

# EMOTIONAL INTELLIGENCE

**EMOTIONAL INTELLIGENCE:** “The ability to manage ourselves and our relationships effectively—consists of four fundamental capacities: self-awareness, self-management, social awareness, and social skill.” (D. Goleman. 1998. *Working with Emotional Intelligence*. New York: Bantam Books)

Self-awareness and self-management are absolutely essential to authentic leadership.

The skills of emotional intelligence are particularly central to leadership. EQ is a master aptitude, a capacity that profoundly affects all other abilities, either facilitating or interfering with them.

Goleman says that empathy is the fundamental skill for management and leadership.

Daniel Goleman says that: “Interpersonal ineptitude in leaders lowers everyone’s performance: It wastes time, creates acrimony, corrodes motivation and commitment, builds hostility and apathy.”

Furthermore, others have reported that the two primary criteria often considered essential in the hiring of leaders and managers—relevant experience/education and outstanding intelligence are much more a predictor of failure than success, unless the relevant emotional intelligence competencies are also present. “In fact, serious weaknesses in the domain of emotional intelligence predict failure at senior levels with amazing accuracy.” (C. Fernandez-Araoz. 2001. “The Challenge of Hiring Senior Executives,” in C. Cherniss and D. Goleman (eds.), *The Emotionally Intelligent Workplace: How to Select for, Measure, and Improve Emotional Intelligence in Individuals, Groups, and Organizations*. San Francisco: Jossey-Bass)

A track record of not playing and working well with others is far more important than any of the other criteria. The job can be learned. Emotional intelligence is much harder to acquire after the age of about five!

Build your own and your constituents’ abilities to recognize and manage your emotions and build your collective ability to work with each other while honoring difference. And how well you do this will have a direct impact on your personal and organizational success.

On a scale of one to ten, where do you think your emotional intelligence would rank? \_\_\_\_\_

What are some of the things that one might do to improve one’s own emotional intelligence?

What are some things one might do to help others improve their emotional intelligence?