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## Emotional intelligence and teams: In search of emotionally intelligent managers

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For sure, many of us can think of someone who has had a positive influence on our professional lives. Maybe it was one of our bosses or managers from the past, or perhaps it is someone we are lucky enough to continue working with today – a person that makes going to work every day a much more pleasant experience.

Someone who respects people and is friendly, who is demanding yet knows how to recognise effort – a boss whom people admire and follow. The sort of boss who is close to team members and who knows that above all else they are *people* with emotions and opinions.

This type of leader gets people to work harder and better – and this translates into greater productivity and profitability for firms.

If firms are in the business of getting results that enable them to grow and create a market image and reputation, why can't they see that their employees' 'emotional salary' is more important than the size of their pay cheques? The day that firms realise this they're going to start demanding that managers get better results from their teams by learning how to increase their people's 'emotional salaries'. Valuing and recognising people – this is what it is all about. Not only is it simple, but it has zero cost for the firm. All that's required is a shift in style of leadership. Unfortunately, though, managers' leadership styles often leave much to be desired, at times producing the exact opposite of what we are talking about: unhappy and burned out people who under-perform, or even worse, who send out negative images of the firm.

The solution, of course, does not lie in cutting under-performing employees' salaries, but in complementing them with personal and professional development – and a feel-good factor that everyone has a right to at work.

Fortunately, more and more firms are becoming aware of the need to win the loyalty of their employees. And at the same time, more and more people are demanding more of that feel-good factor in the workplace.

It comes as no surprise to those of us in HR selection and recruitment to find that people are showing more interest in the working environment, in the opportunities for personal development and in the person they will be directly working with. In brief, whether the HR policy of the firm looks out for the well being of the employee. These concerns are becoming ever more frequent – sometimes even outweighing issues like the size of the salary.

Leadership is the key to organisational success. It is the main ingredient required for the survival and growth of organisations. Bosses, then, need to take steps to learn more about leadership in order to make their management style more effective.

Most managers are valuable to the firm because of their strategic vision and their ability to grow the business and relate to clients. But to what extent do we consider their ability to manage people from an emotional

point of view? What could be more important than this when it comes to managing and motivating? Many managers lack these skills, but they can be learned.

What does motivating teams involve? Traditionally money has always been seen as the key, but human motivation is much more complex than this. Money is only part of the answer, along with intellectual, spiritual and other considerations. According to Ricardo Solana, motivation is “what makes an individual act and behave in a particular manner. It is a combination of intellectual, physiological and psychological processes that determine – in a given situation – how strongly we act and in what direction we channel our energy.” Daniel Goleman defines Emotional Intelligence as an important personal success factor. It is a capacity to know, control and induce emotions and moods in both oneself and in others – and it is something that can be learned. So what are we waiting for? Let’s start putting it into practice.

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