



Leadership Intelligence:

How do you manage decisions?

By Dr Yvonne Sum

Ever wondered how we actually make intelligent decisions in our business? Are you one who prefers to analyze ... so much so that you almost get paralyzed by the information-seeking process? On the other hand, are you more likely to fly by the seat of your pants ... and just handle issues by how they feel? You may not have given it much thought. Yet we make countless decisions every day in our business. Do our business barely survive or exceptionally thrive? Well, we're really counting on those decisions. Those intelligent decisions.

What is intelligence?

Is intelligence an innate quality an individual possesses, or is it a skill that can be developed? Did you know that there are different types of intelligences? Let's explore them broadly under Intellectual, Emotional, Intuitive intelligences.

Intellectual intelligence

Let's begin with the Intellectual Intelligence. We are all quite familiar with the concept of the Intellectual Quotient, or IQ as it is commonly known. Unfortunately, sometimes people can have a misconstrued idea of what IQ is.

I am not sure whether you have had an IQ test applied or administered when you were at school. They hustle you through, get the results and assess what kind of intelligence you have as a result. It is a crazy idea of another person assessing how intelligent you are from an IQ test. Furthermore, a decision on your academic or professional career may be made as a result of this.

Is it not ludicrous to base someone's intelligence based on their answers to the questions on these quizzes. e.g. this has been taken from an IQ test: "Which one of the 5 makes the best comparison? Tree is to ground, as Chimney is tosmoke, brick, garage, sky or house". If you are not familiar with these items from such a culture and you do

not understand the concept a garage or a house and you therefore cannot answer this question, that means you are not intelligent.

It has been found that most of these questions were related to the culture on which the person was born into or grown up with. Sample groups done and tests normalised were found to be biased. Intelligence testing came to light around the 1860s, and was picked up by the Universities in Germany, Prussia and the USA. This was an attempt to assess someone's personal intelligence measured by a series of questions. It was argued that intelligence was best thought of as a single property distributed within a population over a bell shaped curve, meaning that a few people have high intelligence (usually with scores over 130), those under 70 considered to have low intelligence, and the rest of the population are generally clumped in between. Now with all these quizzes, sweeping generalisations are made. Measurements are made with no considerations with regard to gender, race, age, culture, economic status. Sample sizes were relatively small and generally not representative of the broad community. However, the results were often generalized across the broader community as a rule and that was the measurement that started to gauge the level of an individual's intelligence. Now this is largely ludicrous that we can make an assessment whether somebody was intelligent or not based on being able to answer a series of questions over a time frame.



Multiple intelligences

In 1983, Howard Gardner began publishing on the whole concept of intelligence. He made popular the idea of multiple intelligences in his book *Frames of the Mind*. In his literature, he mentioned 7 major intelligences and that an individual cannot be assessed on one IQ score alone. The 7 major intelligences an individual could have (in no particular hierarchy of importance) are:

Linguistic – a sensitivity to written & spoken language, the ability to learn language and the capacity to use language to accomplish certain goals, eg lawyers, speakers, writers, poets may demonstrate this intelligence.

Logical-Mathematical – a capacity to analyze problems logically, to carry out mathematical operations and an ability to investigate issues scientifically. This is well-developed in mathematicians, scientists, people who are logical.

Musical – ability to perform skills with musical pursuits, compose music, appreciation of musical patterns e.g musicians, composers, conductors, dancers.

Bodily-kinesthetic – potential to use whole or part of body to demonstrate patterns or to solve problems, or to fashion products, e.g. dancers, actors, athletes, craftspeople, surgeons, dentists, mechanics, hands-on technical people.

Spatial intelligence – potential to recognize and manipulate patterns of wide spaces, e.g navigators, pilots. Also the patterns of being able to navigate in more confined spaces such as sculptors, surgeons, dentists, architects, chess players, graphic artists.

Personal intelligence - capacity of a person to understand the intentions, motivations and desires of another person, and consequently the ability to work with others. E.g. teachers, leaders, political leaders, actors.

Intrapersonal intelligence – the capacity to understand oneself, to have an effective working model of oneself, including one's own desires, fears, inner thoughts and to use such information effectively in regulating one's own life.

Gardner brought forth a whole new light in intelligence testing – that the human being has multitude intelligences and may demonstrate a whole range of these, to different extents and uses, and in different combinations.

Gardner's later work : *Intelligences reframed* in 1999 stated that we should not be confined to the 7 major intelligences. Some of the ones he discussed were:

Naturalistic intelligence – an ability to recognize and classify species.

Spiritual intelligence – a gift for religion, mysticism or the transcendent. This is quite controversial with the sciences. But even if we just consider not in the academic realm and appreciate that these people really do have a level of intelligence deeper than what the scientific eye might see.

Existential intelligence – concerned with ultimate issues which seem to be ambiguously conceived : the much bigger questions in life, such as Who are we? Where are we? Where do we come from?

Moral intelligence – ability to master the value systems within their cultures, through linguistic, logical or personal intelligences.

In his later work in the 1990s, Gardner had taken his baseline intelligences and expanded them into actions, tasks or activities that people may do. Further, we may start thinking about what some of the intelligences we may have: leadership intelligence, supporter-follower intelligence, financial intelligence, planning intelligence,



collaborative intelligence, social etiquette intelligence, aesthetic intelligence, narrative intelligence, playful intelligence, humorous intelligence.

Gardner emphasized we should not restrict our intelligences, but to consider that everyone of us has a range, depth and breadth of intelligences. When we start embracing that, we can start appreciating our own qualities and abilities. When these intelligences are given credit, we can start trusting in our own capabilities and push forward to demonstrate that which may have been lying dormant, hidden or uncovered.

Emotional Intelligence

Howard Gardner was a university professor and he brought a lot of new light into intelligences. An even more powerful reassessment of intelligences came with Daniel Goleman's work in 1996. He wrote a book called Emotional Intelligence, or more commonly known as EQ, where he discussed and challenged the concept that IQ was the sole measure of intelligence. He argues that our world has ignored a significant amount of skills and abilities – that of emotions. He states the importance of recognizing one's own emotional life, regulating one's feelings, understanding those of others and being able to work with others – these are a part of the collective intelligence of a person.

A book written in 1997 called Executive EQ by Cooper and Sawaf talked about the extension of Goleman's work – applying EQ into the business environment, talking about the different aspects a professional may wish to address, look and develop in order to develop themselves as a professional in this day of constant change, and the need to understand the diversity and differences within the work environment.

Executive EQ talks about 16 different intelligences within the emotional quotient. These are broken into 4 main categories.

Emotional literacy – has to do with the individual's ability to express themselves emotionally. This is divided into 4 sections:

Emotional honesty - Do you have the courage to say what is really going on for you? Or do you tend to stifle it, to keep it down, to keep it to yourself?

Emotional energy – What's your stamina like? Notice that sometimes when you are lacking in energy that you can be more reactive, more emotionally charged? Do you have a stamina to hold up or stand up to the stresses you need to cope with from a day to day functioning basis.

Emotional feedback – Are you able to give feedback to other people on an emotional level? It is also to do with your sensitivity, and your ability to have empathy.

Emotional connection & intuition – Are you able to intuit? Are you able to make connections with people? Are you able to get a sense, a gut feel? Does that come to you easily? It is interesting to note that it may come to you easily. Yet do you take the time to read and understand what that is really about.

Emotional fitness

Authentic presence - When people meet you, do they sense an authenticity to you, a realness, a solidness about you? People who often hold the authentic presence usually puts across a strong charisma. One gets a sense of something profound or of high quality, or a deeper meaning about them.

Trust radius – How far afield do people trust you, and take solace in you?

Constructive discontent – Are you able to cope with any discussion, contest, argument or criticism. What is your level of stamina? What is your level of solid belief in yourself?

Resilience and renewal – Do you have the strength and resilience? Are you able to renew yourself?

Emotional depth

Unique potential & purpose – Are you clear on your purpose? Do you know your mission? People who know



their mission, direction or purpose tend to have a more solid basis in themselves. From that they develop their strength in their EQ.

Commitment – Do you have a commitment to your word, your own direction, a commitment to where you are living or where you are working? EQ develops as your commitment develops.

Applied integrity – Do you know your own values? Are you clear on what you will stand up for or put up for?

Influence without authority – people who are able to use influence patterns that allow other people to come along with them, to believe in them, to be influenced so they will then follow their course or mission.

Emotional alchemy – Alchemy is about turning common metals into precious metals: Phenomena which allow something that is relatively worthless to be transformed into something that is worthy.

Intuitive flow – Where do your creative juices come from?

Reflective time shifting – Are you able to know how this idea or initiative or project is going to affect your people within a week, a month, a year? That you are able to shift your time perspective to be able to see if it is going to be of value or not.

Opportunity sensing – Some people are just able to sense to pick up on the different aspects that will flourish their business, or take it to another level. Or just see an opportunity of how they can develop further.

Creating a future – People who can see a future and then create a future who can develop their own emotional intelligence.

People who are able to develop the 4 emotional cornerstones of literacy, fitness, depth and alchemy are those who are able to develop their depth and breadth of their EQ.

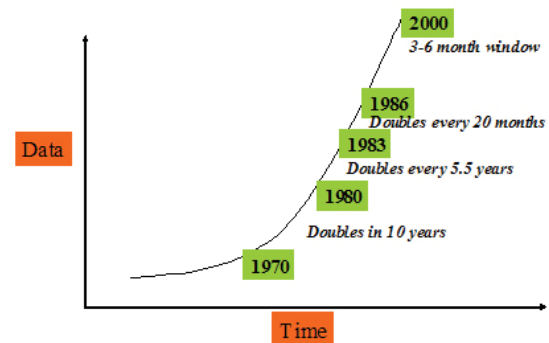
EQ is playing a more important role in business now more than ever because time is moving on more quickly. (Refer Appendix 1) The changes we are needing to work with are happening more rapidly. The complexity of the changes we are needing to deal with is increasing. The times we have got to implement the changes relative to the amount of resources is decreasing. We have to work a lot quicker. Gone are the days when we had weeks or hours even to ponder over a decision, to analyze and look at the depth of the research that we can do before we can make our decision. We are having to think much more on our feet, to respond to situations, to be able to come up with the best decisions, in that given time.

Appendix 1

Do you remember when surfing the Internet became a routine activity in every home and office? How about when the PC became a household item? Anybody recall the days when television first came onto the scene? Most likely, none of us will remember when books first came into mass production.

Rate of Change

Ref: Naisbitt



Let's take a drive down the memory freeway. When television was becoming part of the household from the 1950s to the 70s, information doubled in twenty years. By 1980, information was doubling every ten years. This exponential growth of the Information Age continued so that by 1983, information was doubling every 5.5 years. In 1986 when the PCs were being introduced into the home, the half-life of technology was 20 months. Speeded up by the advent of the Internet, by 1999 existing data



was superseded in 3-6 months by new information. The accessibility of the Internet in the new millennium demonstrates that we demand new information on a daily basis.... and quickly too.

Managing the Information Age

So what does this really mean to us professionally? The information explosion means that we need to keep up with the accelerating change: updating our knowledge through reading our professional literature, attending the never ending series of Continuing Education courses to upgrade our skills, investing in the latest in computers and state-of-the-art gadgetry, continuously re-structuring our businesses to keep up with business & market trends, not to mention the changes in taxation, superannuation and industrial relations. We have to make decisions in quick time!

With IQ intelligence, you can get hired by a reputable company. But it is the EQ that gets you promoted. (Refer Appendix 2) With high IQ, you can become a whiz at the daily work routine. But it is with a high EQ that you will thrive in times of change and uncertainty. With the high IQ, you will become an efficient professional or manager. But it is with the high EQ that you can become a great leader. The EQ teaches you to trust yourself, to learn to understand yourself, to develop a great depth of knowledge & insight. It is the heart that one sees rightly what is essentially invisible to the eye.

Appendix 2

IQ vs EQ

As dentists, our intelligence quotient (IQ) has played a large part in getting us through our education and training and determining our level of success. We have been judged on our IQ in university exams and in job interviews and no doubt we were hired as a result of our IQ. However our success in general practice, and specifically in communicating with patients, peers and staff, has a lot more to do with our "emotional intelligence quotient" or EQ.

Intuitive Intelligence

When we take the time to know ourselves, to listen to the signs of our own intellect and our own emotion that allows our intuitive intelligence to develop: That inner sense.

Now it is naïve in business to think that you can just work off a gut reaction, work off your emotional intelligence and think that that will do. In business, what I have found in good leaders, with excellent managers, with coaches, with supervisors, with great sales people, that they work off a combination between their EQ (emotions and gut reactions) and their IQ (their intellect, their ability to analyze, their insight and thoughtfulness).

The combination between the EQ and the IQ allows these people to develop their intuitive intelligence. So that when they get a gut feeling, they do not become reactive to that gut feeling. They take their time to think about it, to draw on experience, to analyze, to go through the steps logically, to think from all perspectives. Step into the shoes of other people. Go to other time frames. And then to come up with an answer.

It is so often that our intuition gives us the right answer. Yet for myself, I sometimes do not take the time to listen to my intuition. It has got the wisdom right from the outset. Yet often I override it with my emotions, my likes or my dislikes. Or I can override it with my intellect.

When we learn to develop a strong relation with our intellect and realize that we have multiple intelligences; When we realize that our experiences are extremely valuable; when we trust ourselves to go with our own thinking, to take the time to think about our own opinion to be as valuable as other people's opinion, by all means taking the time to listen to other people's thoughts or opinions, looking at reference material ... Ultimately it comes back to our own thought process. I have found it so often in business that people listen to other people and what they have to say without taking the time to think about their own intellect, about their own thoughts on the situation.

The second thing is the EQ – if we only work off the emotional



quotient, we find ourselves being swayed one way or another based on likes or dislikes. I find that sometimes people become swayed by their own emotional intelligence based on what they have liked before, or unfortunately by what they haven't liked before. E.g They may have been in a previous job with someone they did not get along with, or where somebody had given them a hard time. It would be interesting that if they went to another job, and there was another person that reminds them of that previous person, sometimes they can have a similar emotional reaction to that person, although they may have completely different intent, or completely different qualities. Sometimes our emotional responses can also haze the situation or cause us to go off track. So our emotions can be valuable to pick up cues and hints, understand our inner feelings. Be aware that it does not always come through with wisdom. Sometimes our emotional intelligence can be swayed or biased.

So it is necessary for us to balance our EQ (our gut responses) with our IQ (our experience, our intellect and our learned understanding), so that then we can take the time to learn to trust and understand our intuitive intelligence.

Intuitive intelligence is the combination of the two – EQ and IQ. When we start to trust our intuition, it allows us to get a deeper sense of which way to sway the decision. Leaders in business often do not expect himself or herself to make 100% of their decisions correctly. They allow a margin for error because so often we have to make decisions quite quickly. If a leader is able to make 7 out of 10 decisions well, if they are able to make accurate and rapid decisions so that progress can continue, that is sometimes a major feat for a leader. The good leaders, the leaders that people look up to, the leaders who are able to keep a department running or an organization going, are able to keep the information flowing and the decisions happening, are the leaders that learn to rely on their intuitive intelligence. They are able to trust their inner thoughts, their inner sense. It is much more than just a gut reaction. It is an inner knowing. We learn to tap into

that inner knowing when we learn to develop our intuitive intelligence – and that is where the quality of our decision making can come through.

In summary, we have intellectual intelligence, mainly from Gardner's perspective of multiple intelligences. We have a wealth of intelligences within us. So often we do not take the time to trust it. To believe in it. Emotional intelligence, which can be our gut feeling, our emotions, our feelings that we have inside. It can be a strong indicator of which way to go, how to make decisions, how to make choices, how to act, how to respond to people. Then we have the combination of the two which is our Intuitive intelligence. Our deep inner knowing . The wisdom which resides in each one of us. As business people, if we take the time to understand our own intelligence, our own knowledge, our own wisdom, if we take the time to get in touch with our intuition, it allows us to tap into a brilliance that lies within us.

Trust that we have what it takes to manage those intelligent decisions. So the next time you make an intelligent decision, you are indeed further developing your Leadership Intelligence.

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