



Quick E-Tips



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Thank you for subscribing to this newsletter brought to you by International Advantage™ - *Leading Across Cultures*. Every month we bring you tips to help your team and organization, especially those operating in culturally diverse environments, reach their business goals.

Topic this month: Northern Ireland and ... Emotional Intelligence of Groups at the Cross-Boundary Level, Part III

This is my last installment in a three-part series on emotional intelligence (EI) of groups. (See my [July and August Quick E-tips](#) on EI applied on an individual level and group level, respectively. This month, we look at EI applied at the cross-boundary level.) EI is a powerful combination of self-management skills and the ability to work with others. The EI of groups is important because most work gets done in teams.

I am writing this while on a plane returning from Belfast, Northern Ireland, where I worked with a team of international consultants on a project for a governmental unit of Belfast's City Council. Our project involved consulting to a group of people who serve Belfast residents and face obstacles in becoming an emotional intelligent team as they work in an emotionally charged political environment.

The Context

Maybe you've heard of the unrest this month in Belfast? Riots took place when parade officials denied Protestant Unionists (those favoring the uniting of Northern Ireland with the U.K.) their desire to march through a predominantly Catholic (Republican) area in Belfast.

Sinn Féin (pronounced "shin faine" and meaning "We Ourselves" in Irish Gaelic) is a political movement that supports ending British rule in Ireland. Sinn Féin's president is Gerry Adams.

Emotional Intelligence at a Cross-Boundary Level

After the unrest this month, Gerry Adams went to New York to brief senior American political figures on the situation and to solicit support from the wider Irish-American community. In addition, he attended the Clinton Global Initiative hosted for leaders in business, NGO (non-governmental organizations associated with the United Nations), and political arenas that strive to find solutions to global issues.

These actions are examples of Mr. Adams' effort to work at the cross-boundary level of EI. It is likely that Unionists are also working at the cross-boundary level to garner support. While some teams work well internally, they ignore the needs and concerns of important individuals and teams in the broader organization. Working at this level is especially important when a team's work has significant impact on others in the organization (or other stakeholders.)

Tip: Answer these five assessment questions on how *your* team can improve its Emotional Intelligence across boundaries:

1. Which groups and stakeholders can influence your team's success?
2. Do you know the concerns and needs of those groups?
3. Does it make sense to have members of your team serve as liaisons or partners to these groups?
4. What kind of support does your team provide to these groups?
5. What opportunities does your team *create* in order to build understanding and relationships across boundaries?

Note on Belfast: I found Belfast lovely and - despite recent riots by a few extremists - the city continues to grow steadily, positioning itself for continued growth in tourism and the overall economy. In one central area, there has been a 1250% rise in housing prices within the last few years, which reflects the emergence of political and economic stability.

Ready to laugh while you learn?

How effective are you in persuading clients to listen, more importantly, to believe, remember and act on what we say? If you are in Phoenix on Oct 14th, come listen to Tim Davis, an ex-professional stand-up comedian, who is returning due to popular demand to the Institute of Management Consultants monthly meeting. His topic is entitled, "Are Your Clients Listening - Selling in the 21st Century". [Details and registration](#)

See past issues of Quick E-tips

Submit a question to Lisa

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To your continued success around the globe,

Lisa

Lisa Koss

International Advantage™ - Leading Across Cultures™

Phoenix, Arizona U.S.A.

Direct: +1 - 623-516-2482

www.intladvantage.com

liskoss@intladvantage.com