

# *Graduate Orientation and Development: An EQ Approach*

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## Agenda

- ANZ Student Opportunities Program Overview
- ANZ Graduate Orientation Overview
- Emotional Intelligence
  - What is it?
  - Why is it so important to our organisation and our graduates?
- How do we impart an understanding of EQ to our graduates?
- What are graduate coaches?
- What skills did they need?
- Robin Hood Exercise
- A coach's perspective
- A graduate's perspective
- Questions

## ***ANZ Student Opportunities***

- ANZ wants to become the largest employer of graduates within the private sector – 500 in 5 years.
- Student Opportunities incorporates graduates, co-operative education, vacation students and cadetships.
- Graduate intake has grown from 60 in 1999 to 225 for 2003.
- Applications have gone from 3000 in 2001 to almost 11,000 in 2002.
- Development, progression and retention are key issues
  - How do we successfully integrate and develop such a large number every year?
  - How do we keep the promises made during advertising and recruitment?
  - How do we equip the graduates with skills to have them reach senior management in 6 years?
  - If we can do this, we have a better chance at retaining them

## ***ANZ Graduate Orientation Program***

- 5 day residential program held in Melbourne
- 3 Groups of approximately 70 graduates a time
- Graduates mixed across Business Units and organisational function
- High level involvement from the CEO and executives
- Graduates placed in a team of 4-6 based on geographic lines
- Each team has a coach who commits to working with them for up to 12 months
- Coach lives in and participates in the program along with the graduates

## *Emotional Intelligence*

- Not a new concept, been discussed in psychological circles since the 1940's
- "a form of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action" (Salovey & Mayer, 1990)
- High EQ is not a predictor of job performance, but it provides a bedrock for competencies that are: communication skills, influencing skills, relationship building skills etc.
- Of particular importance in the graduate sphere is the concept of learned optimism.

# Summary

Emotional Perception & Expression

- Communication
- Installing trust
- Subordinates knowledge of yourself

- Team building
- Identifying individual needs
- Effective mentoring
- The quality of relationships with clients and colleagues - networking

Understanding emotions

- Motivation (self and others)
- Stress management
- Adaptability
- Fostering positive attitudes
- Workplace conflict

Leadership effectiveness

Managing Emotions

- creative and lateral thinking
- Decision making

Utilising emotions in thought

ei

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## *Emotional Intelligence*

- What do we know:
  - Through training and development programs the emotional intelligence of employees can be enhanced
  - Improvement in workplace relationships
  - Job satisfaction and success

## *How do you teach EI?*

- The Graduate Development Program up until 2000 focused heavily on skills such as communication, presentation, research.
- Two things emerged
  - New entrants had a higher level of competency in these areas from their university studies
  - Even when improving these skills our progression/development rates did not improve.
- “We never lose a graduate because they aren’t smart enough”
- Initial introduction of EQ to graduates can through a workshop session: theory based, driven by facilitators

## *What are graduate coaches?*

- Coaching is defined as a process of providing feedback and collaborative dialogue that deals with the growth of an individual.
- In Terms of emotional intelligence:
  - Coaching transfers information to individual frameworks and development needs to create permanent change.
  - To modify behaviour existing patterns must be identified. Coaches help graduates identify their existing behaviours review or revise.
- Objectives of the graduate coaching process
  - Work along side graduates during 5 day orientation
  - Assist ANZ to utilise and retain our graduates – help them 'hit the ground running'
  - Communicate and demonstrate the organisational values
  - Work with the graduates in group and individual situations over 9-12 months to develop their EQ skills

## *What skills & qualities are essential to being a successful coach?*

### *The Challenge*

- Look
- Listen
- Learn
- Patience
- Being inspirational

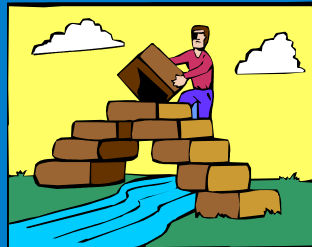


## *Group Exercise*

- We will be splitting the participants into smaller groups of approximately 12.
- Go with one of our team, take nothing but an open mind.
- We have 45 minutes to complete the exercise.

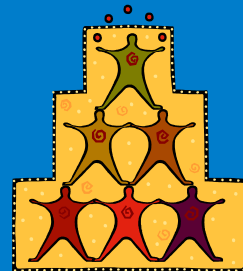
## *Participant's perspective: Elisa Faulkner*

- Patience
- Tolerance with diversity
- Bridging the Gap



## *Participant's perspective: David Hartwich*

- Not an emotion-free zone!
- Understanding needs
- Increase quality of relationships
- Increase my leadership effectiveness
- Engage my passion
- Observation versus Participation
- Tapping into the reservoir



## *Graduate's perspective*

- Russel Maclean – Business Analyst, Operations, Technology and Shared Services.
- Daina Pommers, Product Analyst, Cash Management, Sales and Service, Corporate Banking.

## *Questions or open discussion*