



Emotional Intelligence and Leadership

Emotional Intelligence (EQ) is a relatively recent business concept that is having a major impact on leadership.

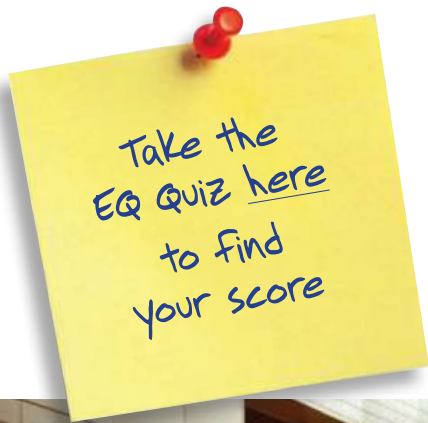
Emotional Intelligence is also referred to as Emotional Quotient and is usually called EQ. The term was first coined in 1990 in a research paper by two psychology professors, John D. Moyer of UNH and Peter Salovey of Yale. Moyer defined EQ this way in a Harvard Business Review article:

From a scientific (rather than a popular) standpoint, emotional

intelligence is the ability to accurately perceive your own and others' emotions; to understand the signals that emotions send about relationships; and to manage your own and others' emotions

Rutgers psychologist Daniel Goleman picked up the baton for EQ and in 1998 established the importance of EQ in business leadership with the article, "What Makes a Leader." The article continues to be one of HBR's most popular and Goleman further defines EQ in this manner:

The most effective leaders are all alike in one crucial way: they all have a high degree of what has come to be known as emotional intelligence. It's not that IQ and technical skills are irrelevant. They do matter, but...they are the entry-level requirements for executive positions. My research, along with other recent studies, clearly shows



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that emotional intelligence is the sine qua non of leadership

Goleman identifies five components of EQ that are critical:

- Self-awareness
- Self-regulation
- Motivation (defined as “a passion for work that goes beyond money and status”)
- Empathy for others
- Social Skills, such as proficiency in managing relationships and building networks

Travis Bradberry, co-author of the best-selling book “Emotional Intelligence 2.0,” explained in a recent Forbes article that emotional intelligence is important because it is largely linked to performance and professional success. It is considered a significant predictor of performance at work

and a strong driver of leadership and personal excellence.

Decades of research prove that emotional intelligence is an important factor differentiating top performers from others, says Bradberry. He notes that it is possible to develop emotional intelligence, as the brain has the ability to change and grow new connections as a person learns new skills.

Here are five ways Forbes contributor Glenn Llopis says leaders can increase their EQ:

1. Care About People

Make the extra effort to say thank you and be consistent about it. Take the time to mentor and/or sponsor employees who have earned the opportunity. Show that you care about people.

2. Embrace Differences to Make a Big Difference

Learn how to embrace and leverage differences when people bring their unique ideas and ideals to the table. The more inclusive you are, the wider the breadth and depth of opportunities around you.

3. Help Employees Experience Significance

Today people want to feel as if they are creating an impact,

JEFF BLEACHER

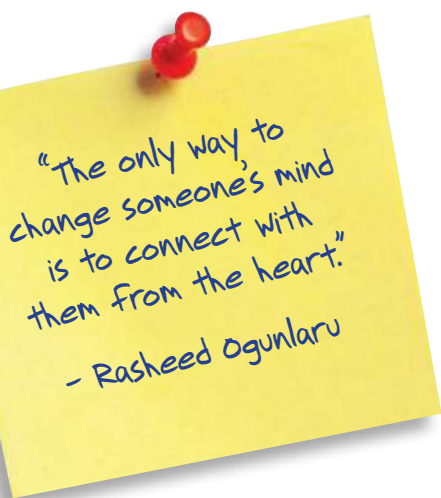


“Emotional Intelligence is a focus area for us here at RBF because we want our culture to continue to be based on trust, accountability and a sense that every team member counts. I think we accomplish this in general, but as Managing Partner it’s something I’m mindful of every day. Connecting with our team members in a meaningful way is high on my priority list.”

KEN FALK



“Daniel Goleman was quoted as saying “Western business people often don’t get the importance of establishing human relationships.” He’s probably right if he’s referring to Corporate America, but here at RBF we have placed a big emphasis on the relationships we have with our clients. Evidence of our relationships are the many clients that we’ve worked with for years. They are not only our clients, they are our friends.”



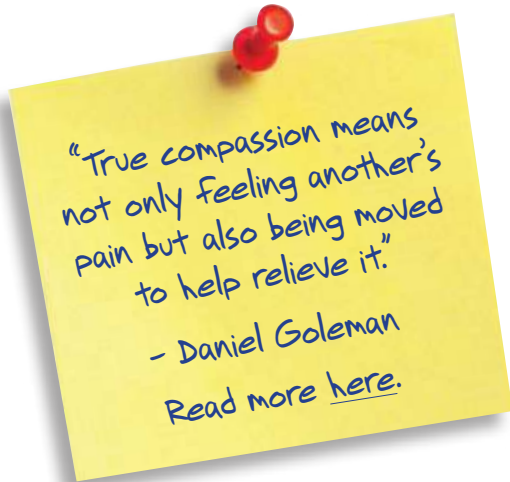


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that they can make a mark for themselves and those around them. Lead your employees in ways that allow them to be both successful and significant at work.

4. **Be Accountable Like Everyone Else**

Admit when you are wrong and be transparent in how you lead others. Employees follow and support leaders who are approachable and relatable; those who will roll up



their sleeves and fight the battles with them.

5. **Be Mindful of Their Needs**

If your employees are not working at or close to their capacity, then you are not doing your job as a leader. Your sensitivity radar must always be on. This means that you are equally mindful of your employees reaching their full potential as you are about yourself. Everyone has the ability to improve and increase their performance and productivity. However, improvements are a consequence of continuous feedback, recommendations and suggestions.

[Click here](#) to read the complete article.

JEFF GROFF



“As Accountants we’re wired to put emotions aside and work logically and from the left brain. But, as RBF team members we want to have a closeness that brings significance and meaning to our work and to our lives. Developing more Emotional Intelligence helps us internally and with our clients as well. It’s important for us all to expand our capacity to increase our EQ.”

PATRICK GENDRUE



“The research shows that Emotional Intelligence is critical in leadership abilities and we see that with our high EQ clients. The empathy and compassion in EQ is foundational to creating meaningful and significant relationships. And, that’s what is important for us here at RBF. The ability to have deep relationships with our clients and team members so that work and life is rewarding and rich.

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