

LEADERSHIP AND EMOTIONAL INTELLIGENCE

As an EAP, we often receive calls from managers to consult about a very competent employee that was promoted to a management position and is failing. The new manager is very intelligent, technically competent and has been a star performer on the fast track to management. What happened?

A number of things can be problematic in cases like this. Possibly, the new manager had no training on the specific skills associated with management, possibly the organizational supports are not in place to assist the manager or the manager may lack the interpersonal skills to succeed in a position that requires management and leadership skills. How can organizations identify those potential management candidates that may better serve the organization in line positions or who need training in some of the skills associated with emotional intelligence to succeed in a leadership position.



Daniel Goleman has been at the forefront of the discussion about leadership and emotional intelligence. Goleman describes five components of emotional intelligence at work:

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social skill

Each of these skills are demonstrated in workplace behaviors often seen in effective leaders. A self aware leader appears self-confident with a clear sense of their strengths and weaknesses. They are aware of their own behavior and the impact of their behavior on others. If mistakes are made emotionally intelligent leaders take responsibility without beating themselves or others up in the process.

A self-regulating leader thinks before they act, not succumbing to impulsive behaviors. They are seen as trustworthy and are open to change and ambiguity. Motivation, another key factor, is seen in leaders who are committed to the organizational goals, are achievement oriented and remain positive even when times are tough.

An empathetic leader has an ability to understand the emotional differences in the people they are leading and treat each accordingly. They are excellent at building cross cultural teams, retaining talent and are customer service focused. The social skills demonstrated by emotionally intelligent leaders make them proficient at building and maintaining relationships and networks. They find common ground, build rapport and are excellent at developing teams.

Many of these characteristics seem to come naturally to some leaders and others indicate they work and practice these skills to continue to develop their emotional intelligence and leadership skills. In summary, emotionally intelligent leaders display a wide range of characteristics including: self awareness, managing their own behavior, flexibility in relationship styles and a wide range of social skills. *(Continued on Page 2)*



These ideas just scratch the surface of Emotional Intelligence concepts. To learn more, Daniel Goleman has written numerous books on the topic including; [Leadership: The Power of Emotional Intelligence](#), [Emotional Intelligence: Why It Can Matter More Than IQ](#), [The Brain and Emotional Intelligence: New Insights](#), [Primal Leadership](#) and [Social Intelligence: The New Science of Social Relationships](#), the web site www.danielgoleman.info/ contains a rich variety of information and resources.

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