

Emotional Intelligence

The distinguishing ingredient of star performers

- Good EI boosts profits – it costs companies to have people with weak EI
- Possessing staff with good EI enables business to respond positively in today's fast-moving, globally reaching, highly interactive, very competitive and pressured world
- EI is far more important than IQ to success
- Companies notoriously under invest in EI development programmes and may therefore be losing competitive edge to those that do invest

Previously, it was thought that better leaders and decision-makers would be those with high IQ's, in areas like reason, logic and analysis. Recent research on the brain has demonstrated that successful leaders needed strong Emotional Intelligence (EI) competency, the ability to have, in the emotional domain, good self-awareness, self-management, social-awareness and relationship-management.

This has been supported by research into **the role of EI in business**:

- **Outperforming:** Where senior managers had a critical mass of EI capabilities, their divisions outperformed yearly earning goals by 15-20%
- **Better sales:** In 44 Fortune 500 US companies, sales people with high EI achieved twice the sales levels as those with average EI.
- **Retention:** Not developing EI is costly: losing a key player is estimated to cost 1 year's salary.
- **Success of leaders:** 90% was due to EI in top executives of 15 global companies (eg. influence, team leadership, political awareness, empathy, self-confidence and achievement drive)
- **Failure of key executives:** - 2 main reasons were found:
 - (1) Rigidity (unable to adapt, or take on board feedback and learn)
 - (2) Poor relationships (alienating others)
- **EI is key for leaders:** Comparison of EI with intelligence and technical ability:
 - Among all jobs: 33% IQ & Technical; 66% EI
 - **Leaders: 15% IQ & Technical; 85% EI**

Researcher Jack Block of the University of Berkeley, California, found the following **differences in IQ and EI** characteristics amongst women:

High IQ Women

Positives

- High Intellectual confidence
- Fluent in expressing thoughts
- Value intellect
- Wide range of intellectual interests

Negatives

- Introspective
- Prone to anxiety and guilt
- Indirect expression of anger rather than open

High EI in women

- Assertive
- Express feelings directly and appropriately
- Own their feelings (not blame others)
- Feel positive about themselves
- Life has meaning for them
- Outgoing and gregarious
- Adapt well to stress
- Socially well-adjusted – enjoy meeting new people
- Are playful, spontaneous and sensual

These findings highlight the importance of good self-development strategies.

Akasha Lonsdale is a partner in The Empowering Partnership Ltd, whose focus is fostering emotional intelligence in business and leadership through seminars, workshops, executive coaching and individual profiling. She is a qualified psychotherapist with a business background spanning 30 years and you can contact her or her colleague, John Gloster-Smith, on 01249-813188 or e-mail akasha@empoweringpartnership.com.