



## In brief...

- ⇒ Leaders do not care about EQ, they care about business problems they have. EQ is a tool they can use for solving these problems.
- ⇒ EQ teaches you to pay attention to what drives the behavior of others. Emotions are data, they are real, training should take a logical approach to emotions.
- ⇒ EQ studies indicate that most common problems of EQ among Managers are lack of empathy, selfishness and poor conflict management skills.

Source: T&D, February 2008, article by Miachel Luff.

## Dear Readers,

*In this issue of E-HR Trends the focus is on developing that brand of intelligence that will differentiate us from the pack.*

*Specifically we revisit the notion of emotional intelligence by looking at some of its practical application in our daily lives and also introduce the concept of Social Intelligence which seems to provide us with concrete evidence that staff performance and motivation is all about neural connectivity... in short our effectiveness as leaders/professionals is determined by our ability to influence the brain's chemistry.*

*From this collection of articles and extracts we hope to stimulate, challenge and engage you in this aspect of leadership and personal effectiveness and encourage you to make an investment in building competence in these two key areas of success. It is painfully clear that these competencies cannot be faked, they can only succeed if they are rooted in the authentic part of us... quite simply if it is not genuine, it is not 'emotionally or socially intelligent'!*

*Enjoy the read and remember that all articles are available to you through the Association please refer to page two for details.*

# EQ & SQ - The Intelligent Edge!

Publications Committee – Editor: Chris Mathas

## Changing careers to find your niche?

By Nick Arizza, MD & Life Coach



This article highlights the importance of developing the capacity to tune in to and trust our inner emotional wisdom in order to identify an area of work that we can thrive in and ultimately find happiness and fulfilment in.

'Inner emotional wisdom' is defined as 'an internal guidance system that at every moment is telling you, using the language of feelings or emotions, what is right and what is not right for you.' The emotions generated about a particular situation by our inner emotional wisdom have two important characteristics: (1) 'They are not simply feelings that make you feel good,' but 'are also conveying a 'message' to you' regarding the desirability of a particular situation. (2) 'They were already there waiting to be evoked... your heart, the source of these feelings, already 'knows' or has stored in it the infinite possible scenarios you may encounter in your life and their rightness for you.' The article goes on to show how this can be used to help us identify the job/path that is best suited for us.

'We lose connection with this inner emotional wisdom, as a result of education that has drowned it out,' in the form of 'familial, cultural, academic, religious and other learning, all of which is stored in the brain,' which the author indicates may 'move us into a career that is not making us happy and the consequences that has for us.'

'Two of the biggest challenges to reactivating your inner emotional wisdom are: (1) Learning to trust your heart's messages to you, (2) Releasing the programming we've acquired all these years that bring us and our lives out of alignment with our true authentic self.' The author goes on to highlight some of the many ways with which we can reactivate our inner emotional wisdom. Despite the methods we use, one thing that is strongly stressed is that in order to gain any real value from this reactivation **we 'must believe in our ability to take what we now understand of ourselves and put it into action.'**

Source: Heart Business Journal – Jan-Feb 2009

**How important is EQ in addressing the primary challenges of your organization?** Essential 75%, Important 39%, Somewhat Important 10%, Slightly Important 0%, Totally Unimportant 4%.

Source: Six Seconds Consulting Group

## Hothead Habit!

'Some leaders use anger as a tool, but it must be wielded with care. In love and fear, Modern Boss' Scott A. Snook writes, 'If a leader is a stern autocrat – even rude and insulting – he can inspire great respect if he is also authentic and if he genuinely cares about the people working for him.' It's a delicate balance to strike. In 'What Got you here Won't Get you There' Marshall Goldsmith discusses how hotheadedness can backfire. When you lose your temper at work, he argues, you may also lose the respect of your people and your capacity to manage them. Angry behaviour can signal that you actually don't care about employees and that being frank with you may have a price. 'In the past, very bright people would put up with disrespectful behaviour,' Goldsmith cautions, 'but in the future they will leave!' The higher the position of the leader, the more people may head out the door.

Don Moyer, HBR  
December 2008

## Do women have stronger social circuits?

'People often ask whether gender differences factor into the social intelligence skills needed for outstanding leadership. The answer is yes and no, because the truth is that gender differences in social intelligence that are dramatic in the general population are all but absent among the most successful leaders. Margaret Hopkins from the University of Toledo studied several hundred executives from a major bank and found that gender differences in social intelligence existed in the overall group but not between the most effective men and women. Gender, clearly, is not neural destiny.'

Source: ASTD Employee Engagement Study

## Social Intelligence & the Biology of Leadership

By Daniel Goleman and Richard Boyatzis

From the emerging field of social neuroscience – the study of what happens in the brain while people interact – new truths are being revealed about what makes a good leader. In this article from Harvard Business Review (HBR) our perceptions are once again challenged about what makes a leader effective in improving group performance. We share some highlights from this very detailed and extremely interesting article.

'The salient discovery is that certain things leaders do, literally affect both their own brain chemistry and that of their followers. This notion encourages us to extend 'our concept of emotional intelligence, which is grounded in theories of individual psychology to a more relationship -based construct of social intelligence which the authors define 'as a set of interpersonal competencies built on specific neural circuits that inspire others to be effective.'

One of the many examples set out in the article of how this works includes the reference to the 'mirror neurons', which prove that followers literally mirror their leaders. More specifically 'when we consciously or unconsciously detect someone else's emotions through their actions, our mirror neurons reproduce these emotions,' in so doing they create an instant sense of shared experience. In an organizational context this offers important insight because it proves that 'leaders' emotions and actions prompt followers to mirror those feelings and deeds.' For example, people that receive negative performance feedback accompanied by positive emotional signals – namely nods, smiles etc – feel better about themselves and hence perform better.

Therefore leaders who want to get the most out of their people 'should continue to be demanding but in ways that foster a positive mood in their teams.' It is clear that traditional incentive schemes and the old carrot and stick approach are not enough to get people performing at their best. And example of what does work... 'a boss that laughs and sets an easy going tone puts the mirror neurons to work, triggering spontaneous laughter and knitting his team

together in the process', hence increasing the performance. And this is just one miniscule aspect what social intelligence is all about.

There doesn't seem to be one clear-cut method of strengthen social intelligence due strongly to fact that it is difficult to define the precise firing patterns of neurons. What is clear however is that 'self-conscious attempts to display social intelligence can often backfire.' 'The only way to develop your social circuitry effectively is to undertake the hard work of changing behavior.' The authors provide specific guidelines on how this can be done and what social intelligence training should involve.

Another high value insight gained from the article is that social intelligence can be measured. In fact it has been confirmed through specific research that there is a 'large performance gap between socially intelligent and socially unintelligent leaders.' The authors provide a brief explanation of the behavioral tool they use for this purpose 'the Emotional and Social Competency Inventory' which is a 360 evaluation instrument that assesses leaders according to seven social intelligence qualities: Empathy, Attunement, Organizational Awareness, Influence, Developing Others, Inspiration, Teamwork.

### Understanding Your Emotional Style

Your emotional style is your instinctive emotional reaction to situations. In their book 'Emotional Alchemy' Bennet & Goleman identify ten such styles:

- ⇒ **Abandonment** - The ongoing fear that people will leave
- ⇒ **Entitlement** - The feeling that rules don't apply to them, they have a sense that they are entitled to more than they actually deserve
- ⇒ **Subjugation** - Revolves around the feeling that your own needs never take priority in an intimate relationship
- ⇒ **Exclusion** - Finding yourself outside of things
- ⇒ **Mistrust** - Characterized by suspiciousness and quick temper, people of this style tend to gravitate to relationships that confirm their worst fears
- ⇒ **Failure** - Feeling of being deficient despite one's accomplishments
- ⇒ **Unlovability** - The automatic assumption that 'I'm not lovable
- ⇒ **Perfectionism** - Where people hold themselves unrelentingly to the highest standards – no matter how well they do it is never good enough),
- ⇒ **Deprivation** - No matter how much is given to people of this style, it never feels like enough
- ⇒ **Vulnerability** – Key element of this style is an exaggerated fear that something terrible is about to happen

### Tips for increasing EQ

1. Take time everyday to appreciate what's right in the world and your life.
2. Increase your feeling word vocabulary
3. Be your own best friend
4. Listen with your heart
5. Talk back to yourself
6. Tune in to your body
7. Smile more!



We would love to hear from you so if you have any question, comments, ideas or if you would like to receive the full version of any the articles appearing in this publication please contact the Publications Committee on the following email:

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