



Ashley Kate
HR & Finance

HR Director Boardroom Summary

February 2024

In partnership with



Hosted by

EVERSHEDS
SUTHERLAND



Speakers:



Tom Bray
Partner
Eversheds Sutherland



Nicola Forbes-Taylor
Founder & Director
NFT Consulting

Discussing the topic:
*'How to Create Emotionally
Intelligent Leadership'*

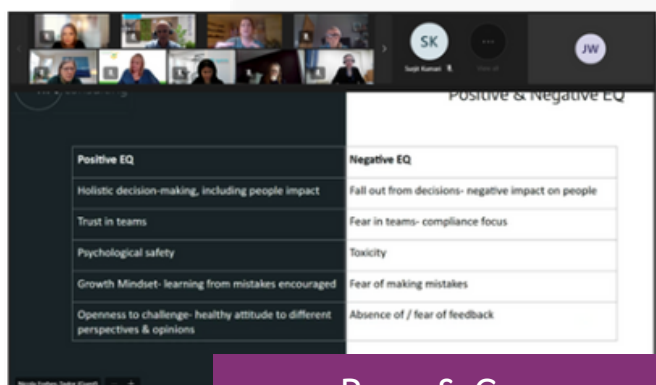
The session explored the topic of “How to Create Emotionally Intelligent Leadership” and invited the attendees to dive into the complex realm of Emotional Intelligence or EQ. This was the main theme of the event, as it is a vital component of leadership development. The hosts, two experts in their domains, were Nicola Forbes-Taylor and Tom Bray.

Nicola Forbes-Taylor, the founder of NFT Consulting, has over 15 years of experience in developing influential leaders and fostering high-performing cultures. Her passion lies in working with early-stage tech and fintech companies, understanding the HR and people pressures that business leaders face in growth-oriented environments Nicola’s approach is commercial, straightforward, and pragmatic, focusing on delivering results. She has a history of significant headcount growth and attrition reductions, and she has personally enabled more than 80 leaders to develop towards their full potential.



Tom Bray, a partner at Eversheds Sutherland, is an experienced UK labour and employment lawyer who works on a global basis. He supports international clients with their people challenges across the world, with a particular focus on transaction support and change management. Tom has experience in all aspects of UK employment law and regularly manages complex global projects. He has been praised in external directories as being “switched on” and having a “clear and straightforward” manner.

The event aimed to create a cooperative environment where attendees could exchange their experiences, learn from each other, and openly talk about key HR Leaders’ challenges. The event revealed valuable insights into the world of Emotional Intelligence and its essential role in leadership development, giving attendees a deeper understanding of the challenges and opportunities of developing emotionally intelligent leadership in HR.

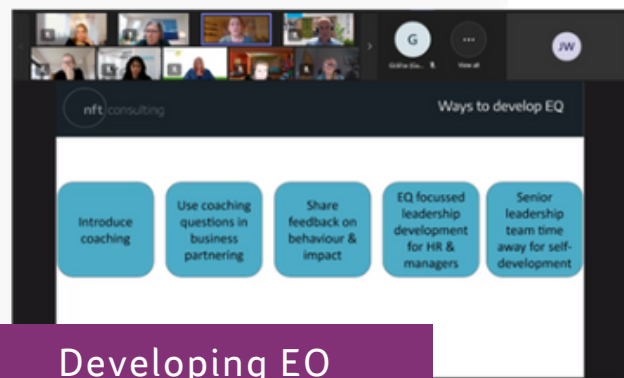


Pros & Cons

Nicola, an executive ILM coach with more than 7 years of experience and a solid 400-hour coaching background, started the session by highlighting the importance of emotional intelligence. She referred to Daniel Goleman’s concept of EQ, focusing on the four key stages:

- Self-awareness
- Self-regulation
- Social awareness
- Relationship Management

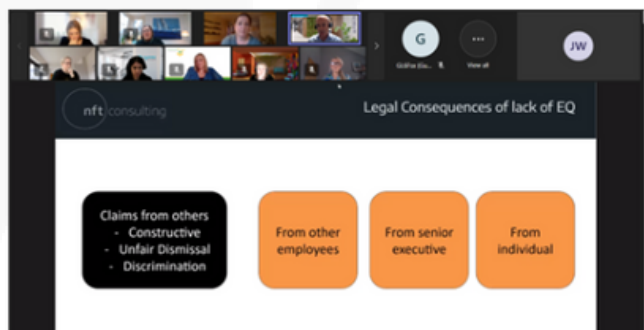
The session began with a focus on self-awareness, urging attendees to reflect on their triggers, personality traits, strengths, and weaknesses. Nicola emphasised the need for self-understanding before trying to manage emotions. She also examined the role of EQ in decision-making processes, organisational structures, and creating psychological safety within teams. During interactive breakout sessions, participants shared their thoughts, with a common theme around the challenges of implementing EQ in leadership.



Developing EQ

A case study shared by a participant showed the struggle to eliminate a blame culture, stressing the need for transparency and trust-building. Delegate participants discussed dealing with ego-related issues within the C-suite, using tools like 360 feedback and profiling to increase awareness and foster a growth mindset.

Another participant shared a success story of how they transformed a toxic culture with a strategic approach. This included personality assessments, identification of support mechanisms, and a 12-month leadership development program. The managing director stressed the importance of having the whole leadership team committed to this cultural journey.



Legal Consequences

Tom shared his experience of the effect of EQ on legal challenges and examined the potential harm to reputation and brand from a lack of emotional intelligence. He talked about the legal risks of senior executives with low EQ, highlighting the changing landscape where organisations face more scrutiny and possible legal consequences for improper behaviour.

Tom explained the complexities of dealing with complaints, observing that they challenge organisational values, policies, budgets, and brand image. He talked about the impact on the tribunal system, and the importance of a strong Senior Leadership Team (SLT) in lowering claims and shared a warning story of senior-level claims taking up to three years to settle.

The event gave a comprehensive perspective on how emotional intelligence matters for leaders. It shared useful tips, realistic examples, and warning stories. Attendees left with a deep awareness of the difficulties and benefits of developing emotionally intelligent leadership in HR. The call to action inspired the audience, encouraging them to examine their leadership behaviours and think about the impact of EQ on their organisational climates.





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