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THE 5 CATEGORIES OF EMOTIONAL INTELLIGENCE

**EQ is four times more powerful than IQ
especially when it comes to leadership**

A paper by

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The 5 categories of emotional intelligence

EQ trumps IQ every time. EQ is twice as important than IQ when it comes to leadership. It is the most important quality to develop for success at work and in life.

Harvard Business School describes emotional Intelligence as “your ability to understand yourself and understand other people – what motivates them and how to work cooperatively with them.”

However, if we wish to improve our EQ and become even more effective leaders, we need to dig deeper.

There are five categories of emotional intelligence and each category can be broken down into 28 sub-categories.



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1. Self-awareness. *Recognising your own emotions and feelings, how you react under pressure and the effect you have on others.*

- Self-confidence: sureness about your self-worth, strengths and capabilities.
- Humility: appreciation of your weaknesses, influences and biases. The ability to acknowledge that you may not be 100% right. Humility is strength.
- Observation: The ability to observe your emotions without judgement.
- Behaviour Under Pressure. Awareness of how you react under pressure.
- Impact on Others. Understand the effect you have on others (positive & negative).
- Self-honesty: Honesty about your answers to each of the above.

2. Self-control. *Managing disruptive impulses, how you react and how long an emotion lasts.*

- Controlling emotions. The ability to pause, to not act or react impulsively when confronted with an emotional situation. The ability to not react impulsively to someone else’s emotional outburst, even when it is aimed at you.
- Ownership. The realisation that it is you who generates your emotions, not the other party. The emotions you feel, their strength and what triggers them – are all within your control.
- Detachment. The ability to stay slightly detached, emotionally. To be objective and look at the bigger picture.
- Integrity. A desire to maintain standards of honesty and honour.
- Adaptability. The ability to accept uncertainty and adapt accordingly.

3. Empathy. *Understanding others – how they think, feel and what they are trying to achieve. The ability to genuinely put yourself in their shoes and appreciate their point of view.*

- Transposition. The ability to put yourself in the other person's shoes, appreciate their point of view and understand their intentions.
- Understanding the Motivation of Others. Understanding the right reason and the real reason for their actions.
- Respect for Others. Respect for the other person and an ability to assume that they have good intentions / are coming from a 'good place'.
- Diversity of Opinion. Embracing and encouraging diversity of thought, background and experience. Embracing and encouraging 'constructive disagreements' and new ideas.
- Social awareness. Reading a group's emotional currents and relationships.

4. Relationship Management. *Developing the skills you need to deliver shared objectives.*

- Fostering Key Relationships. The ability to identify the key relationships you need to foster – and proactively develop them.
- Active Listening. Listening to understand not just to reply.
- Clear communications. The ability to deliver clear, concise and relevant messages that are fully understood by the other party or parties.
- Scanning. The ability to gauge how an interaction is going in real time and pick-up on social cues.
- Collaboration, cooperation and compromise. Willingness to compromise to find shared objectives. 'Winning' solo is only ever short term.
- Managing conflicts and difficult situations with honesty and respect

5. Motivation. *Of self and of others. Building clear goals, taking initiative, commitment and a positive, proactive attitude.*

- Self-motivation. The ability to motivate yourself, even when things aren't going your way.
- Motivating Others. The ability to motivate other people to want to achieve shared objectives.
- Drive. A strong desire to deliver the required outcomes, to grow and to develop.
- Driving and Embracing Change. Willingness to initiate, lead and embrace change.
- Positivity. Optimistic mindset, positive attitude and a proactive approach.
- Clarity - of what you are seeking to achieve, and why.

*Which of the above are most important for you to enhance your impact and your career?
How would you rate yourself against every one of the components and sub-components above?
How would others rate you?*

Conduct an online assessment of your EQ at www.changeandstrategy.com

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Campbell Macpherson: The Change Catalyst

Campbell Macpherson is an international expert on leadership and change, a keynote speaker, an award-winning author and an Executive Fellow of Henley Business School. He has been enabling leaders for 3 decades across the UK, Europe, Australia, US, ME and Asia.

His executive career included Senior Adviser to the Abu Dhabi Investment Authority, Strategy Director of Zurich, HR Director of Sesame (1000-person FS firm), Marketing Director of Virgin Wines and eBusiness Head of AMP. He began his careers flying jets (badly) in the RAAF.

Clients include: T Rowe Price, BNY Mellon, Pershing, Howden Insurance, CPA, Shoosmiths, Invesco, Henley Business School, Singer Capital Markets, SJP, iPipeline, Mazars, ...



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