

Empathise to Optimise

Build A Powerful 2017 Using Emotional Intelligence

By Neil Fogarty



As we kick off a new year, we already know that a key differentiator for any organisation is its people: the strength of the leaders and their teams. But what do you think of when you think of great leadership? Give yourself time to reflect upon a great leader that you have worked with – and what made them great in your eyes.

I have met hundreds of GCC business leaders since my first time in Dubai in 2011 and have witnessed many positive and negative traits. Crucially, the traits of the leaders strongly influence the culture of the organisation.

So which organisation fares better: the one with the leader who shouts and loses their temper or the one led by a professional who never lets their temper get out of control, no matter what problems they are facing?

What kind of organisation would you expect to be engaged with if the boss doesn't listen to you, doesn't demonstrate trustworthiness and is erratic in their decision-making?

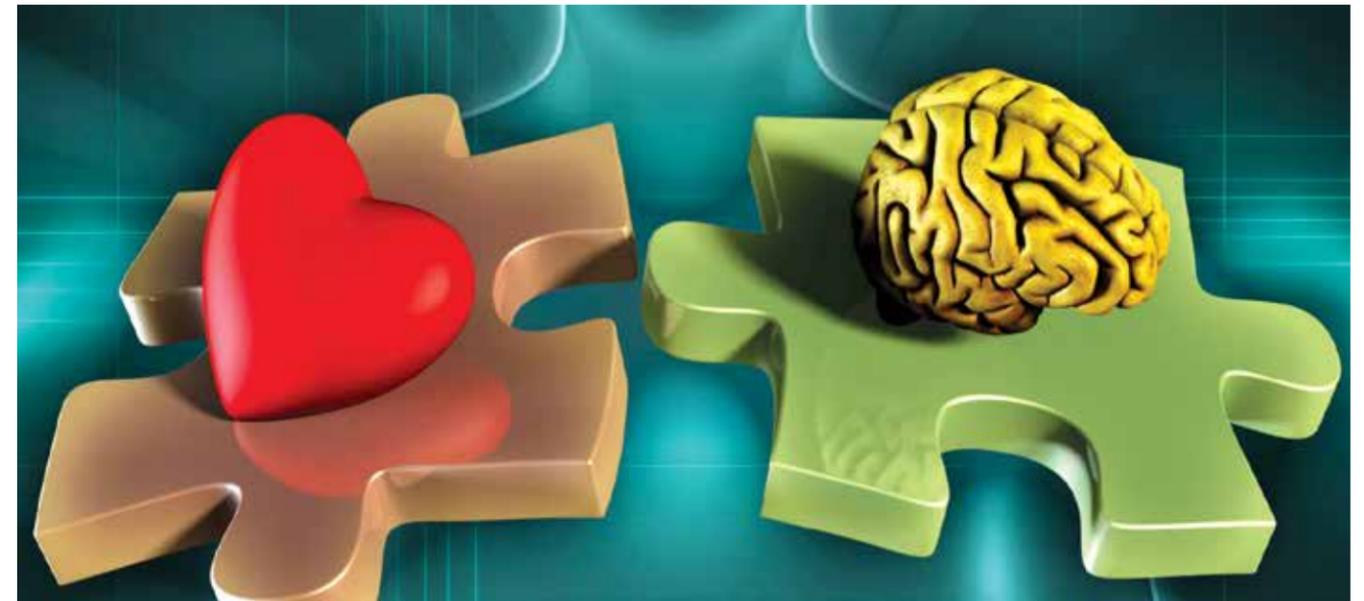
Developing your Emotional Intelligence (EQ)

The general intelligence and personality of

a leader is fairly fixed (your IQ and your personality assessments remain the same for most of your life - in fact, the theory is that your IQ peaks at 17!). Your technical know-how (understanding the nuances and complexities of the work that you do) and your emotional intelligence can be consolidated and built upon deep into your career.

If you're reading this article, then you're probably already aware of the emotional intelligence: it's not that new.

Whilst Social Intelligence is referred to in the 1920s, it's not really until 1983 that the Israeli psychologist Dr Reuvon Bar-On refers to the Emotional Quotient and then, in the 1990s, we hear from Mayer & Salovey which informs Daniel Goleman's book, "Emotional Intelligence: Why it can matter more than IQ".



The five elements of EQ

Emotional intelligence is the ability to understand and manage your own emotions, and recognise how these emotions can affect other people.

According to Goleman, there are five main elements of emotional intelligence:

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social skills

EQ does not equal P

EQ is not 'personality' – so if you've been measured by personality tests such as NEO, 16PF, MBTI, Big Five... don't assume that your EQ has been assessed.

The business case for EQ

This is an interesting evolution of Emotional Intelligence – something NLP struggled to achieve – providing tangible evidence to support the claims made by practitioners. Emotional Intelligence is estimated to account for 27-45% of job success.

In short, Emotional Intelligence supports your work, addressing organisational challenges:

- Higher sales and profits
- Benchmark and increase performance
- Improved customer satisfaction
- Improved recruitment process
- Retain high performers during the current war for talent
- Drive greater ROI on training spend

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- Build aligned and motivated teams – driving efficiency and efficacy
- Create strong risk management
- Reduce resistance to change
- Help people to handle the stress
- Enable better M&A integration
- Transform cultures

So if you accept that EQ has the potential for ROI, how would you go about moving it from theory into something more practical?

Implementing EQ in your organisation

- Identify senior advocates of using EQ
- Agree which single area to focus on first (e.g. conflict, talent management, etc.)
- Gather data to support the decision for the focus area
- Conduct a 360-degree EQ evaluation for leaders and teams within the focus area
- 1:1 feedback meetings to build action plans for improving your EQ
- Workshops to support people as they work on the focus area
- Gather new statistics and stories to help build momentum

When you raise the EQ of the organisation, culture changes for the better: people are enthused by success – particularly when the success comes from their own hands.

Using training, counselling, coaching and consultancy, you can implement EQ into the organisation: emotionally intelligent leaders create better engagement among employees; when teams have higher EQ, they increase their collaboration and innovation as well as make better decisions.

All of this serves to attract and retain emotionally intelligent business professionals able to handle stress, sensibly manage risk, boost customer excellence... and so it goes!

Are you ready for 2017?



Neil Fogarty is a business writer, international speaker and advisor with clients in Europe, GCC, Africa and The Americas. As Managing Director of business psychology company, The Warwickshire Partnership, he works with government and private sector leaders in organisational health, corporate entrepreneurship (intrapreneurs), leadership psychology and business excellence.