

In the last two articles [“Should Leaders Bring Their Emotions to Work?”](#) and [“The Emotional Brain”](#), it is clear that there’s no escaping our own or other’s emotions. Whether we like what we feel or not, we’re emotional creatures. The final article in the series provides more evidence that your future really **does get brighter with emotional intelligence (EI)**.



Leaders Set the Emotional Tone

Because leaders achieve organizational goals through others, you may assume they have the best people skills. Wrong! CEOs, on average, have the lowest workplace emotional intelligence scores. Too many leaders are promoted for their technical knowledge, discrete achievements and seniority, rather than for their skills in managing and influencing others. And that is not a good thing for business or innovation!

As a leader, your emotional tone either attracts or distracts followership. Our brains are hardwired to cue in (both *consciously* and *unconsciously*) to others’ emotional states. This is heightened for leaders. Employees are tuned into a leader’s feelings- the good, the bad, and even the really ugly. Employees perform at higher levels with leaders who create a positive emotional climate.

The emotional tone that permeates your organization starts with leadership, and it depends entirely on a leader’s [emotional intelligence](#). When employees feel upbeat, they go the extra mile to service customers. And, the business result is: for every 1% improvement in the service climate, there’s a 2% increase in revenue. When we feel good, we work better.

Feeling good lubricates mental efficiency, facilitating comprehension and complex decision-making. Upbeat moods help us feel more optimistic about our ability to

achieve a goal, enhance creativity and predispose us to being more helpful.

A 2001 study by [Dr. Fabio Sala](#) demonstrates that senior-level employees are more likely to have inflated views of their EI competencies and less congruence with others’ perceptions. Sala proposes two explanations:

1. It’s lonely at the top. Senior executives have fewer opportunities for feedback.
2. People are less inclined to give constructive feedback to more senior colleagues.

Measures of EI in half a million senior executives, managers and employees across industries, on six continents, reveal some interesting data. Scores climb with titles, from the bottom of the ladder upward toward middle management, where EI peaks. Mid-managers have the highest EI scores in the workforce. After that, EI scores plummet.

But achieving goals — and high performance — is only part of the formula for [leadership success](#). Great leaders excel at relationship management, because they’re skilled in forming alliances and inspiring others.

Leaders with Low EI	Leaders with High EI
Low Impulse control. sound off even when it won’t help	Only speak out when doing so helps the situation
Brush off or ignore people when bothered	Keep lines of communication open, even when frustrated
Deny that emotions impact their thinking	Recognize how people or situation impact their emotional state
Get defensive challenged	Are open to feedback
Focus only on tasks and ignore the person	Show others they care about them
Are oblivious to tension	Accurately pick up on the room’s mood

Your Future Gets Brighter with Emotional Intelligence!

EI Impacts Corporate Reputation

EI has a direct bearing on [corporate reputation](#). Boards of directors recognize how it affects stock prices, media coverage, public opinion and a leader's viability. If leaders cannot genuinely express empathy or expose their vulnerability, it's that much harder for them to garner trust and support.

The news media have highlighted numerous cases involving [failed CEOs](#) derailed by their low [emotional intelligence](#). Press coverage has prompted boards to become more sensitive to this leadership trait.

You're prone to ethical failures if you overestimate your intelligence and believe you'll never get caught. Arrogance distorts your capacity to read situations accurately. In a recent [Wall Street Journal](#) article, neurosciences journalist [Jonah Lehrer](#) discusses the contradiction of power — essentially, how nice people can change when they assume positions of authority.

"People in power tend to reliably overestimate their moral virtue, which leads them to stifle oversight," he writes. "They lobby against regulators, and fill corporate boards with their friends. The end result is sometimes power at its most dangerous."

Nonetheless, EI's effect on business performance and senior executives' grandiosity highlight the need for a [well-executed process driven emotional intelligence](#) program that includes a 360 EI assessment along with [executive coaching](#).

How Do You Improve EI in Executives?

 **Liataud Institute** I recommend joining a Process Designed Training (PDT) Executive or CEO EI Forum offered by [The Liataud Institute](#) University of Illinois Circle, Chicago. Proven in a clinical study, the

PDT difference has delivered identical positive results across a diverse group (200+) of randomly selected CEO-level executives. In every case, participants achieved the following identical outcomes, which lead to **higher salary increases and more promotions (39% higher salary increases over peers)**.

I am excited to have this program available to my coaching and corporate clients, and also direct the coordination of the Liataud Institute's public and corporate certification programs for coaches, consultants and counselors.

Isn't it Time to Brighten Your Future with EI?

Your emotional intelligence is the foundation for a host of critical skills, and it impacts most everything you say and do each day. It strongly drives leadership and personal excellence. You can be a top performer without emotional intelligence, but it's rare.

The link between emotional intelligence and earnings is so well founded that every point increase in EI adds \$1,300 to one's annual salary. These findings hold true for people in all industries, at all levels, in every region of the world.

[Emotional intelligence](#) taps into a fundamental element of human behavior that is distinct from your intellect. Research by [Daniel Goleman](#) and other experts supports the view that EI can be learned, and it seems to rise with age and maturity.

- **What programs do you use to increase EI in your workplace?**
- **Yes- tell me more about the Liataud Institute PDT Corporate and Coaching programs. Contact cynthia@liataudinstitute.com.**

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