

Polaris Consulting Group

Guiding You To Greater Success

Polaris Consulting Group is an organizational effectiveness consulting firm specializing in custom solutions to increase your business success and strengthen your leadership capabilities. We focus on:

- ⇒ Communication
- ⇒ Emotional Intelligence
- ⇒ Strategic Planning
- ⇒ Executive Coaching
- ⇒ Values Alignment
- ⇒ Team Building
- ⇒ Accelerating Change
- ⇒ Management Retreats
- ⇒ Diversity
- ⇒ Keynote Presentations and Workshops

Your people are your competitive advantage. We partner with you to optimize their effectiveness. Your management team is critical to inspiring employees to provide stellar customer care, create product and service innovations, and improve bottom line results. We strengthen your management team by increasing strategic focus, communications effectiveness, and leadership capabilities.

Our solutions are targeted to your specific business needs. We work with you to understand your challenges and objectives, and customize projects to accomplish measurable results.

We are structured for agility to easily handle small and large projects. Our network of alliances includes experts from a variety of disciplines.

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Leadership and Organizational Solutions

Communication

- Make conflicts productive with proven tools for handling challenging conversations
- Create individual ownership for effective communications
- Develop effective interpersonal and departmental communication strategies
- Increase effectiveness through knowledge of communication templates

Emotional Intelligence

- Fortify the KEY aspect that distinguishes GREAT leaders
- Strengthen 'Level 5' leadership capabilities
- Enhance personal and professional success
- Improve business results

Executive Coaching

- Increase success with pinpoint development solutions
- Boost effectiveness through personalized focus
- Enhance leadership effectiveness using the Development Report Card

Accelerating Change

- Overcome complacency, the death knell of change
- Mitigate change barriers
- Gain enthusiastic commitment for change
- Increase efficiency of change for faster bottom-line impact
- Personalize change to each level of the organization

Strategic Planning

- Optimize resources: people, time, money
- Establish key organizational strategies and initiatives
- Identify business-group roles in achieving company vision
- Clarify individual and team responsibilities in meeting strategic plans

Management Retreats

- Revitalize and recharge leaders
- Explore strategic issues: vision, mission, values, strategy, key initiatives, available resources
- Enhance working relationships
- Build trust

Team Building

- Achieve synergy and respect among team members
- Improve communication across lines of business
- Refine and hone listening skills
- Increase collaboration and idea sharing

Values Alignment

- Provide guidelines for true empowerment
- Enable employees to make consistently ethical, effective decisions
- Release the bonds of organizational congestion
- Enhance synergy, creativity, innovation, and collaboration
- Recognize and leverage intellectual capital

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Communication Under Fire[®] **How To Talk When Things Heat Up**

DARE TO DREAM: Imagine you work in an organization where individuals:

- Share what's on their minds respectfully and clearly, while strengthening relationships
- Hear what others are saying – even when others have difficult messages to communicate
- Speak from fact, not emotion
- Collaborate with team members to accomplish mutual objectives
- Engage freely in productive conversations

Communication Under Fire creates this reality. It helps you radically improve your interactions and relationships at work and beyond.

Communication is a human imperative. It is how we connect with others. People with higher level communication skills handle stress better and are more adaptable to changing conditions in the workplace and at home. Effective communication capabilities dramatically improve personal and business success.

Amazing changes spread like wildfire!

Anyone can communicate well when it is easy and nothing is at stake. True communicators are effective no matter what the stakes, or how high the pressure, because they have mastered **Communication Under Fire!**

Mastering the principles of **Communication Under Fire** helps **you** enhance:

Satisfaction
Creativity
Relationships (Teamwork)
Productivity

Communication Under Fire tools help your **organization** increase:

Morale
Innovation
Collaboration (Teamwork)
Profitability

Five Principles of Communication Under Fire

1. **Purpose** – Have a clear and mutual purpose
2. **Respect** – Treat others in a respectful manner
3. **Inclusion** – Include the perspective of others
4. **Determination** – Invest the time to make it right
5. **Emotions** – Modulate the emotions that drive counter-productive behavior

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Emotional Intelligence

What Is Emotional Intelligence?

- 'Reading' the social environment and responding appropriately and effectively
- Understanding yourself and others
- Adapting to and coping with the dynamics of business and personal life
- Maintaining a positive outlook in challenging circumstances
- Inspiring yourself and others to be the best

Why Does Emotional Intelligence Matter?

- The ONE thing that distinguishes GREAT leaders
- Fosters strong working relationships
- Creates an atmosphere of trust and confidence
- Enables individuals and groups to see things from different perspectives to more effectively innovate, solve problems, and create synergy

Can Emotional Intelligence Be Increased?

- Can be increased through awareness, knowledge, and targeted approach
- Emotional Intelligence Profile forms the basis of structured action plan
- Strategies, tools, and insight transform old responses and behaviors

What Are The Benefits?

- Increased individual and organizational capacity
- Reduced complacency and greater enthusiasm due to enhanced coping skills
- Competitive advantage due to greater ability to leverage intellectual capital
- Enhanced 'Level 5' leadership capabilities
- Improved business results

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Executive Coaching

What Is The Purpose?

- Build strong leaders who are adaptive and adept at managing complexity
- Complete the transition from manager to leader

Why Coaching?

- Provides individually tailored development to address specific needs
- Spotlights and reinforces individual strengths
- Helps mitigate and eliminate counterproductive behaviors
- Creates accountability via structured communication based on proven models of success

What Is Our Process?

- Understand the leadership competencies valued by your organization
- Assess individual strengths and weaknesses based on the organization's guidelines and 'best practices'
- Review detailed results with individual
- Develop a focused plan to leverage a key strength and develop selected areas of improvement
- Assess progress

What Are The Benefits?

- Competitive Advantage – great leadership is the only advantage
- Leaders with the ability to engage and motivate employees
- Leaders who function effectively with his/her peer team
- Leaders who strike the right 'tactical / strategic' balance in managing the business
- Leaders whose behavior 'models the way'

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Accelerating Change

Why Does Change Fail?

- People aren't inspired by (or aware of!) the new vision
- Too few leaders champion the change
- Individuals do not see progress along the way
- Change is suffocated by barriers and obstacles
- Victory is declared too soon
- New changes do not become firmly anchored in the corporate culture

What Are The Impacts Of Failure?

- Cost and time overruns
- Poorly implemented strategies
- Failure to realize acquisition synergies and benefits
- Loss of market share
- Falling morale, commitment, and enthusiasm
- Talent drain

How Do I Create Successful Change?

- Create and broadly communicate a compelling change vision
- Establish a sense of urgency
- Develop at least 5 influential "change advocates"
- Consistently and visibly demonstrate the change vision
- Empower informed action and risk-taking
- Generate and celebrate short-term wins
- Explicitly anchor changes in the culture

What Are The Benefits?

- Business success
- Competitive advantage
- Talent retention
- Good morale and company loyalty
- Expanded expertise for implementing future changes

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Strategic Planning

What Is Strategic Planning?

- Deciding where the organization should be positioned in the future
- Translating future vision into where investment needs to occur, and at what level, to achieve business success
- Determining key organizational strategies, initiatives, strengths, and weaknesses
- Aligning short-term decisions with long-term goals

Why Is It Necessary?

- Directs attention above the fray of tactical day-to-day operations
- Provides a process to link strategy to resource utilization to accomplish business goals
- Fuels day-to-day decision making
- Creates a “healthy” dynamic organization vs. a stagnant organization

What Are The Benefits?

- Integrated blueprint for achieving the vision
- Unified management team with shared understanding of how to move the business forward
- Maintain “cutting edge” capabilities and resources to thrive and attain future objectives

Management Retreats

What Is A Management Retreat?

- One or two days away from the work location to focus on core organizational issues – vision, mission, values, execution, succession, leadership development, strategic planning, or key initiatives
- Opportunity for management team members to gain deeper insight into the strengths and challenges of the team, and the overall organization

Why Is It Necessary?

- Builds cross-functional communication
- Revitalizes and recharges management team
- Renews management team’s dedication to future progress
- Reinforces core beliefs and values driving desired behaviors

What Are The Benefits?

- Increased business results due to improved strategic alignment
- Enhanced trust among management team members based on mutual purpose
- Heightened sense of ownership
- Team united in creating the organization’s future success

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Team Building

What Is A Team?

- Individuals working together to produce results
- Backbone of your business
- Opportunities for synergistic results that far outweigh the sum of the individuals' efforts

Why Do Teams Fail?

- Unclear purpose
- Undefined roles and responsibilities
- Lack of ownership
- Counterproductive behavioral norms
- Vague performance metrics

What Is The Process To Develop A Team?

- Clarify purpose of the team
- Define successful outcomes
- Establish group behavioral norms
- Leverage each individual's strengths
- Activate the whole-brain thinking template

What Are The Benefits?

- Increased synergy and respect among team members
- Improved communication across lines of business
- Amplified listening and communication skills
- Heightened innovative collaboration and idea sharing
- Better execution to achieve corporate results

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Values Alignment

Do Values Matter?

- Values form the underpinnings of behaviors
- Values are what individuals act upon every day, not the framed words on the office wall
- Values are the beacons that enable employees to make ethical, effective decisions
- Consistently top performing companies have strong values that are understood across the organization

What Should Leaders Do?

- Articulate and emulate the organization's values
- 'Model the way' and require others to do the same
- Integrate values discussions into strategic planning, day-to-day operations, objectives and goal setting, and rewards and incentive systems

How Do I Change My Organization?

- Establish organizational values and 'live' them daily
- Assess organization to identify
 - Alignment areas to be strengthened and reinforced
 - Gaps to be closed and repaired
 - Limiting factors to be minimized and eliminated
- Implement strategies to address alignment and teamwork issues
- Assess management team to determine individual and team alignment
- Coach managers to increase alignment and prepare them to 'model the way'

What Are The Benefits?

- Improved business success
- Enhanced customer relations and satisfaction
- Increased leadership capabilities
- Improved teamwork and innovation
- Reduced employee turnover
- Improved morale and heightened job satisfaction

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Diversity

What Is Diversity?

- “Otherness” or those attributes that are different from our own
- Includes differences in age, race, ethnicity, gender, physical abilities, and sexual orientation
- Encompasses differences in socio-economic status, religious beliefs, political beliefs, educational background, marital status, parental status, military experience, and opinions
- Moves beyond tolerance to embracing the unique dimensions of each individual

Why Does Diversity Matter?

- Diverse perspectives bring new ideas and different ways of accomplishing work
- Fast-paced world regularly requires new ways of doing things
- Available workforce is increasingly diverse

How Can We Embrace Diversity?

- Establish a safe and positive environment
- Provide all employees with the skills to handle diversity
- Help people connect with each other through areas of commonality, then springboard into areas of difference

What Are The Benefits?

- Attract and retain the increasingly diverse workforce
- Competitive advantage
- Increased synergy and respect among team members
- Enhanced performance and productivity
- Improved business results

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Keynote Presentations and Workshops

The following presentations are available as keynotes, seminars or consulting services. We also assist our clients with customized designs for special programs related to the topics in which we specialize.

- ⇒ Communication Under Fire[®] – How To Talk When Things Heat Up
- ⇒ Emotional Intelligence: You're Not Just a Brain for Hire[™]
- ⇒ Critical Thinking
- ⇒ Brain Power: Understand It, Use It, Leverage It
- ⇒ Thinking Styles And Preferences: Are You Wired For Success?
- ⇒ Ideas: Your Passport To The Future
- ⇒ Values: The Key To Employee Fulfillment And Bottom Line Results
- ⇒ Presentation Skills

Assessments and Tools

- EQ-i[®] - Emotional Intelligence Assessment
- 360⁰ Surveys
- Emergenetics[®] - Brain Dominance Assessment
- Cultural Transformation[®] – Organization Culture Assessment
- Communication Under Fire[®] – Communication Improvement Assessment

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What Clients Say About Our Services

"Bonita, thank you for the retreat! We actually got somewhere! Thanks for your fantastic effort. Besides the 'herding the cats' challenge, you did a wonderful job of bringing us together as a team. I just loved the way you handled it all."

"I recommend Bonita as a coach to any leader in tough, high visibility situations"

"Bonita, your coaching skills are exceptional. Thanks to you I was able to enhance my performance at a critical time in my career."

"Bonita was instrumental in helping me define and focus on specific areas to benefit my personal development and my relationships on the job"

"Bonita did a fabulous job of keeping a tough crowd together and focused."

"Thank you for a wonderful presentation. It got rave reviews!"

"Great job working with a very wacky group; I really appreciated your sense of humor!"

"Your [Bonita] experience added significantly."

"Absolutely worthwhile!"

"The instructor was well-suited for teaching in our corporate high-tech environment and maintained a good pace."

"Wonderful teacher. Enjoyed her honesty, humility and humor!!"

"Wow! What a presentation – I'm going to try these strategies today!"

"Bonita is an incredible speaker!"

"Fantastic! I can also apply these strategies to my personal life."

"The thing I liked most is that I learned a lot about myself"

"Promotes open thinking, consideration of others and situation analysis."

"Bonita was a joy to listen to and watch. She's very professional, dynamic, and engaging."

"The session made it possible to move out of uncomfortable and unproductive patterns into a comfortable and productive choice."

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BIOGRAPHY

L. BONITA PATTERSON

CLIENT HIGHLIGHTS

- City & County of Denver
- City of Westminster
- Colgate University
- Colorado Dept of Transportation
- Coors Brewing Company
- DeVry University
- eBay
- Energy Education
- Guaranty Bank & Trust
- Hewlett Packard
- Hospital Corporation of America
- Johns Manville
- Mtn States Employers Council
- NCSL
- 9News
- Society for Human Resource Mgt
- The Medical Center of Aurora
- TIAA-CREF
- Time Warner
- U.S. Office of Personnel Mgt

PROFESSIONAL & COMMUNITY

AFFILIATIONS

- Colorado Human Resource Association, Board of Directors, Past President
- Society for Human Resource Management, Member
- University of Oregon, Graduate School of Business, Former Adjunct Instructor
- Women'sVision Foundation – Faculty, Women's Vision Leadership Institute

PUBLICATIONS

- Books - *Communication Under Fire*, and *Emotional Intelligence in Action*
- Articles on strategy, business case, and value proposition



Bonita is President of Polaris Consulting Group, an organizational effectiveness firm. She offers keynotes, executive coaching, consultation, facilitation, workshops, and management retreats to improve bottom line results by aligning behaviors with strategic business intent. She works with a broad array of corporate, government, and non-profit clients in the areas of communications, emotional intelligence, leadership and team development, diversity, and strategic planning.

Her ability to transform organizations to enhance competitive advantage was honed during her years in senior management. Her experience includes 15 years in management and leadership with IBM, Vice President of a leadership development company, and Division Manager of Training and Development for the Kaiser-Hill / U.S. Dept. of Energy nuclear weapons plant closure project at Rocky Flats.

She has managed a Business Development Center which generated \$100 million in revenue in an 18 month period; designed and facilitated an organizational change effort to revitalize a flagging organization; facilitated a 'post merger' transition to a new operating model; and developed an executive leadership program leveraging world-class educators, executives, and researchers to enhance leadership capabilities of senior management in global organizations.

CERTIFICATIONS & ASSESSMENTS

Communication Under Fire™ – Communications Mastery
Emotional Intelligence – EQ-i® Certified Practitioner
Emergenetics® – Brain Dominance Assessment
Cultural Transformation® Organization Culture Assessment
Customized 360° Assessments
Leadership Coach – IBM Management Institute, Principle Centered Leadership®

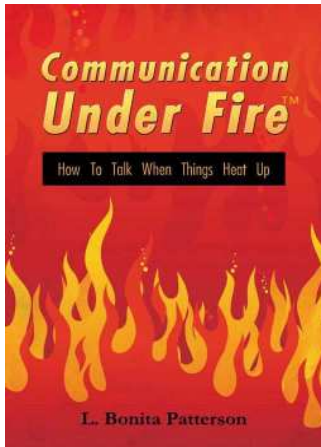
EDUCATION

M.S., Organizational Management, Regis University
Harvard / Wharton Executive Management Program
B.A., Communications, University of Delaware

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Communication Under Fire®: How To Talk When Things Heat Up

- Explains **why** communication is difficult in tough situations
- Provides a model of **what** to do to improve effectiveness in every situation
- Delivers simple and compelling tools that show **how** to do it right

You will be able to :

- Avoid the six factors that derail conversations
- Use the one style that hits a home run every time
- Handle the three styles that kill discussion
- Harness the five principles of impactful communication
- Apply the five tools to handle thorny situations
- Make the four commitments to radically improve your effectiveness
- Resist the hot buttons that get you off track

The streamlined format delivers easy-to-use tools you can use today!

Praise for *Communication Under Fire*

“Rich, Dense, Practical---

L. Bonita Patterson's newest book is filled with valuable worksheets, tools and thought-provoking ideas to encourage the reader to immerse in the Communication Under Fire (CUF) process. The worksheets are particularly useful. They are constructed so you dig deeply into your own communication process to explore how your feelings often dictate what you say. CUF is an active, engaging book that is sure to make a difference to the reader who works it through. I highly recommend it!”

—**Charlotte S. Waisman**, Ph.D., author of *Her Story: A Timeline of the Women Who Changed America*

“L. Bonita Patterson’s *Communication Under Fire* is a great way to enhance the communication process in your organization or family. The tips are “right on” and the worksheets help give you the insight you need to communicate when it is most critical. As a CEO I highly recommend everyone experience *Communication Under Fire*, you’ll be glad you did.”

—**Jim Burr**, CFI, President/CEO, Western Air Enterprises

Communication Under Fire is refreshing, insightful, and a **must** for personal and professional growth. It shares the tools and principles that will enhance your leadership skills make a difference in your life.

This book has given me a new way of analyzing effective communication. It held my interest and left me excited about using new skills and techniques to communicate more effectively with coworkers, friends, and family.”

—**Denise Meekins McBride**, First Vice President, Community Economic Development, SunTrust Bank

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"*Communication Under Fire* gets to the heart of communicating effectively. The streamlined format delivers information and tools in a concise and compelling way that makes it easy to read and put to use. It prepares you to handle CUF (tough) conversations successfully."

—**Kim Sharp**, Vice President, Diversity, HCA

"L. Bonita Patterson is one of those rare individuals who put into practice her beliefs and she has poured out her long-standing, yet proven, knowledge in the pages of this manual. She shares her unique approach to challenging communications and has organized it into a practical, step-by-step format that you can use right away. It is "must have" for every individual who wants to improve their relationships – whether at work or at home."

—**Karen Armon**, Founder and Creator of the MarketOne Executive™ .

"The problem I have had with books about improving my communications is that they have, at least for me, usually failed to communicate clearly how to do so. They have been heavy on theory and light on practice. L. Bonita Patterson's *Communication Under Fire* describes clearly and concisely how one might go about communicating more effectively when things might easily go awry. She draws upon the work of Goleman and others while providing her own unique flavor, which is obviously grounded in her observations and experience helping others to become more effective communicators.

Bonita provides a model of communications styles and asks us to look at ourselves while we develop a better understanding of the communications styles of those we live and work with. She helps us understand why we communicate as ineffectively as we often do, while our intention is just the opposite, describes the early warning signals of an impending communications disaster, and provides practical tools to improve our effectiveness.

The exercises and worksheets make reading *Communication Under Fire* more like a classroom experience than a text, increasing the likelihood that some of the material will actually influence our communications skills and abilities. I recommend L. Bonita Patterson's new book as a valuable addition to the literature on communicating more effectively."

—**Kenneth J. Lamport**, Human Resource Business Partner, Seagate Technology

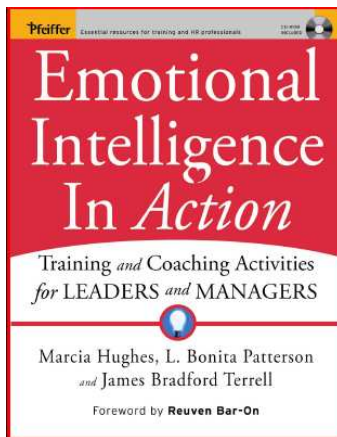
"*Communication Under Fire* presents challenging concepts in an understandable and easy-to-read style. The intuitive activities will help readers become aware of their hot buttons and alarms, to know how to communicate effectively in challenging situations. These tools can be applied both at work and at home to help build strong relationships."

—**Christine E Homer**, SPHR, Sr. Director, Organization Development, Time Warner Cable

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Emotional Intelligence in Action shows how to tap the power of EI through forty-six exercises that can be used to build effective emotional skills and create real change. The workouts are designed to align with the four leading emotional intelligence measures—EQ-I® or EQ-360™, ECI 360, MSCEIT™, and EQ Map®, —or can be used independently or as part of a wider leadership and management development program. All of the book's forty-six exercises offer experiential learning scenarios that have been proven to enhance emotional intelligence competencies.

Praise for *Emotional Intelligence in Action*

"Provides useful tools for trainers and practitioners who want to work on enhancing their clients' emotional and social intelligence skills. It presents a series of 'workouts' that make a great addition to the consultant's EI toolbox."

—**Steven J. Stein**, coauthor, *The EQ Edge: Emotional Intelligence and Your Success*, CEO, Multi-Health Systems

"An excellent roadmap to the field of emotional intelligence combined with experiential exercises designed to enhance self-awareness and develop the skills critical to success in both our personal and professional lives."

—**Robert Emmerling**, Consortium for Research on Emotional Intelligence in Organizations

"As a leader introducing our organization to EI, the experiential learning design provides a practical method for developing our skills, competencies and capabilities while working in our present positions within our existing organizations."

—**Marianne Jones**, vice president, human resource director, California Casualty

"Creating the metrics necessary to measure emotional intelligence was a daunting task. But teaching others how to change their behavior is an altogether different challenge. This book is an able teacher for the serious learners and leaders of the field."

—**Esther M. Orioli**, author, *Essi Systems' EQ Map®*

"*Emotional Intelligence in Action* is an important contribution to the field of applied emotional intelligence, particularly for its contribution in helping individuals improve their skills so that they can unlock their potential and live at a level more commensurate with their true capability."

—**Rich Handley**, coauthor, *EQ 360™* and *Benchmark of Organizational Emotional Intelligence*

"The authors provide a suite of well-designed tools for increasing emotional intelligence and then invite practitioners to apply these to respond to individual development needs. This is a needed addition to the field of emotional intelligence. The gift that these practitioners have given is they have helped to make EQ development a faster and more efficient process for both coaches and clients. Advanced practitioners will find these tools useful for sharpening their practice."

—**Geetu Bharwaney**, founder and managing director, Ei World

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"*Emotional Intelligence in Action* is a very practical tool organizations can use to help employees anticipate, understand, and accept change and thrive in a fast-moving business environment."

—**Tad Deering**, Sr., director of strategic change, Time Warner Telecom

"*Emotional Intelligence in Action* is a must read for anyone serious about improving personal and professional relationships, while gaining greater self-knowledge."

—**Richie Fontenot Hunter**, vice president of marketing, Anthem Blue Cross and Blue Shield, West Region

"A pioneering book for a cutting edge field! The authors have pulled together thoughtful and useful tactics and strategies for trainers and consultants that will enable audiences to understand and act on EQ concepts. The cross references with numerous resources enables the reader to quickly identify additional material for workshop use."

—**Roger R. Pearman**, president, Qualifying.org, Inc.

"*Emotional Intelligence in Action* delivers whether you are an EI newcomer or a seasoned professional with its refreshing 'workouts' and totally engaging approach. EIA passes my test; it is both fun to read and easy to implement. Hughes, Patterson, and Terrell make a significant contribution to EI and more importantly, will help you make a significant contribution to your organization."

—**Scott Cawood**, SPHR, vice president, Global Talent Management, Revlon; founder, Modern Think

"*Emotional Intelligence in Action* is a valuable resource that is loaded with exercises and experiential learning scenarios ('workouts') that all of us can profit from as we seek to understand more clearly what moves us and motivates us. More accurate, realistic information, in turn, allows us to reason with emotions and emotional signals. The ability to do that serves as a valuable foundation for creating real change."

—**Wayne Cascio**, US Bank Term Professor of Management, University of Colorado

"In all the training and developmental work I have done lately, I have seen repeatedly the importance of interactive experiences. To have tools to help people learn by experience is so valuable and clearly, the best way to promote learning. I am excited to have this excellent handbook to help individuals and teams strengthen their emotional intelligence. 'Hands On' is the best!"

—**Kathy Yeager**, SPHR, vice president, human resources, The Medical Center of Aurora

"This resource is a wonderful workbook that allows both the student and the facilitator opportunities to develop emotional competencies necessary to succeed in business today."

—**Terra Vanzant-Stern**, PMP, SPHR – Director, Organizational Development and Training, IHS Inc.

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