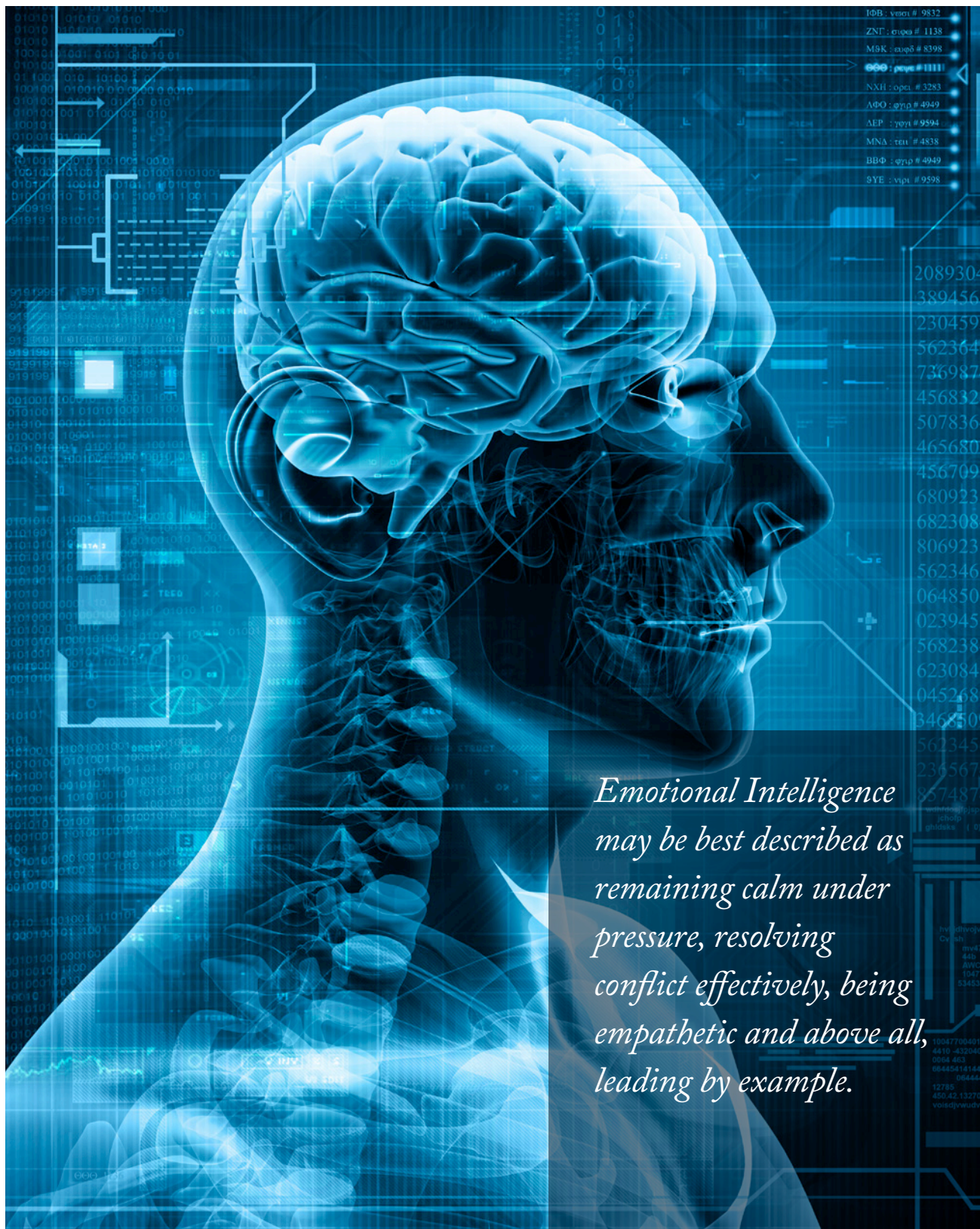




## DEVELOPING EMOTIONALLY INTELLIGENT LEADERS

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Emotional Intelligence can be extremely effective when mastered, helping ensure success in leading others and in interpersonal relationships.



*Emotional Intelligence  
may be best described as  
remaining calm under  
pressure, resolving  
conflict effectively, being  
empathetic and above all,  
leading by example.*

# ABSTRACT

*Emotionally intelligent leaders take thoughtful steps toward increasing employee productivity to gain momentum and see even greater increases in people's discretionary effort.*

LEADERS REALIZE THAT BY EFFECTIVELY ENGAGING IN BUSINESS AFFAIRS THEY HIGHLIGHT THEIR STRENGTHS, while those with high emotional intelligence also view business interactions as an opportunity to enhance their insight into complex situations. They look below the surface to understand what underlies their followers' resentment, or what emotions are stirred when bad news is delivered, and how they can use their emotional intelligence to make a positive impact on people's lives.

John D. Mayer, a personality psychologist at the University of New Hampshire and a co-author of a popular model of emotional intelligence, states that "emotions bridge thought, feeling, and action – they operate in every part of a person, they affect many aspects of a person, and the person affects many aspects of the emotions."

Emotionally intelligent leaders take thoughtful steps toward increasing employee productivity to gain momentum and see even greater increases in people's discretionary effort. They have a genuine belief in their team and do not let occasional

mistakes take over their positive attitude. They view conflict as a sign of imbalance between their goals and employees' needs hence make the right decisions about what to do under the circumstances – they are willing to listen to employees' ideas about how to realign goals in order to succeed.

Leaders' ability to manage challenging situations depends on how the situation relates to their past experiences and personal ability to cope with emotions.

Emotionally intelligent leaders distinguish between typical and reasonable emotions in a particular context and consciously apply appropriate expression of emotions. They understand the obscure nuances of emotions: they are aware of the degrees of intensity and variations between irritation and frustration, dissatisfaction and regret. They are open to feelings, both pleasant and unpleasant, and know how to draw on emotions to create a specific frame of mind - using positive emotions to inspire employees, enhance their creativity and motivation.

*Leaders' ability to manage challenging situations depends on how the situation relates to their past experiences and personal ability to cope with emotions.*

*Leaders with high Emotional Intelligence, also known as Emotional Quotient (EQ) are more likely to handle both the good times and the bad times effectively.*

Leaders with high emotional intelligence are more likely to handle both the good times and the bad times effectively. They are unlikely to give in to disappointment which will prevent them from understanding and managing both personal emotions and those of others. To make things happen and create a lasting positive change in their organizations they will adjust their perspective and focus on shaping strong and productive relationships with their people.

I hope to contribute to leaders' awareness that revitalization of leadership, creation of innovative enterprises, and renewal of culture will not only earn respect for them but will also enrich the lives of their followers.

Emotional Intelligence is also known as Emotional Quotient or EQ.

## ABOUT THIS PAPER

This paper discusses the relationship between Emotional Intelligence and leadership success:

- How Emotional Intelligence competencies, i.e. intrapersonal abilities such as self-awareness, adaptability, self-control, and interpersonal abilities, such as empathy and social skills, enable leaders to make things happen;
- How personalized coaching, which is based on sound personality development concepts and strategies and integrates EQ assessment tools enables sustained behavior change and leadership success.

Studies have shown that although EQ competencies, i.e. the underlying characteristics of a person, predict outstanding performance, more often than not they appear to be at a marginal level. Hence to be a successful leader, a person needs to become aware of this, which can be done by means of EQ assessment tools, and enhance his emotional and social effectiveness through skillful coaching.



## ABOUT GREG NICHVALODOFF

Greg Nichvalodoff, BSc. BM, MBA, PCC, CMC is an Executive Coach and Leadership Development Expert with a vision and message that inspires, engages, and motivates leaders of the future to lead their organizations with passion and skill.

Greg is an internationally cited executive coach and leadership development expert, having been cited on ABC, FOX, NBC, CBS and Yahoo! Finance. Greg is the founder of Inscape Consulting Inc. a Vancouver-based management consulting firm which specializes in Executive Coaching, Organizational and Leadership Development, Business Diagnostics, and Strategic Planning for all types of businesses. He understands organizations, their unique challenges, as well as the opportunities they possess. He is a former CEO and COO, with over 25 years of organizational experience in areas of corporate development, business process optimization, corporate turnarounds and revitalizations, team building and organizational leadership.

Greg holds an MBA (2005) in Business Management; an ICF professionally certified coach, and has recently earned his Certified Management Consulting (CMC) designation from The Canadian Association of Management Consultants.

Greg is accredited in a number of psychometric assessments such as MBTI, FIRO-B and EQ-in-Action (Emotional Intelligence) and EQ-I, EQ 360 developed by Reuven Bar-On allowing him to help explore and build upon each individual's talents and strengths. He is a skilled facilitator who designs custom learning experiences for executive and management teams.

Greg has assisted senior executives and their teams in companies and governmental agencies, such as: Accenture, Home Depot, CIBC World Markets, BMO, Cameco Corporation, H5M, Deloitte Touche Canada, Goldcorp Inc., Hatch Mott MacDonald, Coast Capital Savings, Auto West Group, BC Ferries, The Refinery Leadership Partners, Methanex Corporation, Ministry of the Attorney General, Sandwell International, Ausenco Group, Nexon Publishing North America, Partnerships BC, Welco Energy Services, Annex Consulting Group, University of BC – Peter Wall Institute for Advanced Studies, Fraser Health Authority, Canaan Transport, Ronald McDonald House BC, Vancouver Island Health Authority (VIHA), SISU, Red Rocket Creative Strategies Inc., Peak Research Inc., Hangar 18 Creative Inc., Avidworx and others.



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## THE OTHER KIND OF SMART

### THE LEADERSHIP CHALLENGE OF OUR TIME

**T**HE LEADERSHIP CHALLENGE is how leaders should organize followers to make extraordinary things happen in their organizations. Effective leaders transform values into actions, vision into measurable goals, obstacles into innovation, employee disconnect into harmony, and risks into rewards.

Organizations rely on transformational leaders to create a climate in which people can thrive, while turning demanding tasks into a remarkable success.

Renowned management consultants, such as Robert Sternberg, Warren Bennis and many others have spent over three decades researching, consulting, coaching, and speaking about what successful leaders do, and how we should coach aspiring leaders to become unrivaled

leaders who will stand the test of organizational change.

Despite all the evidence that "dispositions are at least as important as the skills" (Sternberg, R. J. 2007) we persist in making today the same basic mistakes we did in 1990s when we started our journey into understanding what constitutes praiseworthy leadership behavior - what leaders do when they are at their personal best.

*As a leader, you are in the  
forefront of your organization  
and must often make creative  
choices about every aspect of the  
business, relying on personal  
competencies and even going  
against your better judgment.*

Greg Nichvalodoff

*"A good leader takes  
a little more than his  
share of the blame,  
a little less than his  
share of the credit."*

*- Arnold H. Glasow*

*"If your actions  
inspire others to  
dream more, learn  
more, do more and  
become more, you are  
a leader."*

*- John Q. Adams*

Leaders are at their personal best walk the talk – they inspire their followers and instill a shared vision throughout their organization, they dare to challenge out-of-date processes and help others become more productive by bringing out the best in them.

As a leader, you are in the forefront of your organization and must often make creative choices about every aspect of the business, relying on personal competencies and even going against your better judgment.

Effective and creative leadership has never mattered more than it does now, although it has always mattered. Robert Sternberg (2007) asserts creativity is an essential characteristic of leaders, hence how can we identify those who are likely to become such leaders? This concern is of great importance to us - leadership development consultants as we need to ascertain the attainment of knowledge, competencies, and self-awareness of those who will successfully fulfill leadership roles in organizations.

To address this issue of leadership development we have to consider all the means at our disposal which will allow our plans to take shape as regards identifying and developing talent, and as a result of our mutual efforts enabling them to become successful leaders. By experience I know that many of you are facing vexing issues, and this not only

makes leadership development more urgent but also requires more diligence and consciousness about developing leaders on our part.

As a leader you are expected to help your organization overcome the challenges of the modern world, and more often than not your leadership qualities are taken for granted by your followers. In fact up to the present, psychologists have not been able to unanimously specify which traits define leaders and if "leadership exists outside of specific situations" (Bennis, W. 2007). Yet we declare with certainty that "real leaders" are capable of reshaping their organizations.

Since organizations are looking to us to help them figure out what they should be doing and how they can develop their leaders, we owe leadership success not only to individuals, by helping them become the best leaders they can possibly be, but we are even more responsible to their followers.

How do leaders get others to want to follow them?

How do you get other people to move forward on a common purpose willingly, collectively and without resentment?

How do you mobilize your followers to want to make every effort to achieve shared goals?



These are those important questions we help leaders and organizations address.

Leaders' sphere of influence is the future. Their unique legacy is the creation of sustainable organizations that survive over time. The most substantial contribution leaders make is not to today's bottom-line but to the long-term development of people so they can adapt, change, thrive, and grow.

Leadership is important, not just in your career and within your organization but in every aspect of your life. We need more exemplary leaders in our organizations, communities, and country and we need them now more than ever. There is so much extraordinary work that needs to be done. We need leaders who can unite employees and ignite passion within them.

Relying on the latest research findings on leadership and taking into account the rapidly changing contexts for practice, I have realized that yesterday's leadership models are not going to prevail tomorrow. Albert Einstein's remark is absolutely pertinent in our time - "we cannot solve our problems with the same thinking we used when we created them." Hence, we need to develop leaders' competencies by means of personalized processes which will better prepare them to recognize the contingencies in the future. Leaders should be inspirational in order for

their followers to recognize that it is in their interests to contribute to leadership success.

Sternberg, R. (2007) mentions that the characteristics of good leaders is wisdom "which includes an awareness of the common good."

As leadership development coaches we know that leadership development is self-development and relationship development. Emotionally intelligent leaders foster collaboration by building trust and nurturing relationships which extend far beyond a few direct reports. They engage everyone who must make the projects work—and, in some way, everyone who will be affected by the results.

By focusing on serving the needs of others, and not only their own, they build trust, and the more people trust their leader, the more they take risks, make changes, and keep organizations alive.

I will reiterate Derek Rupnow, business development manager at Broadcom that "you develop trust and respect by building personal relationships."

Meeting personal leadership challenge is a daily challenge for every leader, but I know that if you have the determination to lead then you can, as I will do my best to guide you as long as you supply the will.

*"The task of leadership is to create an alignment of strengths in ways that make a system's weaknesses irrelevant."*

*— Peter Drucker*

## COMMON EXPECTATIONS OF LEADERS

To gain insights into “leadership as a relationship” I have explored the expectations that followers have of leaders. I asked people to mention the personality traits, characteristics, and attributes they look for and admire in a leader. The majority of people believe that a leader must be:

- **HONEST** - have an uncompromising commitment to objectively assess the situation;
- **VISIONARY** - be an open-minded creative thinker able to look ahead and see the big picture;
- **COMPETENT** - have business acumen and be capable of overcoming the challenges while focusing on relationships;
- **INSPIRATIONAL** - have values and demonstrate behavior which are not at odds with the expectations of their followers.

The mentioned desired leader attributes display consistent and clear relationship between leaders’ high emotional intelligence and people’s best leadership experiences. It holds true. Emotions are involved in our every actions, decision and judgment.

Emotionally intelligent leaders are aware of this and use this knowledge to control personal emotions and manage emotions in others.

I totally support Roger R. Pearman, the President of Leadership Performance Systems, Inc., and Qualifying.org, Inc., in this regard that when leaders fail, it is not due to their lack of intelligence, business acumen, or vision but they fail because their behavior is at odds with the social expectations.

Each of us has encountered bad leaders. We can recall situations when even effective leaders wreaked havoc on their organizations with a perverse agenda and values.

Although there are no simple solutions for avoiding such situations, Hughes et al. (2009) suggest that emotional intelligence assessment tools such as EQ-360 and EQ-i, developed by Reuven Bar-On, are helpful in predicting leadership challenges if used as part of a leadership development programs, while Joseph, et.al., (2015) assert that mixed EQ measures may be used as part of a selection system because they “tap into a diffuse, compound construct of personality and self-perceptions.”

Hence, as leadership consultants our task is to prevent disillusionment and frustration, and through actionable steps identify capable people who have the right values and will make possible the attainment of organizational goals.

*“I suppose leadership at one time meant muscles; but today it means getting along with people.”*

*– Mahatma Gandhi*

# LEADERSHIP PERCEPTION

*The majority of people believe a leader must represent four primary characteristics. These are honesty, vision, competency and an ability to inspire others.*

## HONEST

Leaders are expected to have an uncompromising commitment to objectively assess the situation;

## VISIONARY

Leaders are perceived to be open-minded creative thinkers able to look ahead and see the big picture;

## COMPETENT

Leaders should have business acumen and be capable of overcoming the challenges while focusing on relationships;



## INSPIRATIONAL

Leaders are perceived to have values and demonstrate behavior which are not at odds with the expectations of their followers.

## THE POWER OF UNDERSTANDING

*Emotional Intelligence is a measure of a person's adequacy and ability to cope with his own sentiments and understanding the viewpoint of others.*

**A**LTHOUGH THEORISTS DEFINE EQ IN DIFFERENT WAYS, I personally support the definition offered by Sparrow and Knight (2006) that emotional intelligence is a conscious practice of using information about our emotions and that of others, integrating this knowledge with our thinking to make informed decisions.

As emotional intelligence (EQ) coaches we know that every leadership situation presents a unique challenge but at the same time it offers an opportunity to “invent” another capable leader.

To enable development of emotionally intelligent leaders we take into consideration all the means which allow our plans to take shape in regards to developing leaders who will become successful as a result of our mutual efforts.

If we have learned anything in the decades is that the mind is not furnished with a set of leadership competencies in advance of experience, that leadership is grounded in a relationship and “leadership strength emerges better in certain situations than others”

(Paschen, M and E. Dihsmaier, E. 2014).

I firmly believe that we should face up to leadership challenges with uncompromising commitment to objectively assess both the leader and the situation and creatively enable him/her to acquire the needed competencies.

The principal part in developing relationships is self-awareness, empathy, and dealing sensitively with people whose efforts and contributions are as important to leaders' success as their own. Hence, high emotional intelligence, which is a measure of a person's adequacy and ability to cope with his own sentiments as well as those who are working with him/her, is of paramount importance in leadership development process.

### **TWO UNIQUE ASPECTS OF INTELLIGENCE**

Emotional intelligence encompasses two aspects of intelligence: understanding oneself, personal goals, motives and impulses; and understanding others and their feelings.

*The principal part in developing relationships is self-awareness, empathy, and dealing sensitively with people whose efforts and contributions are as important to leaders' success as their own.*



In his 1980's research into multiple intelligences Howard Gardner describes these two aspects of intelligence as "intrapersonal intelligence" and "interpersonal intelligence."

Emotional intelligence is integral to understanding the covert and implied meaning of individuals' communication and behavior.

In personal interactions EQ is perceived in leaders' effective behavior and leads to social acceptance. Furthermore, Daniel Goleman (2004, p.5), who introduced the term "emotional intelligence" to a wide audience, declared that although intellect is essential for excellent performance, and cognitive skills enable a "big-picture thinking and long-term vision," emotional intelligence, which is one of key factors of outstanding performance, "proved to be twice as important as the others for jobs at all levels."

Due to their high emotional intelligence, such leaders are perceived as more patient and less likely to display their negative emotions. They are capable of effectively dealing with stress by tuning into others in order to understand what they are feeling and taking charge of things that are under their control.

Emotionally intelligent leaders are capable of accurately assessing people's reactions by focusing on

non-verbal cues such as tone of voice, facial expressions and posture, and adjusting their messages to sustain relationships with empathy and social awareness.

Owing to high emotional intelligence, leaders are able to convey and share their vision with their followers - EQ is integral to effective rhetoric, which in turn allows leaders not to fail but adapt to a new environment.

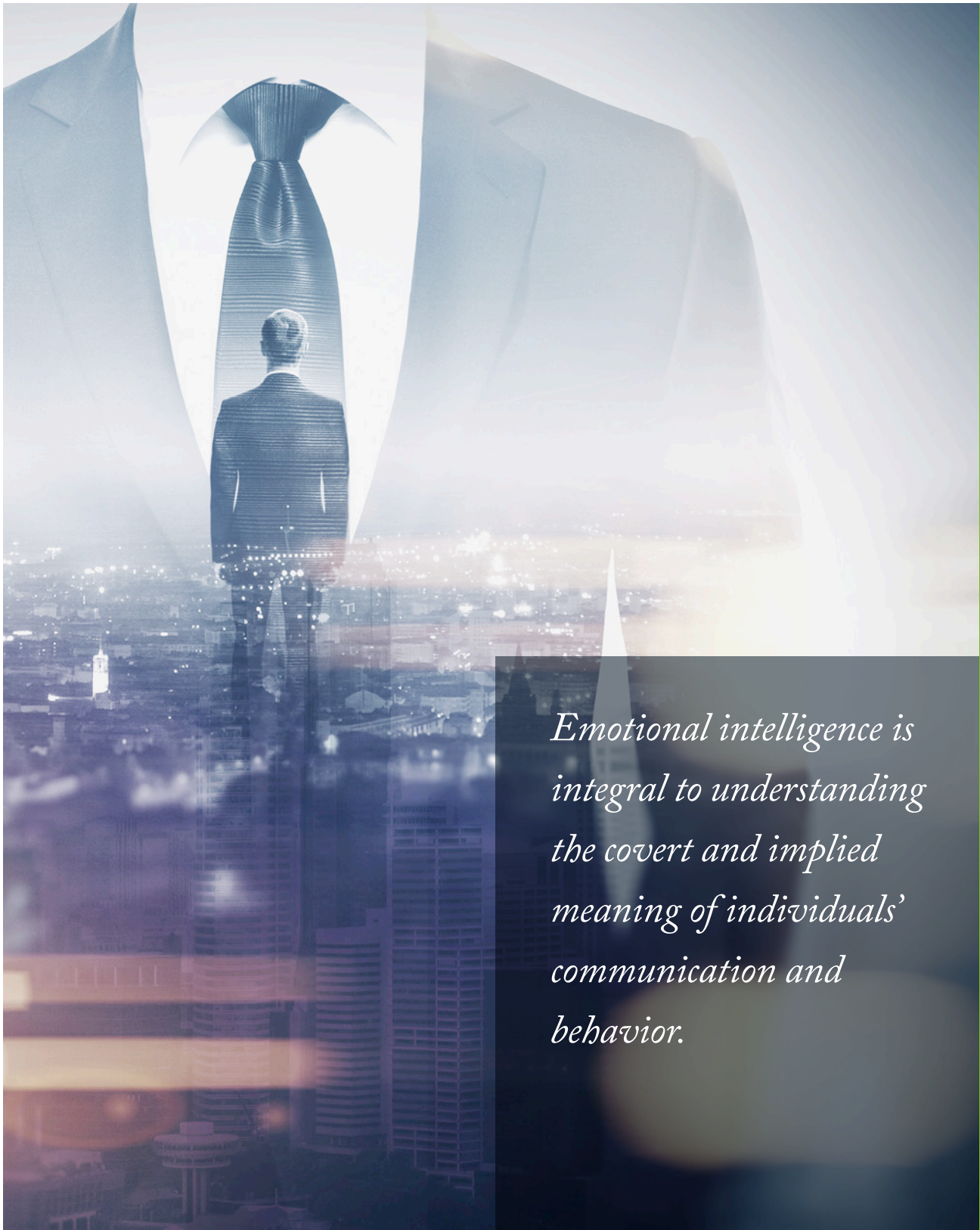
As to leaders' rhetoric, in the present day top leaders rarely communicate with their followers directly - their messages are, more often than not, being conveyed through various communication technology, e.g. email, social media, press releases, etc.

Such media constantly distort messages. Leaders who communicate their vision effectively are those who are self-aware and understand how these media might affect the emotions of their followers. Hence they can avail themselves of it to minimize distortion of their messages and shape the perceptions of their followers.

In his essay on this issue Sternberg (2007) gives his insights on the importance of stories in leadership effectiveness. I concur with him in this regard but I also believe that if a leader lacks emotional intelligence his stories are not likely to make an impact on his/her people.

*"Leadership is practiced not so much in words as in attitude and in actions."*

*- Harold S. Geneen*



*Emotional intelligence is integral to understanding the covert and implied meaning of individuals' communication and behavior.*

Moreover, when we view leadership communication in the context of globalization and remote work, the urgency of developing leaders' emotional intelligence becomes evident as we can't afford the costly consequences of distorted communication or giving way to emotions due to lack of emotional competence.

## EMOTIONAL INTELLIGENCE AND COMPETENCIES

Some theories of EQ view emotional intelligence as a set of competencies that can be learned simply through coaching. However, I view EQ as an interrelated blend of attitudes that have an impact on competencies. For example, over one's lifetime we develop competencies which affect every aspect of our lives. Owing to multifaceted personal interactions we further acquire intricate and extensive set of competencies, skills, and personality traits. Hence personality characteristics, ambitions, energy, and perception of the reality are of critical importance in shaping our attitudes.

In practice leaders are constrained by the organizational context, relationships and circumstances which further complicate leadership. Our reality has become very dynamic and complex - leaders are faced with constant flow of new information

which they have to evaluate and make decisions based on final analysis. Hence, unless leaders look at their attitudes towards and awareness of others they are not likely to achieve lasting positive results and influence their followers' behavior. High emotional intelligence allows them to look at the roots underpinning people's behavior, and not just at the observable actions on the surface.

Leaders with high EQ are consistent in their behavior both in the workplace and in life, they know that they are in control of their circumstances and by focusing on emotional competencies they affect success and improve personal leadership skills. As Goleman, D. et.al. (2001, p.31) state "a leader's emotional style also drives everyone else's moods and behaviors." Hence, in the course of personal improvement leaders who have gained self-awareness as well as an understanding of their employees' emotions, strengths and weaknesses should also develop flexibility to manage emotions in others to enable business success. Effective leaders are, as a rule, high in all six areas of emotional intelligence:

- Self-awareness
- Empathy
- Self-confidence
- Self-control
- Motivation, and
- Social competency

*"How we think shows through in how we act. Attitudes are mirrors of the mind. They reflect thinking."*

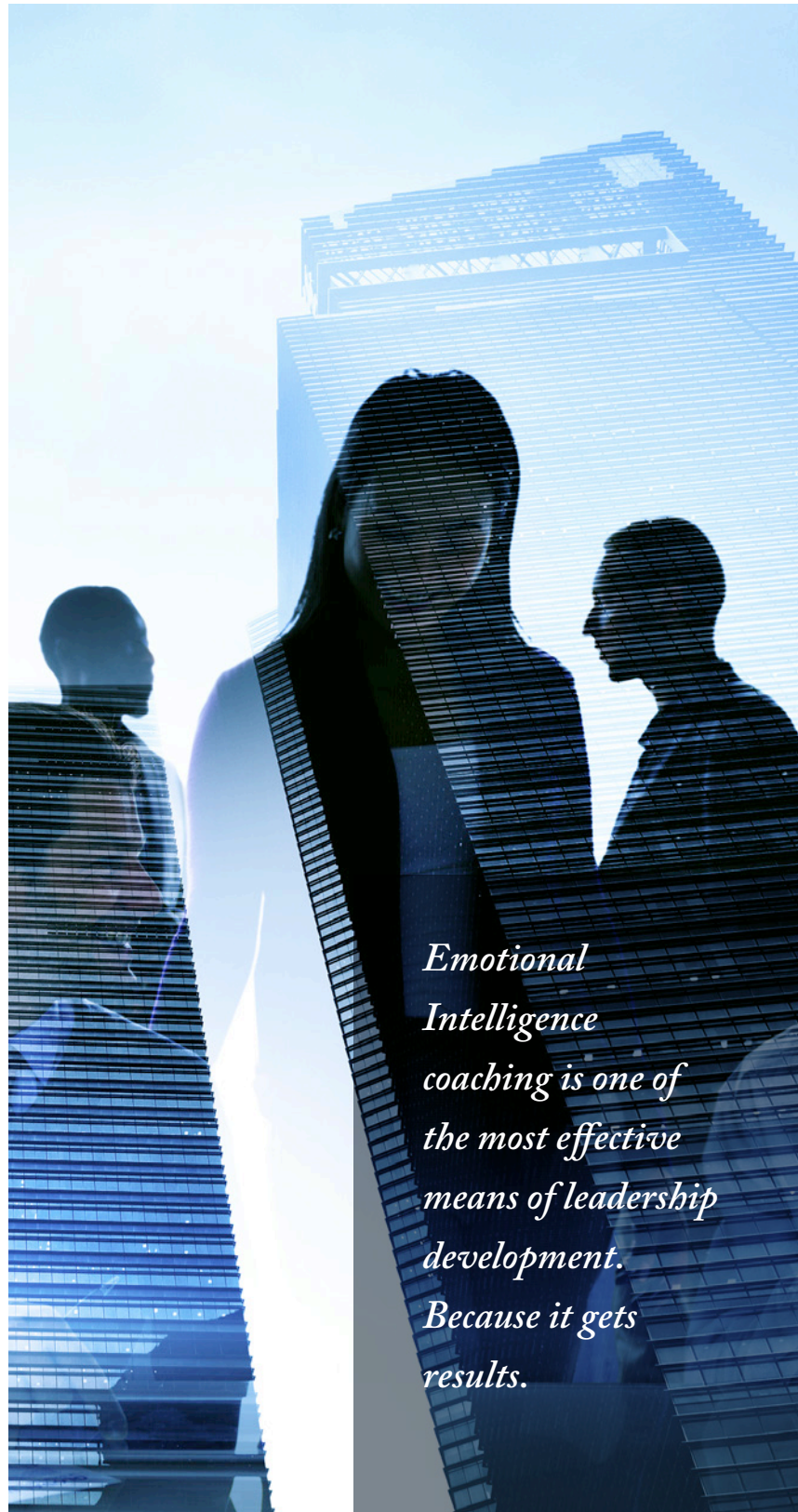
*- David Joseph Schwartz*



For example, leaders with high “self-awareness” and “social competency” are able to adjust their responses smoothly and engage in mutually satisfying interactions with others. They are conscious of how they come across to others and understand what reactions and emotions to anticipate when goals are incompatible.

It is owing to these acquired competencies that they develop capacity to radically and abruptly change their leadership style in order to better provide for the unexpected contingencies in their environment.

By drawing on the mentioned concept McCallum, S. and O’Connell, D (2009) assert that leadership development focus should be shifted to the “relational aspects of leadership” instead of individual leader competencies, and that leadership capacity development should be viewed as a process which must be carried on over an extended period of time - over the course of a career and a lifetime.



*Emotional  
Intelligence  
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Because it gets  
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## WHY DEVELOP EMOTIONAL INTELLIGENCE?

*Emotional Intelligence coaching is one of the most effective means of leadership development. Because it gets results – improves performance and productivity, provided that it is used effectively.*

**W**E ARE ALL AWARE OF THE CONSTANT NEED for reinvention of leadership practices in order to maintain profitability of our organizations, despite the complexities we are facing due to technological innovations and globalization. The observable factors of the new competitive landscape are strategic dissonance, imbalance and shifting of power from management to skilled employees, blurring of organizational boundaries, and global competition for talent. In this context effective leader development procedures are those which enable almost real-time behavior change.

Emotional Intelligence (EQ) coaching is one of the most effective means of leadership development. Because it gets results – improves performance and productivity, provided that it is used effectively. There has been a lot of research carried out into the effectiveness of coaching and its benefits. Organizations confirm that they benefit from coaching in

multiple ways: it affects employee confidence and motivation, it enables behavior and culture change, it develops capable leaders, and accelerates change in organizations. In fact, Chartered Institute of Personnel and Development (CIPD) in the UK has done some research on the use of coaching and found that 92 percent of the organizations they interviewed were using it.

“Effective executives build on strengths, their own strengths, the strengths of their supervisors, colleagues, and subordinates. To make strength productive is the unique purpose of the organization.” (Drucker, 2006, p. 71). Emerging leadership development approaches also integrate “complexity,” “shared leadership” and “authenticity” components. This implies that leaders are required to draw on personal strengths and acquired principles of behavior to constantly identify and evaluate their own behavioral complexities, develop capacities for foreseeing and controlling emotions

*“What matters is hard work, and emotional intelligence.”*

*– Millard Drexler*

of others while putting into service their strengths.

Emotionally intelligent leaders know that arrogance creates resentment which in turn negatively affects employee productivity; hence they take charge but do not think they are entitled to make decisions without regard to how those decisions

impact others. They have a balanced leadership style and confidence that they can do what is needed to produce desired results. They overcome obstacles with a positive attitude, set high standards, and to build confidence in their team give credit to them for what they have achieved.

## MEASURING EQ

*Research found that top-performing leaders overestimate their strengths at least on one emotional intelligence component. For this reason, measuring EQ is an important part of developing it in leaders.*

**T**HE EFFECTIVENESS OF A LEADER, HIS PROBLEM SOLVING SKILLS, and rational response to stressful circumstances expose the level of his emotional intelligence.

Studies on emotional intelligence (EQ) have shown that the key aspects of leadership such as vision, decision making, and power politics are influenced by a leader's emotional needs; and that both positive, i.e. transformational leadership, and negative, i.e. toxic leadership, outcomes are associated with a leader's emotional intelligence.

There are a growing number of tools available to measure EQ.

In my opinion, by far the most advanced tools to assess individual, team and organizational effectiveness are EQ-i, EQ-360 developed by Reuven Bar-On which allow in-depth analysis of a person's emotional factors and gap analysis; the reports are used by a coach to facilitate a leader's development.

Bar-On's EQ-360 allows a diagnosis from multiple viewpoints, which is critical for improving emotional intelligence because, as a rule, those who need the most help have blind spots. EQ-360 allows leaders to see

how their followers perceive them, this has a great deal to do with how effective they are in interpersonal interactions, how they come across, etc., which they can't know for sure unless they ask for feedback. Inquiring about the observations of others - those with whom leaders interact at multiple levels, by means of EQ-360 helps to enhance leaders' self-awareness.

In fact, research found that top-performing leaders overestimate their strengths at least on one emotional intelligence component. For this reason, Myers-Briggs Type Indicator (MBTI) can be used in combination with the above mentioned assessment tools for gaining more insights into specific aspects of behavior, e.g., communication, leadership, innovation, conflict management, etc.

Such EQ assessment tools allow skilled coaches to identify the lacking competences, and take measures to enhance them in a leader as well as shape his/her personality.

Owing to high emotional intelligence, leaders succeed in building trust among their followers, persuading them to concede their own power in favor of the sought-after goals and shared benefits. Moreover, high EQ enables leaders to minimize failures and effectively resolve conflicts.

But to what extent do EQ tools measure personality traits? Mayer, J.D. et.al. (2000) suggest that in most cases EQ tools are effective in assessing such personality traits as **conscientiousness, extraversion, and self-efficacy**.

#### FOUR FUNDAMENTAL CAPABILITIES

Emotional intelligence is about how we choose to manage our personalities, e.g. exerting personal power, while focusing on changing attitudes and behaviors of others.

The four fundamental capabilities of emotional intelligence are

- Self-awareness
- Self-management
- Social awareness, and
- Social skills

Each capability is composed of specific sets of competencies which should be developed to enhance a leader's awareness and control of personal emotions as well as ability to effectively manage emotions in others.

*"I think for leadership positions, emotional intelligence is more important than cognitive intelligence. People with emotional intelligence usually have a lot of cognitive intelligence, but that's not always true the other way around."*

*- John Mackey*

## FIVE FUNDAMENTAL COMPETENCIES

Each of the six basic leadership styles makes use of the key components of emotional intelligence in different combinations.

Research has shown that the most successful leaders have strengths in the following emotional intelligence competencies:

- Self-awareness
- Self-control
- Motivation
- Empathy, and
- Social competency

Emotional intelligence is closely related to motivation, i.e. if a leader has highly developed EQ, he/she has a better understanding of what drives others or triggers positive and negative emotions within them. These positive emotions are related to personal values, attitudes, beliefs, needs, and desires.

Goleman, D. (2000) suggests that the most effective leaders use a collection of distinct leadership styles - each in the right amount and at the right time.

To put into action such flexibility requires diligence on the part of a leader to develop high EQ but it pays off in performance. Study after study has shown that a key component of the most successful organizations is highly engaged and motivated employees who fully understand their roles and feel a true sense of purpose and commitment to their organization. It is leaders who have the right mindset, competencies and high emotional intelligence that drive personal and team performance, high employee engagement, and the creation of a stronger and a more dynamic organization.





## CAN WE COACH EQ?

*Each of the emotional intelligence elements can be developed. However, there is no quick fix for this, so attending a two-day training is not likely to dramatically change anyone's EQ level.*

**BELIEVE EMOTIONAL COMPETENCES ARE THE PREREQUISITE** for a leader's resilience and the most important quality in anyone, for that matter, who is leading a healthy, rewarding and meaningful life. Emotional Intelligence (EQ) is comprised of a mixture of competencies, attitudes, feelings and behaviors that can be predicted, enhanced and measured.

Evidence shows that it takes around 21 days to change an attitude, and that high emotional intelligence is positively reflected in all areas of a person's life.

Leadership coaches who have expertise in Emotional Intelligence are an invaluable resource in this regard as they can assess a person's behavior through a variety of means, such as assessment tools, observations, and interviews with those who know a person well in order to bring out and reinforce the best in a leader.

For EQ development to take place, a coach will focus on the four main elements of EQ: knowledge, attitudes, skills and habits.

Personality development process that delivers better outcomes for individuals and their organizations is central to leadership development.

This process should be facilitated by justified and valid EQ assessment tools which have a capacity to enable a person's understanding of his/her own and others' mental processes, the immediate significance of his/her actions, and provide substantial information that will serve as a mechanism for finding the right direction for further development.

Because EQ is in essence about attitudes and feelings, it follows that if an aspect of a person's EQ changes then a person is changed.

Let me elaborate on this, if as a leader you need to develop your flexibility so that you are more constructive about the changes which are taking place in your organization, your flexible attitude will have an impact on other areas of your life as well. Hence, if through skillful coaching you have developed your EQ it will be positively reflected on your own and organizational performance.

*"Coaching helps you take stock of where you are now in all aspects of your life, and how that compares to where you would like to be."*

*- Elaine MacDonald*

Researchers like Avolio, B.J. Walumbwa, F.O., and Weber, T.J. (2009) have shown that performance can be achieved through an appropriate leader behavior, i.e. if there is an alignment between a leader's behavior, shared standards and common purpose.

Bar-On's research on emotional intelligence provides additional evidence that leadership is not static and unidirectional but it is a cumulative learning process that involves active management of emotions, behavior and relationships. I agree with Bar-on on the point that "the next big paradigm shift in psychology is the multifactor model of performance."

### **DOES EQ COACHING WORK UNDER THE CIRCUMSTANCES?**

EQ coaching is about facilitating personal change, which translates into a culture change within organizations.

My personal position on leadership development is that leaders emerge in the midst of complex organizational dynamics; it is owing to their commitment to help their organizations and emotional intelligence that they are able to overcome the challenges they face.

To manage complexity they have to develop capacities for receptiveness to and coping with complex systems.

Drawing on extensive research on a range of self-report personality assessment tools, I have concluded that using Bar-On's EQ-360 and MBTI for leadership coaching, which allow to detect a person's strategies for decision-making and gain insights into those personality factors which impede his/her career success, is the most effective procedure.

Such coaching facilitates a leader's development of social and interpersonal intelligence and adaptability to change.

To be able to adequately respond to external and organizational complexities leaders have to overcome personal cognitive dissonance and emotional incompetency. This can be facilitated through Bar-On's EQ-360 which is designed to detect emotional instability and lack of those certain capacities which allow leaders to cope with problems and relationships and better balance multiple time competing and contradictory roles.

*To be able to adequately respond to external and organizational complexities leaders have to overcome personal cognitive dissonance and emotional incompetency.*

## WHAT CONSTITUTES BEST PRACTICES IN EQ COACHING?

*If we take the four capabilities of EQ and link them with the best practices in leadership development we come to the whole aspect of ethics and codes of conduct which should be applied in coaching.*

**EQ** COACHING IS A HOLISTIC APPROACH TO LEADERSHIP development. It's important to remember that our principles are based upon our values and beliefs, and we need to know how we demonstrate our values in our behavior.

As EQ coaches we need to have a sure method and belief that we can make possible the right choices for others. We should have enough awareness and regard for others to be aware of the impact of their behavior or actions on their followers. Trust, loyalty, role model, and competence build the concept of worthiness of being followed, hence character cannot be left out of the equation. For this reason the benefits of such coaching - character development, ongoing advancement of leadership, and development of a leader's capacities for understanding behavioral and cognitive complexities of others are life-long.

EQ coaching encourages development of an authentic leader, who is thinking and acting while learning to perform multiple and conflicting roles with credibility in complex organizational situations. It enables continuous improvement of a person as a leader over time to progress to higher levels of functioning as he/she gains more awareness and understanding of self and others' identities and capabilities. "Improving your emotional intelligence is akin to changing your habits" you have to unlearn the old habits and replace them with the new ones (Goleman, D. 2000).

*"I think what coaching is all about, is taking players and analyzing their ability, putting them in a position where they can excel within the framework of the team winning."*

*- Don Shula*

*“If you command wisely, you’ll be obeyed cheerfully.”*

*– Thomas Fuller*

## CONCLUSION

Emotional Intelligence (EQ) skills can be extremely effective if mastered, they can ensure a person’s success in leading others and in interpersonal relationships. In team-based organizational contexts the role of a leader is to facilitate change, accelerate innovation and employee development through guidance.

As a leader, you need to be sure that you have the requisite level of emotional intelligence to accomplish these goals while concurrently ensuring a healthy team dynamic.

Leaders with high emotional intelligence make the most of their personal talents and those of others and accomplish organizational goals by appreciating individuals’ strengths and contributions. They are not intimidated by the flawed notion that they should “have all the answers,” instead they have trust in their team and willingness to provide them as much information as needed in order to enable them to come up with best business solutions. By sharing vision and including their followers in decision-making they build trust and ensure that in crisis everyone will pitch in.

Leaders’ personality is crucial for the way their behavior is perceived and judged by followers, and those with high emotional intelligence are proficient at tactfully moderating the impact of their decisions and behavior on followers’ reactions and evaluation of their leadership skills. In fact, followers’ willingness to abide with their leader is affected mostly by a leader’s personality and decision-making style.

Leaders high on integrity, humility and emotional intelligence are perceived as charismatic and inspirational.

These leaders encourage their followers to be part of developing solutions by keeping them informed about how their contributions align with the organization’s goals and helping them to surmount difficulties during an organizational change. Also personality matters when followers analyze the impact of a leader’s decisions on business outcomes.



## ABOUT INSCAPE CONSULTING

Inscape Consulting Inc. provides a wide range of business services to establish each Client's baseline issues and a plan to move forward for positive change. We specialize in the following areas:

- Leadership Development
- Strategic Planning
- Performance Management
- Organizational Reframing
- Improving Teamwork
- Developing Disruptive Thinking

### THE VALUE WE DELIVER

At Inscape Consulting Inc. we focus on personality component of leadership. By bringing our expertise and years of experience to the mix we find solutions that are absolutely essential for building resounding organizational success.

### OUR WORK ETHIC

From a wide range of leadership development options, initiatives, strategies, and assessment tools we create a personalized program that is fine-tuned to the needs of each organization and individual we work with.

### OUR COMMITMENT

Our ultimate goal is to help our clients achieve organizational excellence by developing leaders who in turn will develop their people. To meet this goal, we work with Clients as closely as we can. At Inscape Consulting, we believe it is all about the people in your organization. When you invest in your people, you invest in your organization's sustainable growth.



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