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## An OAD LLC Article Emotional Intelligence and OAD

Since Dr. Daniel Goleman's book *Emotional Intelligence* was published several years ago there has been much discussion of this topic and it has been incorporated into many management development seminars. Goleman argues that emotional intelligence can be more important than IQ and is a key ingredient to professional success. To some extent we agree, but Coleman may be overstating his case. First let's look at how he defines emotional intelligence.

There are five key factors that, when combined, measure EI:

**Self-Awareness** - Knowledge of one's own emotions,

**Managing Emotions** - Handling one's own feelings and building self-awareness. Shaking off distress and having the ability to bounce back.

**Motivating Oneself** - Marshalling ones emotions to achieve a goal and getting into an optimistic "flow" state resulting in high productivity in whatever he/she undertakes.

**Recognizing Emotions in Others** - Empathy, a fundamental "people skill" and being more attuned to what others need or want.

**Handling Relationships** - Managing emotions in others popularity, leadership, and interpersonal effectiveness doing well at anything that relies on interacting smoothly with others.

In OAD terms these measures equate to Higher A, Higher E, and Midrange EC.

Translated into words - outgoing, optimistic, communicative people (Higher E) who are also comfortable managing and directing others (Higher A).

Additionally, these people have a balanced level of emotional control being neither too emotional and empathetic which clouds their observations and reactions to people and events (Lower EC); nor are they too detached from understanding other peoples' feelings (Higher EC).

These constructs are frequently found in leadership patterns amongst our clients. And these individuals inspire as well as direct others, know where others' "hot buttons" are, and can read situations quickly. These leaders can "read" others and persuade and motivate them to align with a strategy or vision.

Dr. Goleman's book appeals to leaders, but it must be stated that everyone need not have a high emotional intelligence level.

Many jobs require Higher EC - emotional detachment - along with a strong Lower E technical orientation (e.g. many financial positions). Also a strong Lower EC - emotional involvement - is required in many sales positions. The important point to remember is to identify what the position requires and find and develop the right people.