

EQ: Hiring for attitude more than aptitude



*Raise your
leaders™
- know all about it!
by Jenny Handley*

"People tend to become more emotionally intelligent as they age and mature." - Daniel Goleman

MUCH has been said about the value of EQ, the emotional quotient, in developing oneself into a balanced being. Emotional intelligence is the ability to identify, assess and control the emotions of self and others. In the 1900s many thought leaders provoked debate when they stated that it was as important as, or even more important than, intellectual intelligence and cognitive skills such as memory and problem-solving.

Daniel Goleman, author of *Emotional Intelligence*, says EI can be defined as self-control, zeal and persistence, and the ability to motivate

oneself. Like optimism, it can be taught. He also notes that our fundamental ethical stances stem from underlying emotional capacities, and that our ability to control impulse is the base of will and character.

Goleman says EI is a wide array of competencies and skills that drive leadership performance:

- Self-awareness – reading your emotions and recognising their impact, while using gut feelings to guide decisions.
- Self-management – controlling your emotions and impulses while adapting to change.
- Social awareness – sensing, understanding and reacting to others' emotions while comprehending social networks.
- Relationship management – in-

spiring, influencing and developing others, while managing conflict.

Intrapersonal intelligence is the ability to understand other people – what motivates them, how they work and how to work with them.

The core of intrapersonal intelligence is the capacity to discern and respond appropriately to the moods, temperaments, motivations and desires of other people. It is the key that unlocks self-knowledge.

Interpersonal intelligence is distinguished by someone who fosters teamwork, shows initiative, displays self-management, manages the building of consensus, can see things from others' perspective, demonstrates persuasiveness and promotes co-operation.

The person with interpersonal

intelligence will be able to organise groups, negotiate solutions, mediate between people, and establish rapport between people through personal connection, and a capacity for social analysis.

EQ is important for a leader as improving the way people work together helps leverage intellectual capital, which ultimately creates a competitive advantage. An effective and astute leader can perceive, utilise, understand and manage

emotions – their own and others'. Employers look beyond for those who exhibit more than just IQ – they hire for attitude more than aptitude.

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