

EQ may not be enough

by Basil Leonard

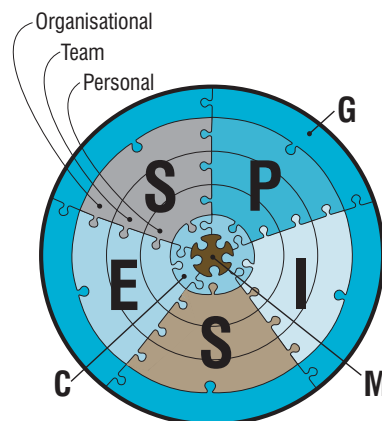
People are complex beings. Reduce them to a single formula or simplistic definition and you rob them of the depth of their capability. For years the concept of the Intelligence Quotient (IQ) was, for many, the definitive evaluation of human potential. In South Africa IQ scoring increased the rift between racial groups. While the IQ test still has its place, most have come to the realisation that there is more to individual potential than simply intellect (I in the diagram).

Peter Salovey and John Mayer introduced the concept of Emotional Intelligence (EQ) in 1990 and showed that the competencies associated with EQ are more essential when leading people than simply having a high IQ. They identified four parts to EQ, namely the ability to perceive or sense emotions, the use of emotions to assist thought, the ability to understand emotions and the capacity to manage emotions (E in the diagram). This was supported by the later work of Daniel Goleman.

I would like to suggest that, at a first level of

as the intelligence with which we balance meaning and value, and place our lives in a wider context. Spiritual intelligence is the ultimate intelligence, as without it the other intelligences appear to crumble!

In putting these five parts together, I like to refer to the SPISE of each individual. Each component of



The multiple intelligences required of a leader

principles (M in the diagram). Between the MQ and the personal level of the SPISE, consideration needs to be given to the Cultural Intelligence (CQ) on which we draw. In SA in particular we have seen different interpretations of moral and ethical issues where, in many instances, the only differences to be detected were cultural in nature. A definition of cultural intelligence is a person's ability to grow personally through continuous learning and good understanding of diverse cultural heritage, and to deal effectively with people from different cultural backgrounds (C in the diagram).

To complete the picture, we need to add the outer dark turquoise circle to the puzzle. This is Environmental or Global Intelligence (GQ). It has been said that we live in a global village and that this village is becoming smaller all the time. We need to recognise the impact of global issues such as global warming, the financial meltdown, the different racial and religious wars, etc., on our daily existence. Global intelligence is therefore a geopolitical awareness of the impact of forces from outside our own 'world' (G in the diagram).

May I propose that in our dealings with one another we move away from those easy answers? We are complex beings and those with whom we interact are no different. The business leaders of today are multi-talented people coping with multiple intelligences within themselves and others. ■

We are complex beings and those with whom we interact are no different

evaluation, at least three more aspects need to be included. These are Social Intelligence, Physical Intelligence and Spiritual Intelligence (S, P and S in the diagram). Each of these is prominent in research evidence, as well as in the writings of authors such as Edward Thorndike, Daniel Goleman and Howard Gardner.

Social intelligence is the ability to get along with people in general, knowledge of social matters, and sensitivity to stimuli from other members of a group. Physical intelligence concerns the ability to 'listen' to our bodily needs, and to make the physical dimensions of our lives as comfortable as possible. This includes all tangible items in our lives: body, assets, career. The spiritual intelligence dimension is viewed

the SPISE is impacted upon by or influences three dimensions. These are the personal, the team or family, and the societal or organisational dimensions. The personal is the intrapersonal and interpersonal aspects of our being, while the team dimension refers to all the different 'teams' we may be part of, including our family. The organisational, in turn, refers to society or business.

It now appears that three more intelligences need to be added to the multiple-intelligences required of the business leader. The first of these is Moral Intelligence (MQ). This was made popular by Doug Lennick and Fred Kiel in 2005. In the simplest terms, moral intelligence is the ability to differentiate between right and wrong as defined by universal



Basil Leonard

Basil Leonard, associate professor extraordinaire of the University of Stellenbosch Business School, is attached to USB Executive Development Ltd, the executive education arm of the school, where he is executive: Enterprise Learning and Development. He lectures on Emotional Intelligence.