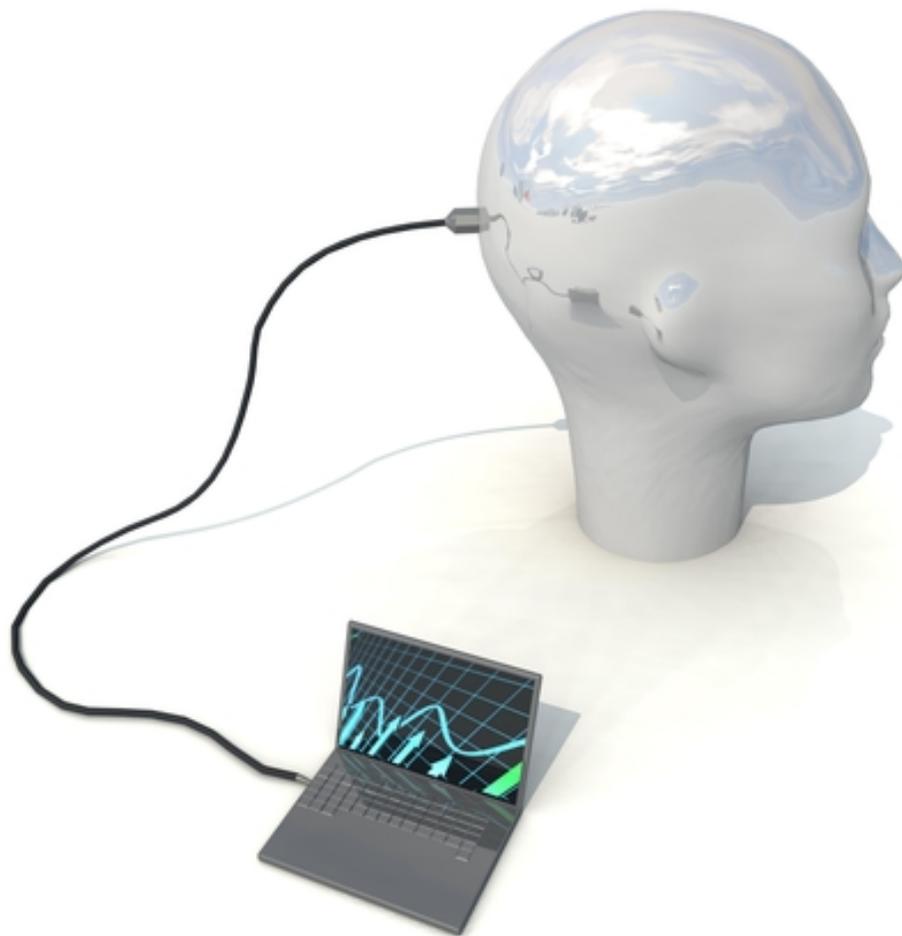


emotional intelligence



material minds



background

It may be one of the greatest management style conundrums of all times in business. Many people have concluded that Steve Jobs lacked emotional intelligence. He was frequently aloof from his children, spent many years estranged from his first daughter and was often prickly as a husband. He was indecisive when he felt unsure about something and yet he craved perfection and had an insatiable desire to control things.

He tended to see the world in binary terms and was stymied by things that were grey, shaded, or nuanced. As a result, products were either perfect or garbage. People were either heroes or zeroes. People were allowed to challenge Jobs at work but they had to be prepared to be attacked by him, to be yelled at, to have their heads bitten off. He frequently berated employees so badly that they quit rather than put up with his tirades.

Not only was he a bear with his own family and with employees but he also treated customers the same way. In September of 2010 a journalism student emailed Jobs' personal email address with a complaint. This student was trying to ask Apple about the iPad for a student project but the company had not gotten back to her despite numerous attempts. Jobs response to the student: "Our goals do not include helping you get a good grade. Sorry." Not being intimidated by Jobs, she engaged in a six-message exchange that ended with Jobs saying: "Please leave us alone."

More than one person has wondered what Steve Jobs could have accomplished if he actually had some emotional intelligence. And yet he took over a company that was 90 days away from bankruptcy when he rejoined it in 1997. 14 years later, before he died, it was the most valuable company in the world. How could one actually do better than that? How could an individual so wanting in emotional intelligence manage to create two such incredible companies as Pixar and Apple and then go on to recreate Apple and turn it into a cultural icon?

Have you ever met a successful person and wondered how they achieved that success? You might be meeting someone who on the surface doesn't appear to be too intelligent, might not dress extremely

well, or who might not speak in public as well as they could. You might even sit back and wonder, how on earth has that person done better than me? I'm smarter, I dress better, and I speak well. What is it? If you're wondering that, chances are that you have just found someone who has more emotional intelligence than you do. It is an old adage in business that you do business with people you like. And why do you like someone? You probably like someone who leaves you feeling better about yourself after an interaction. It may even be a negative interaction where the person needs to share negative feedback or deny you a raise. Even with the negative response, you may still feel positively about that individual. If so, you have just dealt with someone who has emotional intelligence, someone who achieved success by making people feel good about themselves.

And that was the key to Steve Jobs. If he thought you were an idiot, he made sure you knew it in the hopes that you would no longer be around. He wanted only A players and for those people, Jobs one gift was making A players feel better about themselves. What he had the ability to do for those he respected was to captivate them, he had an engaging intensity that motivated and inspired those around him. His creative energy and intensity made up for and overcame all of his mistreatment. When you get down to it, Jobs was very emotionally intelligent but was lacking in probably just one area, that of empathy.

As we move from a manufacturing economy to a knowledge economy, the world is changing and what it takes to succeed in that world is changing at the same time. It is no longer possible to succeed by managing numbers, machines, or facilities. In order to succeed in the knowledge economy, you must manage the people who have knowledge. Unlike machines that don't need to be managed with sensitivity or unskilled factory workers who can easily be replaced, knowledge workers are a particularly sensitive breed. Essentially in a knowledge business, your asset is your employee's knowledge. This is an asset that walks out of the door at the end of every day. The way you treat them during the day will dictate whether they walk back in the door the next morning. In order to treat them well, you need to use emotional intelligence.

Now emotional intelligence is not something you are born with. No, it is something you develop; you may develop it through deep introspection, by working with a manager who is strong, or by taking courses. It doesn't really matter how you acquire emotional intelligence only to know that your eventual success as a manager will depend on it.

Daniel Goleman in his classic Harvard Business Review article entitled "What Makes a Great Leader", summarized the results of his research as follows:

"I have found, however, that the most effective leaders are 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 mainly as "threshold capabilities"; that is, they are entry-level requirements for executive positions. But my research, along with other recent studies, clearly shows that emotional intelligence is the sine qua non of leadership. Without it, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but he won't make a great leader."

Goleman in the article identified the following five components of emotional intelligence:

The Five Components of Emotional Intelligence at Work

	Definition	Hallmarks
Self-Awareness	the ability to recognize and understand your moods, emotions, and drives, as well as their effect on others	self-confidence realistic self-assessment self-deprecating sense of humor
Self-Regulation	the ability to control or redirect disruptive impulses and moods the propensity to suspend judgment – to think before acting	trustworthiness and integrity comfort with ambiguity openness to change
Motivation	a passion to work for reasons that go beyond money or status a propensity to pursue goals with energy and persistence	strong drive to achieve optimism, even in the face of failure organizational commitment
Empathy	the ability to understand the emotional makeup of other people skill in treating people according to their emotional reactions	expertise in building and retaining talent cross-cultural sensitivity service to clients and customers
Social Skill	proficiency in managing relationships and building networks an ability to find common ground and build rapport	effectiveness in leading change persuasiveness expertise in building and leading teams

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Goleman's explanations on emotional intelligence continued with some rather telling statistics:

“Moreover my analysis showed that emotional intelligence played an increasingly important role at the highest levels of the company, where differences in technical skills are of negligible importance. In other words, the higher the rank of a person considered to be a star performer, the more emotional intelligence capabilities showed up as the reason for his or her effectiveness. When I compared star performers with average ones in senior leadership positions, nearly 90% of the difference in their profiles was attributable to emotional intelligence factors rather than cognitive abilities.”

Another view of emotional intelligence is reflected in the following diagram created by Multi-Health Systems Inc.



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Based on the original BarOn EQ-i authored by Reuven Bar-On, copyright 1997.

Emotional intelligence can be measured and the following chart shows the measurement for each item in the scale.

EQ Scale	Competency
Self Perception	
Emotional Self Awareness	Ability to be aware of and understand one's feelings and their impact
Self Regard	Ability to respect and accept one's strengths and weaknesses
Self Actualization	Ability to improve oneself and pursue meaningful objectives
Self Expression	
Emotional expression	Ability to express one's feelings verbally and non-verbally
Independence	Ability to be self directed and free of emotional dependency on others

Assertiveness	Ability to express feelings, beliefs and thoughts in a non-destructive way
Interpersonal	
Interpersonal relationships	Ability to develop and maintain mutually satisfying relationships
Empathy	Ability to recognize, understand and appreciate the feelings of others
Social Responsibility	Ability to contribute to society, one's social group, and to the welfare of others
Decision Making	
Impulse Control	Ability to resist or delay an impulse, drive, or temptation to act
Reality Testing	Ability to remain objective by seeing things as they really are
Problem Solving	Ability to solve problems where emotions are involved using emotions
Stress Management	
Flexibility	Ability to adapt one's feeling, thinking, and behavior to change
Stress Tolerance	Ability to effectively cope with stressful or difficult situations
Optimism	Ability to remain hopeful and resilient despite setbacks
Happiness	Ability to feel satisfied with oneself, others and life in general.

Think back to Steve Jobs when you look at this list. Emotional intelligence is not one-dimensional. It is incredibly complex. People who are superior in several areas may be inferior in others. In Jobs' case he was very strong in certain areas such as Self Actualization, Independence, Assertiveness, Problem Solving, and Flexibility. On the other hand he was probably weak at Interpersonal Relationships, Empathy, and Impulse Control. In the end though, his strengths overcame his weaknesses and for talented people, he was a great leader.

the work environment

How Important is Emotional Intelligence

So just how important is emotional intelligence? Well higher emotional intelligence has been proven to be associated with better performance in all of the following areas:

- Self Awareness

If you understand your own strengths and weaknesses you are probably able to tolerate stress better and control your impulses. This will make you better at handling challenging situations, both for yourself and for others.

- Composure

Composure is the ability to remain strong in a crisis and recover from mistakes. Having composure means that you will be able to control impulses in difficult times and thus be more responsive to others.

- Putting People at Ease

Do you work better with someone who makes you feel comfortable at work or someone who makes you feel anxious? Putting people at ease means that you are able to control your own emotions, avoid impulsive behavior and as a result, people will be more sure of how you will react and will be more comfortable in working with you.

- Building and Mending Relationships

This refers to the ability to work effectively with others, both internal and external. As with many of these areas of performance, building and maintaining relationships has a lot to do with an ability to control hostility and explosive behavior.

- Participative Management

Participative Management is the process of getting the buy in of your co-workers or employees before starting a new initiative or while managing an existing one. This function is extremely important in getting work done in the knowledge economy as there is a great deal of interdependency between different groups in an organization. Managers who are seen as good at listening to others and getting their input before implementing change are likely to be seen as good at cooperating with others, able to nurture relationships, and understand the emotions of others.

- Doing Whatever it takes

Persevering in the face of obstacles is a good sign of independence and assertiveness. Independence does not mean being a lone wolf but it does mean asking for the opinion of others, just not being dependent on that input. Assertiveness means being able to express feelings, thoughts and beliefs in a nondestructive manner. These things require emotional intelligence in that you are able to go after what you want, doing whatever it takes but being optimistic about the outcome.

- Decisiveness

Being independent, assertive, and having a predilection for quick action means that you will probably be decisive. This decisiveness is an essential element of success in the knowledge economy as it is possible to gather data forever, not making decisions and the net result will be an organization that doesn't go anywhere.

- Change Management

In a world of constant change, being poor at change management isn't going to get you very far. To be good at change management, you need to be cooperative with members of your group and have strong interpersonal relationships.

When you get right down to it, would you rather work with someone who has poor impulse control, gets angry frequently and isn't a cooperative member of the group, or would you prefer to work with someone who has good interpersonal skills and is generally happy and decisive. To be an effective leader, you don't need to have all of these skills but you'll have to have enough of them to be respected and liked by your coworkers.

Hiring Managers: Dweebs Need Not Apply

"First, companies say they won't hire unemployed people. Now, in a new survey from CareerBuilder.com, hiring managers essentially say they won't hire dweebs.

"Folks, someone's got to do the work.

"First, the unemployed. A much-debated New York Times story recently reported that many job postings exclude those who don't currently have a job. Fellow BNET blogger Suzanne Lucas point out that this essentially formalizes what has already become pretty widespread in practice. Personally, I don't know how any HR person can possibly stand behind this policy, especially with unemployment through the roof, except to say that they're too lazy to comb through all the resumes they get from unemployed people.

"Next, the CareerBuilder survey, which asked 2,662 hiring managers about the role of emotional intelligence in hiring. Here's what they found:

- "Emotional intelligence has become more desirable in job candidates. Thirty-four percent of hiring managers said they are placing greater emphasis on emotional intelligence in making hiring decisions.
- "Hiring managers want emotional intelligence even at the expense of IQ. Seventy-one percent of hiring managers say they value emotional intelligence in a job candidate more than they do intelligence quotient.

- “Emotional intelligence makes it easier to get promoted. Seventy-five percent of hiring managers said that if a worker were being considered for a promotion, the high IQ candidate would lose out to the person with higher emotional intelligence.

“Here’s the catch: Most companies do little, if anything, to measure either quality. When’s the last time you went to a job interview and were asked to take an IQ test? Emotional intelligence, for all the hoopla, is seldom comprehensively measured. There’s no reason these two qualities have to be mutually exclusive, and you’d think that despite the management fads that come and go, companies would still generally want to hire smart people.

“What these hiring managers are really saying, then, is that they don’t want people who conform to their stereotype of high-IQ workers. That stereotype says super smart people are likely to get so caught up in the technicalities of their work that they can’t be bothered to learn how to get along with their co-workers.

“When asked why they wanted candidates with high emotional intelligence, employers said these people were more likely to:

- Stay calm under pressure
- Know how to resolve conflicts effectively
- Be empathetic to their team members and react accordingly
- Lead by example
- Make more thoughtful business decisions (how high IQ got associated with rash decisions is a mystery to me)

“These same employers said job applicants could demonstrate high levels of emotional intelligence by

- Admitting and learning from their mistakes
- Keeping their emotions in check and having thoughtful discussions on tough issues
- Listening as much or more than they talk
- Taking criticism well
- Showing grace under pressure

“These managers seem to be implying that if you’re qualified for the job, and you exhibit these five behaviors in a job interview, chances are you’ll do just fine. Just don’t let anyone know how smart you are.

“It’s been a long time since the dot-com bust. How did geeks, nerds and dweebs get such a bad rap?”

Kimberly Weisul | August 18, 2011 - BNET

managing yourself

Before you learn to manage relationships with others effectively you should learn how to manage your relationship with yourself. This means managing your own emotions. If you don't do this effectively, one of the prime results will be stress.

Stress

The American Institute of Stress was founded, interestingly enough in 1978 when this whole topic of workplace stress was gaining prominence. A variety of statistics on stress is reported on their website.

A National Institute for Occupational Safety and Health report on stress reports the following statistics:

- 40% of workers reported their job was very or extremely stressful;
- 25% view their jobs as the number one stressor in their lives;
- Three fourths of employees believe that workers have more on-the-job stress than a generation ago;
- 29% of workers felt quite a bit or extremely stressed at work;
- 26 percent of workers said they were "often or very often burned out or stressed by their work";
- Job stress is more strongly associated with health complaints than financial or family problems.

In 2000 the annual "Attitudes In The American Workplace VI" Gallup Poll sponsored by the Marlin Company determined that:

- 80% of workers feel stress on the job, nearly half say they need help in learning how to manage stress and 42% say their coworkers need such help;
- 14% of respondents had felt like striking a coworker in the past year, but didn't;
- 25% have felt like screaming or shouting because of job stress, 10% are concerned about an individual at work they fear could become violent;

- 9% are aware of an assault or violent act in their workplace and 18% had experienced some sort of threat or verbal intimidation in the past year.

A 2000 Integra Survey reported that:

- 65% of workers said that workplace stress had caused difficulties and more than 10 percent described these as having major effects;
- 10% said they work in an atmosphere where physical violence has occurred because of job stress and in this group, 42% report that yelling and other verbal abuse is common;
- 29% had yelled at co-workers because of workplace stress, 14% said they work where machinery or equipment has been damaged because of workplace rage and 2% admitted that they had actually personally struck someone;
- 19% or almost one in five respondents had quit a previous position because of job stress and nearly one in four have been driven to tears because of workplace stress;
- 62% routinely find that they end the day with work-related neck pain, 44% reported stressed-out eyes, 38% complained of hurting hands and 34% reported difficulty in sleeping because they were too stressed-out;
- 12% had called in sick because of job stress;
- Over half said they often spend 12-hour days on work related duties and an equal number frequently skip lunch because of the stress of job demands.

When it comes to stress, you are not alone. The key is to work on managing your emotions through mental and physical exercises.

Suggestions for Development

- Recognize your feelings

The first step in developing emotional intelligence is to understand yourself. If you can't recognize your feelings then you can't manage them. In order to recognize them better, you should practice by spending some time each day to remember the

strongest emotion you experienced that day. Write down that feeling, including such things as bodily sensations and thoughts. In essence, examine that feeling and try to describe it as accurately as possible.

- Differentiate between them

Once you have several days of feelings catalogued, then you should attempt to put a label such as Anger, Happiness, fear, Anxiety, Sadness to each feeling.

- Know why you are feeling them

For each feeling that you have identified, try to determine what it is that has made you feel that way.

- Determine whether you showed any outward signs of that feeling

Try to remember whether you might have clenched your jaw, had a whining voice, smiled, yelled, or showed that feeling in some outward way.

- Recognize the impact your feelings have on others.

If you did exhibit any outward sign of your feelings, how did that make any person around you feel? Did your laughter make them laugh as well? Did your yelling cause them to keep quiet?

As you become used to recognizing and understanding your feelings retrospectively, then you should try to move to a more frequent examination of these issues. Instead of writing them down, perhaps you should examine your emotions at the end of every meeting in your head. How did you do? Could you have done better? As time goes on, you'll want to actually be checking in with your emotions during a meeting or a discussion.

What emotional intelligence comes down to is meeting your emotional needs while meeting the other person's at the same time. For example if

you have to attempt to correct someone's behavior at work, your need is to ensure that they understand the need to change their behavior. What is their emotional need though? It might be that they need to know that they are respected, that you think highly of them on other dimensions, that you are willing to be patient, that you have empathy for their situation.

The ability to demonstrate yourself as a cooperative, contributing, and constructive member of the group, is critical for long-term career success. Consider managing an inexperienced work team or employees who are resistant. Think about what you can do to contribute positively to group and organizational goals through new job assignments, existing jobs, role models or coaches.

If maintaining self-control is a developmental area for you, consider leading a task force or project team made up of diverse members, taking calls on a customer hot line, negotiating a high profile case, or representing your organization to the media or influential outsiders. Seek a job assignment such as a project or task force headed by someone known for his or her high sense of integrity and crisis management strength.

managing relationships

Of all of the areas of emotional intelligence, perhaps that of managing relationships is the most important. There are a lot of ideas around this subject that people will give you. For me, using emotional intelligence to manage relationships means two things:

Consider what the emotional reaction may be to everything you do.

Don't Display Negative Emotions

You can make negative decisions, say negative things, think negative thoughts, or have negative emotions but if you refrain from displaying those negative emotions, you'll go a long way to creating a harmonious work environment. Not displaying negative emotions means:

- No scowls, frowns, eye rolling, arm crossing or other visible signs of negative emotions.
- No grunting, fisting, head shaking or sighing.
- No shouting, swearing, sarcasm, or cross words.

The following is a good list of things that managers should never do. Note how many of them relate to emotional intelligence.

10 Things Managers Should Never Do

"We've all had bosses do things we don't like, appreciate, or respect. And every manager has done things they later regret. The business world is, by necessity, one of real-time decisions and judgment calls that sometimes turn out to be bad choices, in retrospect.

"After all, nobody's perfect. We all make mistakes. And that's a good thing, since that's are how we learn lessons, including how to do our jobs better. That goes for every employee, manager, executive, business owner, CEO, everyone.

“But sometimes a mistake can become a slippery slope. An exception can all-too-easily become the rule. Simply put, there are lines that managers should not cross, behavior they should not exhibit, and not to be overly dramatic, pathways that lead more or less to the dark side.

“In 10 Things Great Managers Do, I went back in time to the best characteristics of the best CEOs I've worked for and with over the past 30 years. I decided to do the same thing here for the simple reason that I learned as much from the negative experiences as I did from the positive ones.

“Keep in mind, this isn't meant to be a whine-fest to get employees riled up and pissed off at their bosses. Think of it instead as a standard that employees and managers alike can agree upon and, perhaps, a wakeup call for those who need one.

1. **“Order people around like dictators.** Contrary to popular belief, managers are not dictators. Every manager has at least one boss. Even CEOs serve the board directors and shareholders. Any manager who thinks he can order people around or abuse his authority because he's the boss is a terrible leader. Employees are not soldiers or children. You can tell them what their job is and even fire them, if you want, but if you order them around, the good ones will up and quit, as they should.
2. **“Forget about customers.** It never ceases to amaze me how many managers forget that organizations and companies exist for just one reason - to win, maintain, and support customers. Business is about business, and when you make it about you - your issues, your fears, your empire, your thin skin, whatever - you cease to be an effective manager.
3. **“Behave like arrogant jerks that are better than others.** Just to be clear, I'm not saying managers or bosses can't be jerks. A lot of people are jerks, including plenty of employees, and almost everybody's a jerk under certain circumstances. I'm specifically talking about the arrogant “I'm better than the little people” thing.

It makes you look like a little brat and completely neuters your authority and credibility.

4. **“Let their egos write checks that reality can’t cash.** Oftentimes, leaders attain their position because they believe they’re special - a fascinating misconception that’s nevertheless often self-fulfilling. The problem with that is the slippery slope of drinking your own Kool-Aid. Either you grow up or, sooner or later, things end up unraveling. I’ve seen it time and again and it isn’t pretty.
5. **“Publicly eviscerate employees.** Of all the things I’ve experienced over the decades, this is not only the most dehumanizing but also the most demoralizing to employees. I had a couple of CEOs that practiced this on a regular basis and both were universally despised, as a result. Moreover, both self-destructed in the end.
6. **“Wall off their feelings.** This may sound touchy feely, but it’s far from it. Researchers are fond of classifying executives and leaders as psychopathic, but the mechanism by which that happens is compartmentalizing of emotions. If you’ve ever wondered how people who seem to lack any semblance of humor or humility can behave the way they do, the answer is, if you’re not connected to your emotions, you’re far less human.
7. **“Surround themselves with bureaucrats, BSers, and yes-men.** When you encourage the status quo and discourage dissent, you doom the organization to stagnation and eventual decline.
8. **“Threaten.** Threats don’t work. They’re just as likely to motivate the opposite behavior of what you’re trying to achieve. They diminish your authority and make you appear weak and small. You should communicate what you want and why, then act on the results. That works. Threats don’t. And for God’s sake, never threaten an employee with his job or a vendor with your business. That’s just out of control.
9. **“Act out like little children.** Everyone goes through the same stages of human development on the road to adulthood and maturity. Unfortunately, some of us get stuck in one stage or another, stunting

our growth and rendering us dysfunctional. We look just like ordinary adults, but we actually behave a lot more like children, acting out, throwing tantrums, and generally making life miserable for everyone around us.

10. "Break the law. America is a nation of laws and, civil or criminal, they're black and white for a reason. For some reason, executives will sometimes risk everything - power, wealth, careers, families, everything - for motives most of us will never understand. We're talking accounting, securities, bank, wire, and mail fraud; insider trading; bribery; obstruction of justice; conspiracy; discrimination; harassment; it's a long, long list."

Steve Tobak Oct 25, 2011 - BNET

Top Ten Suggestions for things a Manager Should Do

Finally, here are the top 10 suggestions for improving emotional intelligence:

1. Become emotionally literate. Label your feelings, rather than labeling people or situations. Use three word sentences beginning with "I feel". Start labeling feelings; stop labeling people & situations

"I feel impatient." vs. "This is ridiculous." I feel hurt and bitter".
Vs. "You are an insensitive jerk."

"I feel afraid." vs. "You are driving like an idiot."
2. Distinguish between thoughts and feelings. Thoughts: I feel like...& I feel as if.... & I feel that Feelings: I feel: (feeling word)
3. Take more responsibility for your feelings. "I feel jealous." vs. "You are making me jealous." Analyze your own feelings rather than the action or motives of other people. Let your feelings help you identify your unmet emotional needs.

4. Use your feelings to help make decisions "How will I feel if I do this?" "How will I feel if I don't?" "How do I feel?" "What would help me feel better?" Ask others "How do you feel?" and "What would help you feel better?"
5. Use feelings to set and achieve goals- Set feeling goals. Think about how you want to feel or how you want others to feel. (Your employees, your clients, your students, your children, your partner) Get feedback and track progress towards the feeling goals by periodically measuring feelings from 0-10. For example, ask clients, students, teenagers how much they feel respected from 0 to 10.
6. Feel energized, not angry. Use what others call "anger" to help feel energized to take productive action.
7. Validate other people's feelings. Show empathy, understanding, and acceptance of other people's feelings.
8. Use feelings to help show respect for others. How will you feel if I do this? How will you feel if I don't? Then listen and take their feelings into consideration.
9. Don't advise, command, control, criticize, judge or lecture to others. Instead, try to just listen with empathy and non-judgment.
10. Avoid people who invalidate you. While this is not always possible, at least try to spend less time with them, or try not to let them have psychological power over you.