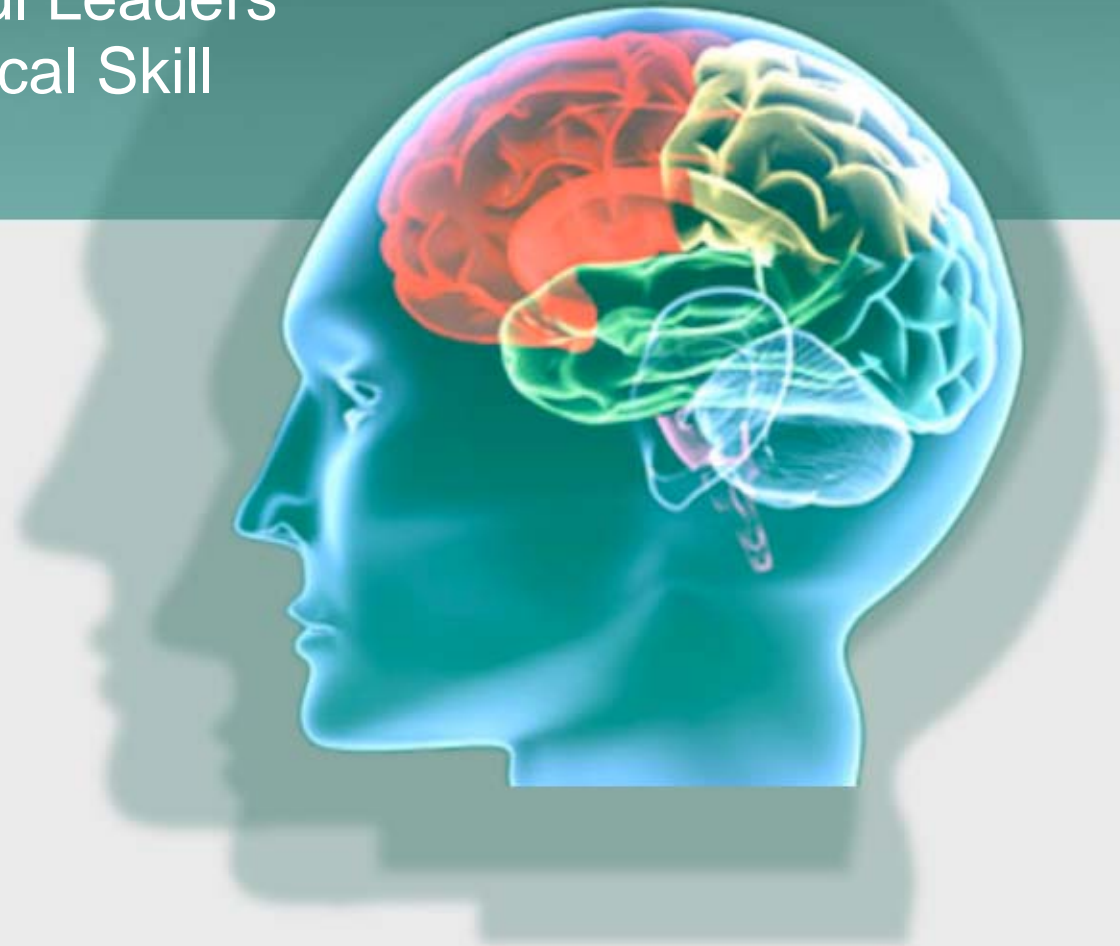


APPLYING EMOTIONAL INTELLIGENCE:

Why Successful Leaders
Need This Critical Skill



JUST HOW CRUCIAL IS IT FOR TODAY'S BUSINESS LEADERS TO POSSESS EMOTIONAL INTELLIGENCE?

According to Whole Foods CEO John Mackey, "For leadership positions, emotional intelligence is more important than cognitive intelligence."¹

Fortune magazine has ranked Mackey's company as one of the "100 Best Companies to Work For" in America for 13 consecutive years, and when Mackey is searching for internal leaders he seeks out people "who have a high degree of emotional intelligence, a high capacity for caring."

Without question, successful leaders must possess business acumen along with industry knowledge and organizational insight. But, as Mackey points out, the quality that separates the most successful leaders from their peers is emotional intelligence—the ability to understand, manage and respond effectively to one's own emotions and the emotions of others.

In fact, research has confirmed that emotionally intelligent leaders are indeed more successful than their less emotionally intelligent peers. So are their companies. At PepsiCo, for example, executives identified as emotionally intelligent generated 10% more productivity and added nearly \$4 million in economic value; for Sheraton, an emotional intelligence initiative helped increase the company's market share by 24%.²

WHY IS EMOTIONAL INTELLIGENCE SO CLOSELY BOUND TO SUCCESS?

According to Marc Michaelson of Glowan Consulting Group, the reason is simple: emotional intelligence is a prerequisite for effective leadership. "The best, most successful leaders master their own states of being *before* they try to lead others," Michaelson says. "They know with great clarity and conviction who they are, what they believe, and how they wish to behave. By mastering their own state of being first, they're able to make better decisions in their

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business and personal lives, calmly navigate the growing complexities of today’s global business environment, and successfully engage and inspire people at every level of their organization.”

Self-awareness, then, lies at the core of emotional intelligence and no truly effective leader operates without either. This concept was highlighted by the *Harvard Business Review* in an article titled, “Breakthrough Ideas for Tomorrow’s Business Agenda.” The article stated, “Executives who fail to develop self-awareness risk falling into an emotionally deadening routine that threatens their true selves. Indeed a reluctance to explore your inner landscape not only weakens your own motivation but can also corrode your ability to inspire others.” Although this article was written a few years ago, its insights into emotional intelligence remain fresh and compelling.

CREATING EFFECTIVE WORK ENVIRONMENTS

One of the greatest benefits of emotional intelligence is that it helps leaders create work environments where people at every level are collaborating and aspiring to do their best work. In fact, emotional intelligence is the first of a particular set of skills and behaviors—which Glowan experts call Smart Skills™—that are utilized by many truly great leaders. In addition to emotional intelligence, these Smart Skills include:

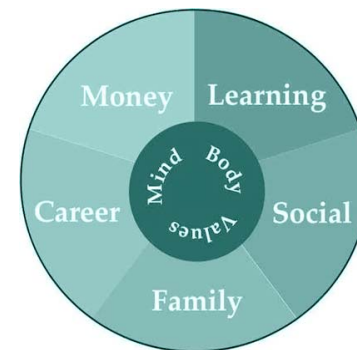
- Influencing with integrity
- Interest-based negotiation
- Stress and change management
- Appreciative inquiry
- High-level communication skills

Each of these skills deserves its own article but suffice it to say that, when applied by someone with strong emotional intelligence, Smart Skills benefit the *entire* organization, from senior leaders to people on the front lines. Given time,

There’s nothing “soft”
about **SMART SKILLS**



- Emotional intelligence
- Influence with integrity
- Interest based negotiation
- Appreciative inquiry
- Life, stress and change management
- High level communication



A rapidly growing number of leaders—from line managers to project managers to those in the C-suite—are adopting Smart Skills personally

these skills become part of the organizational DNA, serving as the “operating code” for everyone within the organization and leading them to greater and greater levels of success.

A rapidly growing number of leaders—from line managers to project managers to those in the C-suite—are adopting Smart Skills personally, and a growing number are charging Human Resources with adding them to the organization’s education and training initiatives for employees at all levels. Indeed, one well-known business software client of Glowan’s credits Smart Skills for having brought a greater level of professionalism and effectiveness to the company’s leadership team and senior individual contributors, as well as improving the company’s overall workflow, communication and productivity.

“Leaders who have mastered their own states of being and who employ Smart Skills are simply better leaders,” Michaelson states. “And the organizations they build reflect their strengths and success.”

As a result, Glowan has created an action planning program called “Total Life Leadership,” which helps individuals begin their journey of self-awareness and self-mastery by carefully evaluating eight key areas of their personal and professional lives: physical health, emotional intelligence, values/spiritual alignment, family life, lifelong learning, social networks, career navigation, and financial well-being. By taking this approach toward becoming more self-aware, leaders learn to:

- identify their personal values and create alignment between their personal and professional lives;
- clearly measure their satisfaction levels regarding critical aspects of their lives;
- determine the sources and signs of stress;
- evaluate and improve the quality of their work processes;
- appraise their effectiveness in managing their life at work and home.

“Total Life Leadership” is a foundational element of Glowan’s more comprehensive L3 Leadership Learning process, which is based on the most recent and relevant leadership research. This process uses a variety of self-awareness tools and activities to enhance leadership capabilities. Participants learn strategies and skills for leadership development on three distinct levels:

- **L1: Leading Self** (Achieving Personal Mastery)
- **L2: Leading with Others** (Cultivating Collaborative Advantage)
- **L3: Leading Others** (Creating the Best Place to Work)

Glowan helps participants explore and understand the behavioral links between self-mastery and transformational leadership. The process also helps individuals offer their organizations leadership that is truly based on their personal values, strengths and vision.



The L3 Leadership Learning process focuses more on who you are rather than the position you hold or other external matters. It approaches leadership from the inside out rather than the outside in. And it proceeds from the fact that you cannot lead others effectively until you’re able to lead yourself effectively.

Emotional intelligence has been called a “soft skill” but, as the research cited above shows, it delivers some very concrete bottom-line benefits. It also helps leaders perform to the best of their abilities and gain the greatest levels of engagement and commitment from their people—and this translates into reduced turnover, enhanced productivity and greater customer satisfaction.

No wonder a growing number of today’s most successful leaders acknowledge that emotional intelligence is simply smart business.

The L3 Leadership Learning process focuses more on who you are rather than the position you hold or other external matters.

ABOUT GLOWAN CONSULTING GROUP

The Glowan Consulting Group is in the business of transforming individuals and organizations utilizing its L3 leadership development and executive coaching activities. Our network of experienced business professionals are skilled not only in all facets of developing leaders and managers, but also in operating businesses and preparing organizations to gain competitive advantage in the rapidly changing global environment.

For more information, contact John Anderson, Glowan Consulting, at 626-914-1545 or email info@Glowan.com.

For more information on Glowan's Smart Skills, Total Life Leadership and L3 Programs, visit www.glowan.com.

¹ "15 Things Every Business Owner Needs to Know," *Inc.* magazine, June 28, 2010.

² "The Business Case for Emotional Intelligence," Joshua Freedman & Todd Everett, MBA, October 15, 2008.