



Building Emotional Intelligence (EI) Capital

Emotional intelligence (EI) is about understanding yourself and relating to others.

Reasons to value EI:

Leadership Effectiveness

Analyzing competency models of 188 companies, Daniel Goleman found that emotional intelligence proved twice as important as technical skills and pure intellect for excellent performance in jobs at all levels. (Goleman, 2004, *What Makes a Leader?*)

Employee Performance

Executives' EI – their self-awareness, empathy, rapport with others – drives everyone else's moods and behavior through a neurological process called mood contagion. (Goleman & Boyatzis, 2008; *Social Intelligence and the Biology of Leadership*)

Business Success

Because of the furious pace of change in business today, difficult to manage relationships sabotage more business than anything else. It's not a question of strategy that gets us into trouble; it's a question of emotions.

– John Kotter, *Harvard Business School*

Talent Retention

Research findings show that employees don't leave their organizations; they leave their leaders. For example, Leigh Branham cites that 90 percent of departing employees leave because of issues with their "job, manager, culture or work environment," yet nearly 90 percent of managers believe that "employees leave and stay mostly for the money."

(Branham, 2005, *The Seven Hidden Reasons Employees Leave*)

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