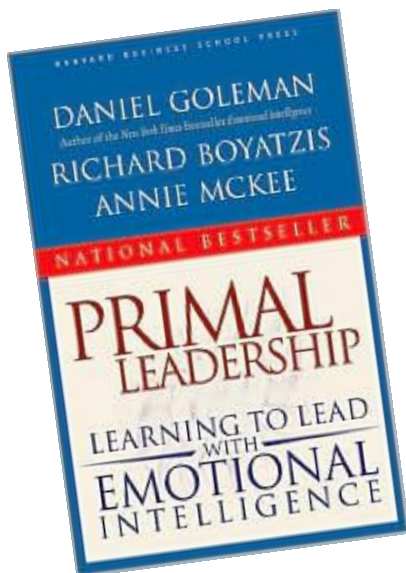


GOT EMOTIONAL INTELLIGENCE?

By Greg Wiens



PRIMAL LEADERSHIP: LEARNING TO LEAD WITH EMOTIONAL INTELLIGENCE

By Daniel Goleman, Richard Boyatzis, and Annie McKee
Harvard Business Press, 336pp. \$32.00

You don't need to be a genius to be a great leader. At least that is what the authors of *Primal Leadership: Learning to Lead with Emotional Intelligence* have found. They say that the key to great leadership is that intangible "something special", the lifetime pursuit of many. After much scientific research, social observation and in-depth interview, they gave it a name: Emotional Intelligence (EI).

Emotional intelligence is, simply put, "how leaders handle themselves and their relationships." The dexterity with which a leader wields EI determines whether they create a resonant (positive) or dissonant (negative) work environment. Without EI, "a supposed 'leader' may manage—but does not lead," according to the authors.

The authors' research shows that the brain is designed so that other people can change its physiology, thus changing emotions. Humans "catch" each others' moods—positive or negative—like viruses.

The higher the emotional intelligence of the person, the more likely they are to be the contagion, transmitting their mood to everyone else. Naturally then, the leader's EI sets the team's tone, affecting performance, for better or worse.

The continual interplay among members of a group creates a kind of emotional soup, with everyone adding his or her own flavor to the mix. But it is the leader who adds the strongest seasoning.
— *Primal Leadership*

The book further outlines the components of EI, as well as six different leadership styles. The authors mention that a leader will never possess all EI competencies, nor will he or she use all leadership styles at once. The key is discerning which situations call for a particular competency or style; like a bag of golf clubs, each has a specific use.

The true value of *Primal Leadership: Learning to Lead with Emotional Intelligence* is as a tool to develop leaders and teams to greater cohesiveness, overshadowing the somewhat common-sense conclusions drawn from the research. The research is groundbreaking, however, and real-life examples in the book help identify areas of a group that are emotionally thriving, or emotionally toxic.

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