



## LEADERSHIP AND EMOTIONAL INTELLIGENCE

### Should emotional intelligence play a role in the workplace?

### Leadership and Emotional Intelligence

To stimulate thinking; a collection of remarks on the subject.

- Emotional intelligence sets apart good leaders. [Daniel, L. (14 June 1999.) Intelligent managers in tune with workplace stresses. *Federal Times*. 16. [A good read: Part Two, Using Your Emotional Intelligence in Your Relations with Others](#), from Hendrie Weisinger, Ph.D. *Emotional Intelligence at Work*.
- Why do people get hired? Skill yes; attitude definitely! Do you know any highly intelligent people who lack social skill--and for whom you wouldn't want to work? Do people like working for you? With you? [A good read: Daniel Goleman's Working with Emotional Intelligence](#).
- Critical thinking (as we use it in the Sustaining Base Leadership and Management Program) tends to exclude the emotions. The examination of a purpose, issue, or question depends on the ability to think in multiple perspectives and to apply the skills of analysis. Emotion has a role in thinking. Certainly on the shop floor or in the cafeteria, various members of our organizations have blamed some form of "emotion" for the irrational behavior of employees and managers. [A good read: Antonio Damasio's Descartes' Error](#).
- The self-awareness of emotional intelligence could be likened to a smoke alarm--at least it tells us something is wrong. It is the individual (and there is great variance here!) who can consciously limit the duration of unpleasant emotions. How long does it take you to get over a perceived insult? Slight? If you're unhappy, do others want to hear from you?
- Ideally, leaders harness emotions to promote or hinder motivation--their own and those of others.
- Would you want a leader to exhibit empathy? Empathy is the ability to recognize another's emotional state **and** that emotional state is very similar to what the leader is experiencing or has experienced in the past.
- Self awareness; awareness of situation; awareness of the moods of others are addresses in:
  - 📖 [Army Values: FM 22-100. Leadership \(Note: hit the BACK arrow to return to this page.\)](#)
  - 📖 Leadership, duty, respect, selfless service, honor, integrity, personal courage

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<sup>1</sup> Please find more complete references in the [Emotional Intelligence Resource List](#)

📖 [OPM SES Executive Core Qualifications. \(Note: Hit the BACK arrow to return to this page.](#)

📖 Influence, communication, change catalyst, conflict management, building bonds, collaboration and cooperation; team capabilities...

- ❑ Where do concepts such as "visionary," "coaching," and "affiliative" fit in the leader's repertoire? A good read: Goleman, D. Boyatzis, R, and McKee Anne. (2002.) *Primal leadership*. Cambridge, MA: Harvard University Business School Press.
- ❑ What about all the acrimony in life? Road Rage drivers, use of “expletives deleted” as a common and almost expected form of communication. Do we live in an argument culture as Deborah Tannen suggests? A good read: Deborah Tannen, *The Argument Culture: Stopping America’s War of Words*.

## Organizational Use of Emotional Intelligence

To stimulate thinking, a collection of remarks on the subject.

- ❑ Surveys of American employers suggest that more than ½ of the employees lack motivation to keep learning and improving in their job. Four in 10 are unable to work cooperatively with other employees, and self-discipline is lacking in 19% of entry level employees’ work habits. (Reference, Goleman; Working with emotional intelligence, page 12)
- ❑ Further, most employers’ lists of what they seek in entry level workers include listening and oral communication, adaptability and creative responses to setbacks and obstacles; personal management, confidence, motivation to work toward goals; group and interpersonal effectiveness, cooperativeness and teamwork; and effectiveness in the organization, wanting to make a contribution, leadership potential. (Reference, Goleman; Working with emotional intelligence, page 13)
- ❑ Is there economic value to standout good “emotionally intelligent” behavior? The answer from a study published in 1990, is “yes!” In a nutshell, those in the top 1% of the simpler jobs (machine operators, clerks) performed three times better than those in the bottom 1%, technical competence being basically equal. For jobs such as sales clerks or mechanics, a single individual in the top 1% was 12 times more productive than those at the bottom. Again, technical competence being relatively equal. Finally, in the category including the most complex jobs (account managers, lawyers, physicians) those at the top were measured against those of average skill, not those at the bottom. The added value of a performer in the top 1% was 127 times greater than the average performer...
- ❑ Should employers hire only the brightest? At Xerox Corporation, John Seeley Brown, also known for his work in using technology to facilitate communities of learning, hired only people who had well grounded intuitions and had a passion for making an impact. (Goleman; Working with emotional intelligence, page 45.)
- ❑ The May issue of T&D Magazine, published by ASTD, featured an article on investment counseling and investments made on the quality of training provided employees by the company—a link to emotional intelligence? Most training evaluation does not link to performance data? How much of performance relies on emotional intelligence?
- ❑ Washington Post, Business Section, Sunday 9 June 2002 featured an article on real estate. The accompanying picture was annotated with words expressing characteristics that are

desirable; to include professionalism and politeness... is politeness no longer a requirement for professionalism?

- Is the person in the wrong job? Someone who loves creativity and ideas and never follows through administratively has what impact on the organization? People who are good technicians make what kind of supervisors?
- Does the job require the person to be difficult? Does the individual have to do a lot of "dirty work?"
- What about group dynamics; does the strong-minded one always "get his way?" Does your organization have someone who is a "loose cannon," is easily intimidated or overwhelmed, or someone who just doesn't like to say, "I don't get it?" And they are in charge of what?
- Does your organization have executive coaches?
- Do people want to "fly your airline?"
- Does the bottom line suffer because your sales clerks ignore the customers?
- Do you work in a global organization? What about working with other cultures?
- What effect did the events of 11 September 2001 have on national emotional intelligence?  
[A good read: Daniel Goleman, Richard Boyatzis and Anne McKee's \*Primal Leadership\*.](#)

**Emotional intelligence should play a role in the workplace.**

**I vote "yes" because (do you have an example?):**

**I vote "no" because (do you have an example?):**