



Excerpt from pgs. 75-76

Applying Emotional Intelligence in Organisations

Mort Meyerson, former Chairman and CEO of Perot Systems, attempted to transform his organisation.

We convened meetings of the top 100 people in the company and asked them long lists of questions: How did they feel about the company culture? What was their evaluation of our top executives? What were their feelings about our customer relations? The answers were a laundry list of horrifying bad news. Our people were angry, frustrated, irritated, and deeply unhappy. We set up teams to address these concerns and then reconvened the top 100 to ask them, again, how they felt. We got the same answers. We initiated a company wide

program to teach them how to disagree with each other without tearing each other down. All our company leaders in the United States and Europe participated; and we extended it down into the ranks, so that today two-thirds of the entire company has been through the course.

During these seminars, we identified people who were abusive. We coached them and took them through a personal reinvention process to show them new ways of leading. These were high-ranking company officials who had generated significant business, met or exceeded their financial goals - but simply mistreated their people. Not all of them could convert. Those who couldn't change, were asked to leave. We gave them fair and extended compensation; we didn't strong-arm them out of the door; and we tried to keep communications open with them. We simply told them that this wasn't a company that was right for them. Earlier we told people to leave their personal problems at home. Now we make it clear that personal issues are our issues as well. Not long ago, one of our sales executives had a child born with a hole in its heart. Through e-mail, we knew about that child within four hours of its birth. Within eight hours we had a specialist working with the infant. The child will now be able to lead a normal life. Our company made that happen because it was the right thing. It's not the only kind of thing we should do - but it does represent what we should be, the kind of feeling our company should create. On Customer Relations our tone was often paternalistic, almost condescending. Customers felt like they were outgunned at every turn. Too often we made them feel incompetent or just plain stupid. You do better if your customer or your competitor doesn't feel taken advantage of. You do better, in fact, if your customer feels like your partner. We coached them in good customer relations.