

Life's Paradox

uncommon reflections of life matters

Leadership Intelligence: How do you manage decisions?

By Dr Yvonne Sum, BDS Hons, NLPTT, APMC
International Speaker & Personal Coach

Ever wondered how we actually make intelligent decisions in our lives – be it in business, for the family or for yourself personally? 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 lives. Do our business barely survive or exceptionally thrive? How do our decisions impact our family and ourselves on a personal level? 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 sat for an IQ test where the testers hustle you through, get the results and assess what kind of intelligence you have as a result. It is a crazy notion to have a person assess your intelligence simply from reading your IQ test scores. Sometimes major decisions on your academic or professional career are derived from such inane gauges of one's intellect.

Isn't it ludicrous that we base someone's intelligence on their answers to quiz questions ostensibly disguised to probe the existence of grey matter?

A sample question goes like this: "Which one of the 5 makes the best comparison? Tree is to ground, as Chimney is to*smoke, brick, garage, sky or house*". If you are not familiar with these items – which are often culture-specific - and you do not understand the concept of a garage or a house, you would not be able to answer the question. Does that mean 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 given 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.

Now is a good time to look at developing our talents – whether it is with our work associates, or it is with our children at home and also at our selves. These talents could span the whole range of the Multiple Intelligences. Let us look at a kaleidoscope of possibilities when it comes to being intelligent. Is it not said that when we something well, we want to do it more? The more we do it, the better we get at it. The better we develop, we love doing it even more! What a great vicious cycle to get into: a spiralling cycle of success.

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.

Emotions have largely been placed in the “too-hard” basket – whether it is at work, at home or within our selves. The fact that it is an inevitable part of our being cannot be ignored. Let us not deny the emotions we all feel, and actually harness it. In understanding our emotional intelligence, we can be so much more effective at home and at work.

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. Read each of the following items and notice how you can apply them at work, at home and within your self.

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 and our personal lives 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.

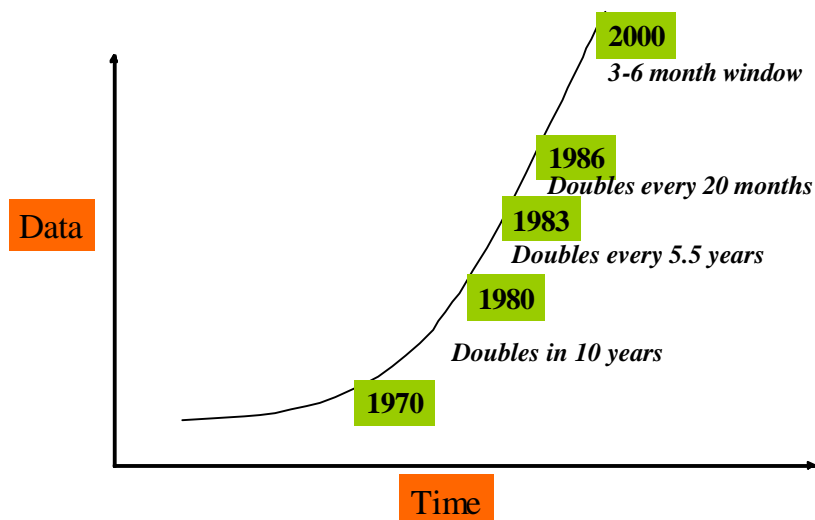
Appendix 1

Managing @ Velocity of Change

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 personally, professionally and in business? 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! That is true not just in business but in our personal interactions too.

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 whizz at the daily work routine and technical operations. 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 business 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.

Imagine how you can thrive beyond the work place by equally harnessing your EQ at home. As a family grows over time and people change and develop within it, there are times of uncertainty by which you will need to manage. EQ gives you better insight into what makes each of you tick, which in turn helps you understand every one (including your self) better and hence allow you to develop your leadership role in your family. The higher the EQ, the stronger your leadership.

Appendix 2

IQ vs EQ

For those of us who are professionals, 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 business and the so-called “real world”, and specifically in communicating with clients, relating to peers, staff and business associates, has a lot more to do with our “emotional intelligence quotient” or EQ. Certainly, EQ holds its own when it comes to dealing with the spouse, children and family!

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. I even override it with my intellect. It is all about practice. The more you do it, the better you become....

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 ... it ultimately comes back to our own thought process.

I have found it so often in business and in personal matters that people listen to other people and what they have to say without taking the time to think about their own intellect, and their own thoughts on a given situation.



Then there is the EQ portion of it. If we only rely on the emotional quotient of it, we find ourselves being swayed one way or another based on our likes or dislikes.

For example, Peter may associate a present colleague, Jane, with someone from his business or family/social network, with whom he had a bad experience. Even though Jane is a completely different person, with distinct intents or purposes altogether, Peter finds himself developing similar emotional reactions towards her.

When allowed to get out of hand, sometimes our emotional responses can haze the situation or cause us to go off track. Conversely, our emotions can be a valuable asset as a self-checking device. We can use it to spot the onset of a potential argument or a heated situation, thereby tampering our actions before it is too late. 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 themselves 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 leaders that people look up to 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. These leaders keep a department running, an organization going or a family unit thriving, by simply keeping the information flowing and the decisions happening

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 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. 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 you have what it takes to manage those intelligent decisions. So the next time you make an intelligent decision – whether it is to do with your business, your family or yourself personally- you are indeed further developing your Leadership Intelligence.

Bibliography

- | | |
|------------------------|--|
| Bond, Philippa | <u>Coaching Wisdom Manual</u> , Inform Training & Research. 2002 |
| Bond, Philippa | <u>Intuitive Intelligence</u> , Inform Coaching Series, 2000 |
| Cooper, R. & Sawaf, A. | <u>Executive EQ – Emotional Intelligence in Business</u> , Orion Business Books, London 1997 |
| Gardner, Howard | <u>Frames of the Mind – The Theory of Multiple Intelligences</u> , Basic Books, New York 1983 |
| Gardner, Howard | <u>Intelligence Reframed – Multiple Intelligences for the 21st Century</u> , Basic Books, New York 1999 |
| Goleman, Daniel | <u>Emotional Intelligence – Why it can matter more than IQ</u> . Clays Ltd., Great Britain. 1996 |
| Meares, Ainslie | <u>The Hidden Powers of Leadership</u> , Hill of Content, Melbourne, Australia. 1978 |
| Naisbitt, J. | <u>MegaTrends 2000</u> |

Transformational Leadership Challenge™ (TLC): *Unleashing your children's potential through you*

The overall outcome of the TLC (Transformational Leadership Challenge) for actualizing parents is a simple one. This workshop (endearingly dubbed “*The Greatest Challenge on Earth*”) treats parents as leaders not only in their family, but more so as a leader in their own lives. By setting the example as a role model for the rest of the family, they become aware of how they can lead the best lives for themselves and hence be a credible mentor, effective manager, coach and leader of their families. For instance, a parent can sometimes call upon their child(ren) to do their utmost best in life to achieve their highest potential in their chosen contexts – eg. career, family, health, physical, intellectual, emotional, or spiritual. In the process, the parent may place most of their family resources in the endeavour. However, the

parent themselves short change themselves on opportunities to personally develop themselves. For instance, the parent may not pursue their own love of a talent or a gift – and hence, do not maximize the potential themselves. They do not walk their talk, so to speak. As we know, children are by far the best role modelers. As is commonly said: “Monkey see monkey do!” So what message are we truly conveying to our children when we do not “go for gold” ourselves – at the expense of letting the children savour all the opportunities? TLC truly brings that home. Live your dreams and values, and your children will follow suit – with unsolicited respect.

Respect is not automatically deserving just because you are a parent these days. That more traditional Confucian ethic is not alive and well! Respect is earned. You show children respect, and it is more likely to be reciprocated. One way to show respect is to be consistent with word and deed. In the “old days” – the boundaries were clear about what is expected of parent roles, and that of the kids. It tended to be set by social norms. Behaviour considered as “right” was more black and white then. Today, it seems it runs mostly into the grey area. Hence, each family has to clearly define what their values, goals and boundaries are, and to run their unit accordingly. There is no hard and fast rules.

As leaders of corporate organizations spend time and money planning their goals, vision, values and purpose so everybody within it understands the culture and expectations. Do we as leaders of our family unit do the same? Have we even thought about what it is we are about? What are our individual dreams? Are all members aligned in values? Do we have useful methods to communicate amongst each other about how we envision our family unit striving synergistically towards individual goals whilst respecting each other’s values? Can we all contribute towards each other’s goals whilst satisfying each other’s needs? What are our beliefs about our children – do these hold them back or drive them forward? The TLC program strives to constructively take these issues and put them into realistic Life Plans for individuals whilst being aligned to a greater Family Vision.

Review of NLP, NS as models that drive TLC

Neuro Linguistic Programming (or NLP for short) and Neuro Semantics (or NS for short) describe programs by which we naturally (and mostly unconsciously) run our brains by default – out of habitual use of those patterns. Many of these patterns serve us – and we take them for granted. The awareness will allow the parents participating to utilize these patterns more consciously and consistently. Some of these patterns however may not always be useful. The TLC parenting workshop instils processes that will create awareness of these patterns in ourselves and provide an opportunity for the parents to discover new ways to replace or override these unresourceful patterns whenever we choose to obtain new results. For example, there may be an emotional outburst from the parent every time a teenager comes home later than expected from an evening excursion leading to further shutting down of already poor communications between parent and child. It may be useful to attempt to generate a new response to that trigger. NLP and NS can provide a variety of ways to override the habitual pattern above with a new one that may get a more appropriate result.

Another example: a parent may have a belief that there is a need to shelter their child(ren) from the world for there are too many hazards out there. The more protective they are, the paradox is – they are preventing the child(ren) from learning life skills that continue to hamper their independence and self-sufficiency. NLP and NS can intervene through one of their many belief change patterns to give the concerned parent new choices of how to protect the child from the dangers of our world by giving the children opportunities to learn self-initiated life skills of managing when their parents are not there.

The TLC program offers opportunities for individuals in each family to maximize satisfaction of each other's needs through awareness of the issues that drive each of us. Another outcome of the program is to create a Family Vision that continually develops over time through a mutual understanding of the ever-changing boundaries

that affect each family unit. Hence, it is a program by which you can truly unleash your children's potential through you.

About the Author: **Dr Yvonne Sum** is a pioneer in Parent Leadership coaching. She is on a quest to co-create joyful learning partnerships between parents and children to simultaneously bring out each other's authentic best. She inspires parents to learn from our children mirroring to us what we most need to learn about ourselves and vice-versa. Through her series of **Transformational Leadership Challenge™ (TLC)** programs, Dr Sum is committed to transform leaders of tomorrow today by highlighting family values and celebrating parents as role models and heroes in life who proactively unleash our children's potential through self actualization, intentional living and powerful leadership centred on love and high purpose. She expresses this passion to bring out our authentic best through her roles as an international speaker, writer, transformational corporate facilitator, executive and parent Meta-Coach, Neuro Linguistic Programming trainer, business woman, wife and mother. Please visit www.dryvonesum.com for more information.