

Emotional Intelligence

“When star performers were matched against average ones in senior leadership positions, about 85% of the difference in their profiles was attributable to emotional intelligence factors rather than to purely cognitive abilities like technical expertise”.

Goleman et al (2002) p 250

The quote above is based on studying employees who were already outstanding performers in their job and systematically comparing them with those who were just average. This analysis reveals the distinguishing competencies exhibited by the star performers. (This is taken from “Primal Leadership - Learning to lead with emotional intelligence” by Goleman D, Boyatzis R and McKee A (2002)).

Emotional intelligence competence may be divided into two categories - Personal Competence and Social Competence. Personal Competence is how we manage ourselves and Social Competence is how we manage relationships. For each category there are two domains; in total there are 18 competencies across the four domains:

Personal Competence

1. Self-Awareness

- Emotional self-awareness - reading one's own emotions and recognising their impact; using “gut sense” to guide decisions
- Accurate self-assessment - knowing one's strengths and limits
- Self-confidence - a sound sense of one's self-worth and capabilities
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2. Self-Management

- Emotional self-control - keeping disruptive emotions and impulses under control
- Transparency - displaying honesty and integrity; trustworthiness
- Adaptability - flexibility in adapting to changing situations or overcoming obstacles

- Achievement - the drive to improve performance to meet inner standards of excellence
- Initiative - readiness to act and seize opportunities
- Optimism - seeing the upside in events

Social Competence

1. Social Awareness

- Empathy - sensing others' emotions, understanding their perspective, and taking active interest in their concerns
- Organisational awareness - reading the currents, decision networks, and politics at the organisational level
- Service - recognising and meeting follower, client, or customer needs

2. Relationship Management

- Inspirational leadership - guiding and motivating with a compelling vision
- Influence - wielding a range of tactics for persuasion
- Developing others - bolstering others' abilities through feedback and guidance
- Change catalyst - initiating, managing, and leading in a new direction
- Conflict management - resolving disagreements
- Teamwork and collaboration - co-operation and team-building

They found that effective leaders typically demonstrate strengths in at least one competence from each of the four domains. No leader has been found with strengths in all the competencies. Highly effective leaders typically exhibit a critical mass of strength in a half dozen or so EI competencies.

Other interesting work has come in the book “Making sense of emotional intelligence” by M Higgs and V Dulewicz (2002) - this is the second edition - a first edition was published in 1999.

They carried out a seven-year follow-up study of 100 general managers. The authors found that a combination of IQ, emotional intelligence (EQ) and a set of managerial competencies (labelled as MQ) accounted for over 70% of variations in individual success (in

terms of advancement within their organisation).

Further information can be found in this on-line businessballs.com resource '[Emotional Intelligence: what is it and why it matters](#)'. A paper by Dr Cary Cherniss originally presented at the annual meeting of the Society for Industrial and Organizational Psychology, in New Orleans, April 2000. This is a detailed history and explanation of Emotional Intelligence.

In the paper Dr Cherniss concludes:

“However, rather than arguing about whether emotional intelligence is new, I believe it is more useful and interesting to consider how important it is for effective performance at work. Although I have not had the time to cover very much of it, I hope I have shown that there now is a considerable body of research suggesting that a person's ability to perceive, identify, and manage emotion provides the basis for the kinds of social and emotional competencies that are important for success in almost any job.

Furthermore, as the pace of change increases and the world of work makes ever greater demands on a person's cognitive, emotional, and physical resources, this particular set of abilities will become increasingly important.”