

# Emotional Quotient (EQ) AND LEADERSHIP

"Emotional intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth."  
[Mayer and Salovey]

## EMOTIONAL QUOTIENT (EQ) VS. INTELLIGENCE QUOTIENT (IQ)

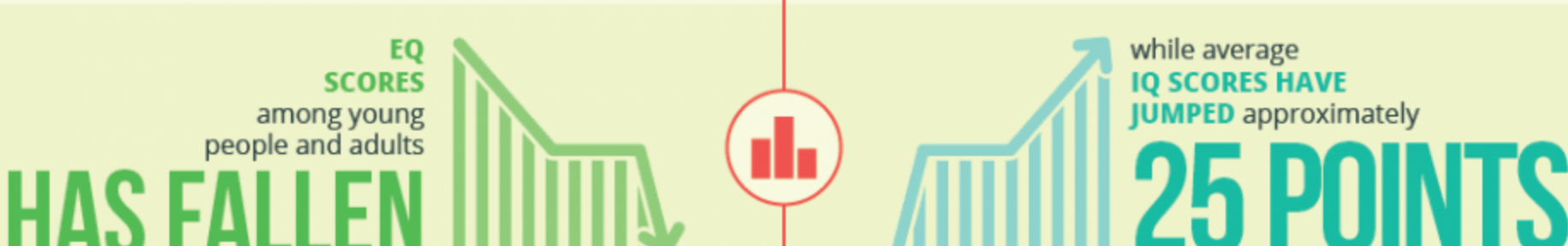


Exposure to a traditional **LEADERSHIP SKILLS DEVELOPMENT** **WITHOUT** exposure to **COGNITIVE-BASED CURRICULUM** does not correlate with **IMPROVEMENTS IN EQ OR CAREER SUCCESS.**

A study found that the most important factor to predict **WHETHER OR NOT** a person **TOOK THE LEAD WITHIN HIS OR HER TEAM** was an individual's **EMOTIONAL INTELLIGENCE** even when taking **IQ AND PERSONALITY** into account.



A study of UC of Berkeley PhDs over 40 years found that **EQ WAS FOUR TIMES MORE POWERFUL** **THAN IQ** in predicting who achieved **SUCCESS IN THEIR FIELD.**



In a worldwide study of what **COMPANIES WERE LOOKING FOR** in hiring new employees, **67%** of the most desired **ATTRIBUTES WERE EQ COMPETENCIES** **33%** OF ATTRIBUTES WERE **OTHER COMPETENCIES**.

## HABITS OF HIGH EQ LEADERS

- A study that looked at the successes and failures of eleven American presidents showed that **EI WAS THE KEY QUALITY** that distinguished the successful from the unsuccessful.
- They choose their battles **WISELY**, behave **ASSERTIVELY** when necessary, and display the **COURAGE** to confront sticky situations with **CONFIDENCE**.
- They are able to recognize and **UNDERSTAND THEIR OWN MOODS, EMOTIONS AND DRIVES** as well as their effect on others. They have the ability to **ALIGN PEOPLE**, bringing them together to work toward a common goal.
- They are able to **UNDERSTAND THE EMOTIONAL MAKEUP** of other people and the skills it takes to treat people according to their emotional reactions.

## COMMON LEADERSHIP/ORGANIZATIONAL PROBLEMS THAT CAN BE ADDRESSED BY HIGH EQ LEADERSHIP

Research indicates **SYMBOLIC MANAGEMENT TECHNIQUES** such as the use of stories, inspirational speech, and rituals effectively **AROUSE INDIVIDUALS TO INSPIRE THEM** to perform according to team values and goal behaviors.

Emotionally intelligent leaders **CONSTRUCTIVELY RESOLVE CONFLICTS** and establish a relationship of **COOPERATION AND TRUST** between members, thus contributing to the **COLLECTIVE MOTIVATION OF TEAM MEMBERS.**

Several studies show that managers' EI positively accounts for **DIFFERENCES IN TEAM OUTCOMES AND TEAM ATTITUDES**, such as group satisfaction, cohesiveness and effectiveness.

Managerial EI is positively related to **EMPLOYEE PROFIT PERFORMANCE.**

Leaders in positive affective states **MAY ENERGIZE THE PEOPLE THEY LEAD**, causing them to approach tasks actively and enthusiastically, as they have high levels of confidence in their ability to succeed.

Leaders with high EQ help to **ELIMINATE DISAGREEMENTS AND CONFLICT THROUGH EXCELLENT COMMUNICATION** to achieve the highest synergy within a team, enhancing its internal harmony and goal achievement.



## WAYS TO INCREASE EQ

- EQ TENDS TO INCREASE** incrementally with age, without deliberate interventions
- Being **ASSERTIVE** and being able to express difficult emotions when necessary
- Maintaining a **POSITIVE ATTITUDE**
- STAYING PROACTIVE** and not reactive in the face of a difficult situation
- Staying cool and **MANAGING STRESS**
- Developing **RESILIENCY** in the face of adversity
- COACHING PROGRAMS:** While no program can get someone from 0 to 100%, **A WELL-DESIGNED COACHING INTERVENTION CAN ACHIEVE IMPROVEMENTS OF 25%**

## SOURCES

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