



THE EVEREST *Leadership Academy*

What Makes a Leader?

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Emotional Intelligence

- Identifying individuals with the “right stuff” to be leaders is more art than science
- Situational leaders have different styles, but most effective leaders are alike in a crucial way – a high degree of “*emotional intelligence*”
- Components of emotional intelligence:
 - Self-awareness
 - Self-regulation
 - Motivation
 - Empathy
 - Social skill



Evaluating Emotional Intelligence

- Three categories of capabilities:
 - Technical – like accounting
 - Cognitive – analytical reasoning
 - Competencies – EQ skills such as the ability to work with others and effectiveness in leading change
 - In measuring outstanding performance, EQ proved to be twice as important as the other capabilities
 - Comparing star performers with average ones in senior leadership positions, nearly 90% of the difference in their profiles was attributable to EQ factors rather than cognitive abilities

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The five skills of emotional intelligence

- Self-awareness – knowing one’s strengths, weaknesses, drives, values, and impact on others / recognized by self-confidence
- Self-regulation – controlling or redirecting disruptive impulses and moods particularly anger, anxiety, and sadness
- Motivation – relishing achievement for its own sake
- Empathy – understanding other people’s emotional makeup
- Social skill – building rapport with others to move them in desired directions



Can EQ be Learned?

- People are born with certain levels of empathy and they acquire empathy as a result of life's experiences
- Scientific inquiry strongly suggests that there is a generic component to EQ
- EQ can be learned
- EQ increases with age
- EQ is born largely in the neurotransmitters of the brain's limbic system – learns best through motivation, extended practice, and feedback