

RocheMartin

Inspired Emotional Intelligence



**'BUILDING A
BETTER BUSINESS'
AT SKY WITH
EMOTIONAL CAPITAL**

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Background

In 2013 as part of the 'future of leadership at Sky,' Jeremy Darroch, the CEO of Sky media asked to meet Dr Martyn Newman of RocheMartin, a clinical and corporate psychologist with a strong academic and advisory background, to design a program that would reinvigorate the culture, and its leadership, at Sky. The business was struggling to attract and retain talent and, in the face of an increasingly competitive landscape, needed to its employees to develop an innovative and growth mindset. Jeremy recognised the need to create a dynamic culture that would drive innovation and superior customer service, which would then lead to improved market share and higher revenue, profits and eventually shareholder value.

Objective

The objective of the programme was to exploit Sky's unique ability to access a number of elite (human) performance systems being successfully deployed in various environments - most notably elite sports and particularly 'Fast' companies (Google, Amazon, etc). They both agreed that an effective culture should be a platform for driving behavioural transformation across the business and should be based on two pillars: the power of purpose, together with a focus on performance.


Newman suggested that the most compelling framework to emerge from the behavioural sciences to achieve this goal was emotional intelligence. And, that RocheMartin had advanced and reworked this framework to measure and develop the behaviours that deliver critical value to business that Newman calls 'Emotional Capital.' It was the deployment of this framework and the development of 'Emotional Capital' that would bring about cultural change. It was agreed that Dr Newman would advise the CEO of the best process to deploy this framework and then help organise and deliver the program.

Phase 1 Exploration and Planning

Culture begins with the company's purpose and values, which serve to attract and inspire the right team members and establish the strength of sustained competitive advantage.

During discussions with HR and L&D professionals inside Sky it became clear that Sky had previously invested in establishing and clarifying core values that would serve to underpin the performance of the business. The problem, as with many companies, was **how to operationalise these values into practical behaviours and embed them in company culture so that they defined the 'way we do business.'**

It was agreed that Emotional Capital not only provided the most robust platform for operationalising key behaviours but was also the most compelling framework for engaging people to make the personal commitment necessary to improve performance. Leaders and managers at all levels of the business need to learn about the impact of emotions on their behaviour and learn how to identify and manage their emotional reactions if they are to enhance their performance.



Ultimately, several versions of the program would need to be offered. A program for Senior Leaders, and one for regional leaders post a recent integration. Another scalable version for managers that becomes a standard part of the management development program. And a third version would need to be designed for customer service agents and sales consultants. Advising and planning was key component in the coming success of the programs.

During the exploration phase, the Director for People acted as a champion who recognised how this innovative program addressed the need in the business. In addition, employees who are expected to adopt the new practice needed to be exposed to convincing evidence as to why the program was both robust and capable of addressing the critical need of the business.

Dr. Newman met with the Executive of Sky and presented a compelling data driven case as to how building emotional capital across the business addressed the critical business need. Key performance indicators were identified, and it was decided to begin with a cohort of senior leaders including some members of the Executive. This example from the senior leaders clearly showed to the whole business how committed they were to the program. In addition to the CEO, the Emotional Capital program (referred to internally as 'Better Self') had two additional powerful sponsors, Head of Group HR and Head of People Development and Communication.

Phase 2 Innovation and Senior Leader Program

The program was introduced as a 3-Day offsite followed by a series of small group coaching sessions and was designed to assist participants with the skills they need to become highly effective at finding, focusing, and managing their personal energies to achieve greater personal and professional output.

Using a combination of hard data and gripping anecdotes the program distilled the emotional building blocks behind the behaviours that transform values into actions. Core to the program was RocheMartin's proprietary Emotional Capital Report (ECR 360) that provided an international benchmark for emotional and social competencies along with personalised blueprints for deploying behaviours to solve business problems more effectively and efficiently.

The program met with enthusiastic success from participants and, perhaps more importantly, the program demonstrated to employees and observers across the business that participants could learn to improve emotional competencies and deliver more valuable outcomes.

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One of the great things about the ECR and the program is that it puts these concepts into the language of business and people have responded very well... it's become very easy to establish a base from which we can look at progress.

Jeremy Darroch
Group CEO

Phase 3 Widespread Adoption

The initial program met with such outstanding success that it was extended and repeated with more than two hundred leaders over a period of 12 - 18 months.

The program used a combination of 2-day and 3-day offsites (sometimes held on campus), followed by regular small group coaching sessions designed to support skill integration and deployment. Each cohort was deliberately drawn from different parts of the business to foster cross-functional communication. And, the content was adapted and tailored to the differing business needs of participants.

Within eighteen months the initial emotional capital program gained widespread recognition within Sky as one of the most acclaimed programs ever initiated. It was then exported to the newly acquired businesses in Germany and Italy to provide the values-based behavioural platform for accelerating integration with the Sky UK.



Phase 4 Consolidation and Integration

With any cultural change program, it is vital that it is fully embedded within a business and not seen as a one off. In addition to extending the initial program more broadly, 12-months later a second program commenced, timed to provide ongoing support to those early cohorts and designed to consolidate the gains made during the first program.

The 'Better Self Consolidation' program deepened the emotional and social skill development and provided participants with advanced skills to sustain learning and build progress.

A second (time 2) ECR 360 was conducted with participants to provide feedback, document progress on targeted behaviours, and reinforce and consolidate gains. **The results of time 2 ECR feedback across all cohorts confirmed the widespread improvement in leadership behaviours being deployed.**

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I would have to say this has been one of the most outstanding programs I have ever participated in my career.

Program Participant



Phase 5 Licence and Training for Scalability

Once the innovative program had been delivered and tested over 24 – 30 months, the challenge for the organisation was to modify the program to facilitate scale and implementation cost-effectively across the business, particularly those areas that historically would rarely receive such development. At this stage quality control was paramount to ensure the same high standard of output. This is particularly important for emotional intelligence-based programs to reduce resistance and increase interaction and development. Internal Sky facilitators were chosen to attend RocheMartin's 3-Day certification program to be accredited in the core content and deployment of the ECR 360 tool.

The content of the program was available on RocheMartin's SmartCoach system. But in this case it was provided to Sky under a license arrangement and uploaded to their learning management system (LMS). The program content was modularised and delivered to larger groups and distributed over time i.e, separate by several weeks. Facilitators attended each session to assist with feedback and support learning. Participants were provided with access to the LMS to support practice and skill integration.

To date, over five hundred senior managers have graduated from the program and currently there remains a 6-month waitlist to attend programs scheduled for 2019.

Phase 6 Evaluate Outcomes

One of the KPIs targeted for improvement included innovation and a growth mindset. It was expected that an improvement in culture based on Sky values and operationalised by emotional competencies would result in higher levels of trust, more accountable team contribution, and greater psychological safety where ideas could be widely discussed and disseminated. In short, the conditions that recent research reported in HBR has identified as core to fostering innovation.

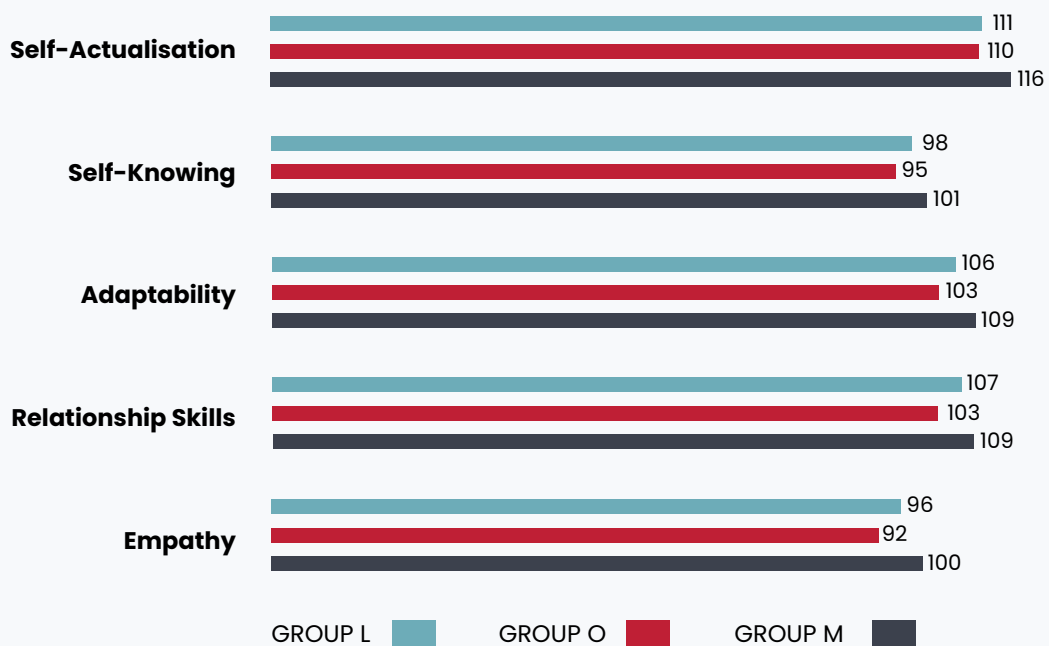
An analysis of the data revealed that most leadership groups had improved their emotional intelligence over time. However, **those leaders who scored highest on several specific emotional competencies led teams that outperformed the rest when it came to the creation on innovative products that were successful taken to market.**

Leadership behaviours including the ability to inspire others, engender engagement, and create cohesive teams that deliver greater productivity and innovation have long been associated with a leader’s level of emotional intelligence. One hundred and four leaders at Sky who recently participated in the ‘Better Self’ leadership programme based on emotional intelligence were grouped according to three criteria – 1. Group M – those that produced the most innovative products and initiatives that were taken to market or implemented in the business, 2. Group L – those that produced an average level of new innovations and 3. Group O – those that produced the least innovative output.

Analyses were run to determine group score differences on emotional intelligence as measured by the ECR 360.

Results revealed that leaders from all three groups scored significantly higher than the mean on Total Emotional Capital, suggesting that emotional intelligence is associated with effective leadership.

In addition, members of Group M (high innovation output) scored significantly higher on four ECR 360 competences than either Group L or Group O. Members of Group M scored higher on Self-Actualisation, Adaptability, Relationship Skills and Empathy indicating that these scales were associated with innovation and creativity.



Overall, results suggest that Emotional Intelligence as measured by the ECR is highly predictive of effective leadership performance. Even more importantly, scores on competencies such as Self-Actualisation, Adaptability, Relationship Skills and Empathy may be predictive of superior innovation and creative output. Leaders of cognitively diverse groups who create the conditions of psychological safety and inclusion encourage greater contribution that results in higher levels of successful creative output.

During the deployment of the Emotional Capital program Sky continued to experience 20 quarters of straight growth, and its recent acquisition has certainly rewarded its shareholders as per the original objective.

That success can be attributed to several factors and undoubtedly one of them has been the cultural change brought about by developing emotional intelligence throughout the business. **This has enabled Sky to attract and retain top talent. It has created an environment that has fostered innovation and a growth mindset whilst also decreasing levels of stress within the business and increasing personal development.**



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We're making better business decisions. We're drawing more from the breadth and depth of the organisation; we're managing tensions much better today than in the past. But, secondly, it's had a big effect on the internal dynamic of the business. It's a better place to work. And, when you put those things together it starts to sustain and repeat.

Jeremy Darroch
Group CEO



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Martyn Newman is an inspiring authority on emotional intelligence, mindfulness and leadership... His book, Emotional Capitalists and the Emotional Capital Report (ECR) as a global measure of emotional intelligence and leadership have proven to be powerful tools in Sky's ongoing mission to enhance leadership performance throughout our business.

I am delighted to say this continues to be one of the most acclaimed and effective leadership programmes at Sky to-date.

Ralph Tribe
Director for People, SKY

Future Directions

RocheMartin continues to advise Sky on the continued development of EQ within the business.

During the deployment of the initial program a version was developed particularly aimed at assisting Customer Service agents and sales consultants. Newman has also developed an Emotional Capital and Sales program, currently being used by one of the world's largest tech companies.

Sky understood the need to embed EQ Development within the business as a whole, not just certain individuals, teams or divisions and, as a result of that decision, has helped reach its objectives.



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