



**Just A Moment...**  
Business Commentary

## Leadership and Emotional Intelligence

*by Leon A. Enriquez*

Who has not heard the typical story about the highly intelligent and highly skilled professional who was promoted to a leadership position only to fail at the job? And you may have heard the story about the executive with an ordinary but not exceptional, intellectual abilities who performed spectacularly when promoted to a similar position. Note the contrast in the end-result.

The most effective leaders are alike in one special but crucial way – all of them have a high degree of emotional intelligence. This does not mean that IQ and technical skills are not relevant, but serve as the starting point or entry-level requirements for executive positions. Yet, to get beyond that, a person needs to have a high EQ (or Emotional Quotient) which tracks whether the person will make a great leader.

How can you tell whether someone has a high EQ? According to Daniel Goleman, renowned author of *Emotional Intelligence* and *Working with Emotional Intelligence*, the five components of emotional intelligence at work are as follows: empathy, social skills, motivation, self-awareness, and self-regulation.

- ◆ *Empathy* is the ability to understand the emotional makeup of other people; and skill in treating people according to their emotional reactions. This empathy includes expertise in building and retaining talent, cross-cultural sensitivity, and service to clients and customers.
- ◆ *Social skills* mean proficiency in managing relationships and building networks; and an ability to find common ground and build rapport. The impact of social skills are effectiveness in leading change, persuasiveness, and expertise in building and leading teams.



- ◆ *Motivation* is a passion to work for reasons that go beyond money or status; and includes a propensity to pursue goals with energy and persistence. This motivation is revealed by a strong drive to achieve, optimism even in the face of failure, and organisational commitment.
- ◆ *Self-awareness* is the ability to recognise and understand your moods, emotions, and drives, as well as their effect on others. The impact of self-awareness are self-confidence, realistic self-assessment, and self-deprecating sense of humour.
- ◆ *Self-regulation* is the ability to control or redirect disruptive impulses and moods; and a propensity to suspend judgement – to think before acting. The hallmarks of self-regulation are trustworthiness and integrity, comfort with ambiguity, and openness to change.

In order to ensure optimal performance, leaders today must have the components of emotional intelligence which are over and above the normal IQ and technical ability.

*Copyright Reserved © 2002-Present  
All Rights Reserved by Editorial Thoughtscapes  
Permission is granted for you to download and print a copy for personal use.*

<ENDS>