



Why Emotional Intelligence Matters for Leaders

As humans, we are wired to notice and pay close attention to the person or people in the room with the most power. It's a survival skill, and it happens in all social contexts—particularly organizations. As such, the leader is never below the radar. A leader's actions and behaviors matter. Similarly, a leader's emotions set the tone for the entire team or organization, which has a direct impact on group performance.

Thus, emotional intelligence:

- Influences how a leader or manager performs the leadership/management role.
- Sets the culture, which affects how it “feels” to be on that leader's team.
- Influences how a team and an organization work together.

Organizational Leadership and Emotional Intelligence

In most organizations, the tendency has been to appoint business leaders or managers on the basis of technical expertise and knowledge. The findings represented in *Primal Leadership: Realizing the Power of Emotional Intelligence* (HBS Press 2002) by Dan Goleman, Richard Boyatzis and Annie McKee, demonstrate that leaders and managers appointed solely on the basis of IQ and technical competency, more often than not, lack the necessary emotional competencies to enable them to lead and/or manage effectively. **In fact, the greatest difference between average and high performing leaders can be attributed competencies related to emotional intelligence.**

The higher an individual moves up in the organization, the more s/he requires people-handling skills. **Technical expertise and knowledge is the required baseline, but it is not enough.** Combining expertise with people handling skills results in a much more effective leader or manager who is able to:

- Listen effectively.
- Show adaptability.
- Show empathy.
- Offer constructive feedback.
- Influence/persuade others.
- Motivate followers.
- Work collaboratively.
- Help the team to create a clear, shared vision.
- Get teams working well together

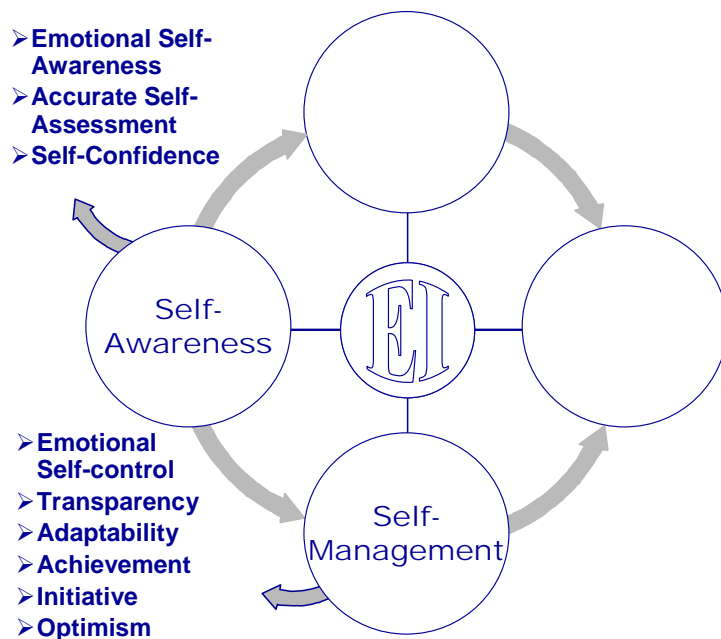
Emotional Intelligence and Teamwork

Emotions are contagious (Goleman, Boyatzis and McKee). When members of a team work together they influence each other's emotions at an unconscious level. The rule of thumb is that

interpersonal communication is 5% verbal and 95% nonverbal. This suggests that most of the communication in a team or group is not cognitive, but emotional. Thus, when members of a team are emotionally intelligent and use their emotional skills appropriately, they can create an atmosphere conducive to effective collaboration. Emotional intelligence enables members of a team to:

- Open lines of communication.
- Cooperate effectively rather than compete with each other.
- Listen to each other (both verbally and non-verbally).
- Form good working relationships and networks.
- Share information they discovered that enabled the task to be completed quickly.
- Be adaptable, and empathic to each other.

Personal Emotional Intelligence Competencies



Social Emotional Intelligence Competencies

