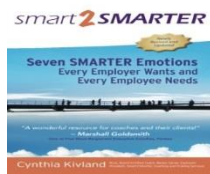


## Should Leader's Bring Their Emotions to Work?

More than anyone else, the boss creates the conditions that directly determine people's ability to work well. ~ [Daniel Goleman](#), *Primal Leadership*



Ever wonder why some of the most brilliant, very smart people aren't promoted to leadership, while those with fewer obvious "IQ" skills climb the professional ladder? [Cynthia Kivland](#), emotional intelligence expert and coach for very smart, asked the very same question. Leaders, individuals and scholars have asked [Cynthia Kivland](#), author [Smart2Smarter: Seven Positive Emotions Every Employers Wants](#), "What prompted you to write your book about smart people?"

Over the last 25 years, [my leadership clients](#) have spanned a range of professions, including scientists, programmers, professors, CEOs, CFOs, presidents, financial analysts and engineers. Each of these individuals had "advanced college degrees" and were deemed high achievers by their peers. These smart leaders did not intentionally set out to derail their careers, but do so as a result of unhealthy behaviors and habits that take their career off track.


I began to witness a series of behaviors, excuses and stories that had nothing to do with intellect, age, gender or level within the organization. What these behaviors, habits and excuses did indicate was the inability to make emotional or social connections that ignite the passion—or "groove"—in oneself and in others. Chalk it up to [emotional intelligence](#) (EI).

When the concept first emerged in 1995, EI helped explain why people with average IQs outperform those with the highest IQs more than two-thirds of the time. I see this in the work I [do coaching leaders and their teams](#). Research indicates that only 36% of people tested can accurately identify their emotions as they happen. Two-thirds of people are typically controlled by their emotions but remain unskilled at using them beneficially. Lack of emotional intelligence is a prime reason people engage in Smart2Smarter coaching services.

People have been talking about EI (also called EQ) ever since psychologist [Daniel Goleman](#) published the *New York Times* bestseller [Emotional Intelligence](#) in 1995. Everyone agrees that emotional savvy is vital, but we now have [case studies, research, standardized tools to measure EI](#) and coaching techniques to develop EI. I often use [the EQ-i 2.0 assessment and Leadership Report](#) as a coaching tool to

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Contact [Cynthia Kivland](#) to take an assessment and participate in a coaching session!  
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increase emotional self-knowledge and then, develop actionable "on the job" behaviors to increase a leader's, and often their team's EI. [Another EI assessment for a leader is from Six Seconds](#), which I also use when coaching leaders and their teams.

 **Liataud Institute** Another method to increase a leader's EI is through a group process developed by [Dr. Jim Liataud](#), and [offered at The Liataud Institute](#) University of Illinois Circle, Chicago. The EI leader group follows industrial ISO processes with a Positive Psychology Protocol in a team learning experience. What I really like about the Liataud program, is how the group format is **process dependent**, not teacher or coach dependent, and applicable to leaders, students and most levels of employees. As a Liataud Institute Graduate and group moderator, I facilitate groups of six selected leaders through an EI protocol that not only increases the leader's EI, but the collective EI of the team. I participated in the group process, and I (and others) can personally attest that I increased my emotional and social intelligence, and most important, developed new EI habits that made me a better coach, spouse, parent and citizen.

Recently, Goleman [has shifted his research to neuroscience and mindfulness](#). His book, [The Brain and Emotional Intelligence](#), helps explain



how emotions are an intricate part of decision making. Most leaders do not realize how much influence "emotional climate or mood" has over strategic planning, attracting followship and problem solving. What we now know is that people with injuries in the emotional center of the brain can retain their intelligence or IQ, but are unable to make smart decisions because they lack emotional connectivity. Emotional connectivity is critical to spark employee engagement – when employees "feel" emotionally connected- they are engaged and perform at a higher level.

**How do emotions impact your leadership approach?**

**How do emotions impact career engagement?**