not only professionally competent. It is also emotionally competent. Today, the trend is for the employees to choose the organisation, not the other way round. This means that an organisation also needs to be attractive for people to apply to for jobs, and it needs to have a reputation, which shows that it takes care of employee development and well-being are given high priority.

It is basically very simple and can be expressed through the following sentence:

*If the organisation puts people first,
they will put customers first.*

As it is relatively easy to demonstrate the connection between satisfied customers and the organisation's profitability, many organisations market themselves by the motto: "Customers first". This message may reach the employees' minds, but hardly their hearts. This is due to the fact that most people cannot help focusing on what affects them personally, on "What's in it for me?"

It is therefore necessary to inspire the employees personally and to mobilise their energy. Just like a football team where everybody - players and coach - feels a shared responsibility for the success and progress of the team, the success of an organisation depends on both Just like a football team where everybody - players and coach - feels a shared responsibility for the success and progress of the team, the success of an organisation depends on both

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good managers and good staff. And not least on the co-operation between them. It takes both the ability and willingness to fight and win together - and an open mind as to how it should be done. Lack of this has led to the downfall of many organisations.

When everybody makes a whole-hearted and goal-directed effort and everybody pulls together, a special kind of personal commitment exists. TMI calls this commitment *Employeeship* Described in the book *Employeeship - Mobilising everyone's energy to win!* by Claus Moller. Employeeship is related to emotional intelligence, and it is characterised by everybody displaying responsibility, loyalty, initiative, trust and energy. People who display Employeeship are not just professionally competent. They are also emotionally and socially competent. They are willing to do their best in everything they do. They "bring their hearts to work."

Bringing your heart to work is to feel about the job as we do when we have invited guests to our home on a Saturday evening. We prepare ourselves well for such an evening with family and friends. We may buy flowers, light candles, cook some great food, bring the wine to just the right temperature, etc. When the guests arrive, we can manage the most incredible things at once: hang the guests' coats, offer them drinks and stir the sauce. Even when unexpected situations arise, like a guest spilling a glass of red wine on the genuine oriental carpet - well, we even take that with a smiling face.

If people are to bring their hearts to work, they need to be proud of the organisation they work for. They need to see it as an important part of their lives - a workplace that offers every single employee unique opportunities to develop and grow.

Better balance between facts and emotions

In order to achieve better results, organisations need to focus more on people than on money. They need to put people first. They need to create a better balance between the *financial capital* and the *human capital*. The financial capital comprises the "world of facts", the so-called *hard* values, in an organisation, i.e. land, buildings, machinery, stocks, inventory, etc. The human capital is found in the "world of emotions"; it consists of the *soft* values, i.e. everything that relates to people, e.g. their commitment, education, creativity, energy and flexibility. The human capital also comprises customer loyalty and the organisation's image. Growth in the financial capital depends on growth in the human capital. For this reason, it is important that organisations introduce the principle of "Staff First" instead of "Customers First". They need to realise that when the organisation puts staff first, staff will put customers first.

Just like the organisation gets the most out of having capable and committed employees, the employees will also get the most out of committing themselves to their job. A "win/win" situation occurs with no losers and two winners. This will develop the emotional intelligence in the entire organisation and increase turnover and earnings considerably.

Emotional intelligence can be developed

At school we learnt the skills that are needed in the world of facts. But we did not learn how to handle the challenges we face in the world of facts. The school system is still focused on the "cognitive" intelligence, which is based on thinking, memory and knowledge and is aimed at developing the abilities and skills that are measured by means of IQ (Intelligence Quotient).

Research has shown that being clever at school does not necessarily mean that we can handle the demands and challenges we face in life after school. We also need to develop

some competencies that are related to emotional intelligence, popularly called EI (Emotional Intelligence), which is measured by means of EQ (Emotional Quotient).

The emotional intelligence level is not genetically fixed and is not only developed in early childhood. Unlike the cognitive kind of intelligence, which does not develop much after our teenage years, it seems that we can learn and develop emotional intelligence throughout our lives.

Until recently, EQ was overlooked as a means to measure a person's skills and competencies. But it seems that people with a high EQ do well in life. They can handle the problems in the world of emotions. They have self-respect, they can motivate themselves and inspire others, and they tend to display Employeeeship.

Emotional intelligence makes the individual and the organisation better at handling emotions like anger, pessimism and envy, at minimising conflicts and making opponents into co-players, at solving problems through empathy and by understanding other people's emotions, increasing motivation and achieving better results.

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