

# THE BRAND POWER OF EMOTIONAL INTELLIGENCE

EXTRACT: CHAPTER 5

# MASTER EXPERT

HOW TO USE **EXPERTSHIP** TO  
ACHIEVE PEAK PERFORMANCE,  
SENIORITY AND INFLUENCE IN  
A TECHNICAL ROLE

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**“In a very real sense, we have two  
minds, one that thinks  
and one that feels.”**

***Daniel Goleman***

## CHAPTER | 05 |

# The Brand Power of Emotional Intelligence

**Can we combine factual objectivity with compassion and emotional understanding? Is it worth the effort?**

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**IN THIS CHAPTER, WE WILL EXPLORE:**

- What is emotional intelligence, and what impact does it have?
- Is emotional intelligence learnable?
- The key insight: there are six emotional intelligences.
- Barriers that experts face when it comes to taking into account feelings as well as facts.

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**LEAH IS A CORPORATE** lawyer. Every time her organization enters into a contract, she needs to review the terms and sign them off. More than three-quarters of the time, there are issues with the proposed arrangements, which means she has to temporarily stop the deal from progressing until they've been fixed.

This makes Leah unpopular. But one of the reasons people leave it until the last minute to consult her, which is part of the problem, is that they find her clinical analysis of the agreement's faults to be soul-crushing.

Leah would prefer to be engaged earlier, and in particular, she would like to be involved in the initial negotiations as she believes she could prevent some of the problems that regularly occur. However, she’s reconciled herself to the fact that last-minute consultations are merely an inalienable hazard of the work that she does. It’s what she’s paid to do.

*“Can someone learn to be professionally likable?”*

Stephanie, also a corporate lawyer, faces similar challenges but has worked hard to hone her interpersonal skills. Working with a coach, she has refined a way of letting her clients down softly. Rather than issuing a blunt “No,” followed by a clinical description of how the proposed terms are faulty and unacceptable, Stephanie now resists judgment and schedules time to talk further with the stakeholders to understand what they’re trying to achieve with the contract. She calls this “taking time to save time.” Clients now actively seek her out at the early stages of the contract preparation, and largely because of this, the initially proposed terms and conditions of contracts are much improved in their quality and conformity. This saves Stephanie time and builds positive relationships with stakeholders.

Are these merely personality differences that are inherent? Can someone learn to be likable? To find the answer, let’s look at the concept of emotional intelligence and ask what it has to do with being a Master Expert.

## What Is Emotional Intelligence?

**DAVID MCCLELLAND, A PSYCHOLOGIST** at Harvard University in the 1960s, posited that a set of “emotional competencies” were a more significant predictor of workplace performance than a person’s intelligence quotient (IQ). The idea was extended significantly by his student, Daniel Goleman, as an “emotional quotient (EQ).”

Goleman popularized the term in his bestselling 1995 book *Emotional Intelligence – why it can matter more than IQ*. It has since become a widely used concept in psychology and business.

Much work has been done to define these emotional intelligences, and yes, there are more than one, since these early works. The authors like using the Genos model, which is described in Figure 5.1.

The Genos model describes six key EQ competencies, published by Genos International. The capabilities described in the orange circles are the six emotional intelligences. Yes, that’s right, there are six distinct emotional intelligences, which we describe in Figure 5.2.

Proponents of the importance of emotional intelligence believe that the progressive mastery of these competencies is correlated with success in many fields, such as professional, athletic, academic, personal, social, and so on.

There is ample evidence to suggest that they're right. One new study shows that people's earning capacity increases significantly with improved EQ.

IQ covers logical thinking in areas like problem solving, mathematics and linguistics, and by the age of 10 or 11, it's more or less fixed. There is little we can do about our IQ, but fortunately, we know that EQ is something that can be learned and continually developed throughout our lives.

EQ is very important for experts, as those who lack strong people skills will only get so far, even with their incisive questions and market insights. If experts lack emotional intelligence, the broad mindset and skill set that we're about to unpack could well alienate stakeholders, even as they go about trying to do good.

**Capability: PERSONAL IMPACT**

## The Genos Model Of Emotional Intelligence

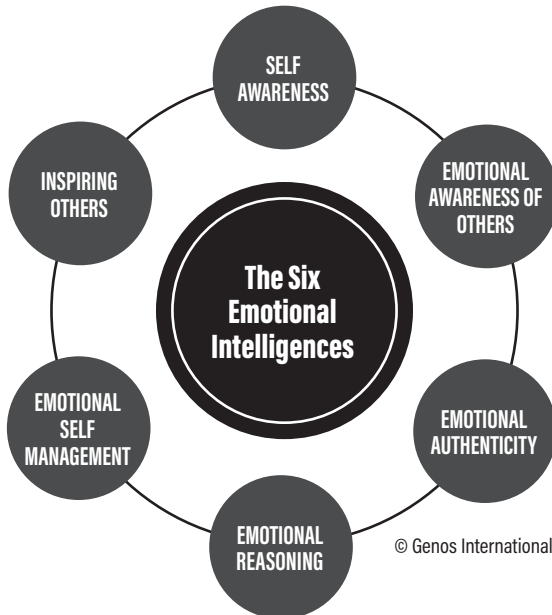


FIGURE 5.1: The Genos Model of Emotional Intelligence

Experts typically need to have a relatively high IQ to acquire expertise in their given field. They usually need a tertiary education in a rules-based discipline. In fact, some people believe and argue that “people skills” (as emotional intelligence is often termed) aren’t essential to the discharge of their responsibilities. In fact, many of them even argue that having a few rough edges is the price that others should be willing to pay for their expert “genius.”

But it’s rare that the expert’s value proposition stems purely from some specialized knowledge of a given field. They also need to be able to work with others to ensure that the benefits of their expertise are realized.

The willingness of people to engage with them is a pivotal aspect of the expert’s effectiveness. The expert’s ability to understand what drives their stakeholders is a fundamental success factor in their capacity to consistently deliver relevant value.

Too many experts don’t understand this important fact or have chosen to ignore it. For instance, if Leah increased her self-awareness (one of the foundational emotional intelligences, see Figure 4.4, the Johari Window), she might recognize how grumpy she can often appear when she feels pressured because a client has set a very short deadline.

She might also appreciate that this grumpy exterior is the primary deterrent to her stakeholders engaging her in a timely fashion. She might better recognize that when she feels under pressure, she often becomes snappy and dismissive, finding fault with something or someone rather than being more cooperative.

*“Conveying warmth, flexibility, and a willingness to collaborate elicits trust and reciprocity in stakeholders.”*

Digging even deeper, she might learn that the reason she feels so frustrated with tight deadlines stems from a desire to perform flawlessly, which is often threatened when she feels she is under pressure.

Increased self-awareness, such as knowing our triggers and how we react when triggered, is a prerequisite for increased emotional self-management (another of the six emotional intelligences). The impulse to be critical may never go away. The ability to check that instinct, recognizing its problematic effects on others’ emotions and motivations, and shift to a coaching mindset and methodology, keeping our frustrations and our expressions of them in check, usually means we have to master our emotional instincts.

## Capability: PERSONAL IMPACT

**The Genos Six Emotional Intelligences****EMOTIONAL  
SELF-AWARENESS**

This refers to a person's capacity to identify what they are feeling, the potential triggers of those feelings and the behaviors that typically follow. The person might then have the capacity to curtail the impact of negative emotions and behaviors, and accentuate positive behavior.

**EMOTIONAL  
SELF-MANAGEMENT**

Self-management is the capacity to control and manage your emotions and impulses, to restrain yourself even when provoked by problematic emotions.

**EMOTIONAL  
AWARENESS OF  
OTHERS**

This refers to the capacity to read the emotions of others and respond effectively, to understand or predict likely feeling that others will have, and thus have the opportunity to influence them.

**EMOTIONAL  
AUTHENTICITY**

This refers to the ability to openly and effectively express oneself, honoring commitments and encouraging this behavior in others

**EMOTIONAL  
REASONING**

This refers to the ability to combine the information in our own feelings, and those of others, with facts and other information to make decisions.

**EMOTIONALLY  
INSPIRING OTHERS**

This refers to the ability to positively influence the way others feel through problem solving, providing feedback and supporting others' work

(C) Genos International, with adaptations from Expertunity.

**FIGURE 5.2: The Six Emotional Intelligences**

We can learn this mastery. Patience is like a muscle. As it's exercised, its capacity grows. It's not that Stephanie doesn't also experience frustration and the instinct to criticize and find fault. It's that she has learned how to contain and transform problematic emotions and their associated behaviors. Because she relates differently to her clients, they relate differently to her.

Stephanie has learned to put herself in the shoes of her clients. That's not something we can easily do if we're becoming overwhelmed by feelings of frustration. Stephanie conveys a willingness to support and be of service to her clients, whereas Leah makes them feel like they're an irritation or a hassle, like naughty or dumb school children.

By conveying warmth, flexibility, and a willingness to collaborate, Stephanie elicits trust and generates the instincts of reciprocity in her stakeholders. There is an atmosphere of mutual respect. Stephanie's clients experience the exchange as rewarding and become inclined to put their best efforts into their ongoing working relationship. As a consequence of this approach, the outcome is typically that everyone's needs are more likely to be met.

At the heart of the research on emotional intelligence are insights gleaned from anatomical research about the brain. The neocortex (the brain's prefrontal lobe) is where rational thought takes place. But this sits atop the limbic brain, which is an older part of the brain where feelings prevail. The capacity to think rationally and dispassionately is dependent upon the limbic brain being in a pacified state. If there is a heightened emotion of some sort, such as a negative emotion like fear or anger, then the capacity of the rational brain to function optimally is compromised. We lose the capacity to fully discriminate or discern and to fully consider the consequences of our actions and the degree of our subjective bias.

*“Our ability to understand future customer requirements depends, to an extent, on emotional intelligence.”*

It's not that experts inherently lack emotional intelligence. It's just that it's not necessarily what we've been trained to exercise. Some of this is the product of the training methods that are common nowadays. At school, we learn how language has a set of rules to follow, such as how grammar works, but there are no classes on how to communicate with or relate to others.

Many of the fields in which experts work have a rational or scientific bias. Practitioners are instructed and trained to subjugate or eliminate the possible contamination of decision-making with their own or others' subjective feelings. Experts often work in fields where there are right and



wrong answers, and great importance is placed on being correct and on the disciplined following of set procedures.

Experts may even feel that their professional integrity is at stake if they aren't seen to be the upholders of precision, exactness, and a disciplined execution of the methodology. IQ and EQ aren't mutually exclusive, but because many experts are primarily concerned with accuracy and due process, they may not take into consideration how others are feeling, and this can have a big impact on uptake and commitment, therefore impacting execution and benefits realization.

Imagine an expert who has a low awareness of how their behavior is impacting others (poor emotional self-awareness) and is unable to identify how others are feeling (poor emotional awareness of others). Despite their knowledge or expertise, they can be viewed as difficult to work with or unengaging. And this directly affects their effectiveness as an expert.

## **EQ and Relationships**

**EMOTIONAL INTELLIGENCE IS THE** foundation of our application of the many impact areas in the Expertship model.

Our ability to understand future customer requirements depends, to an extent, on emotional intelligence. In other words, empathizing with their emerging felt needs. Our ability to work closely, proactively and effectively with stakeholders leans heavily on our emotional intelligence. Our ability to help colleagues through change programs is underpinned by our ability to understand our colleagues' emotional states.

Our personal brand is made up of both our capabilities and our knowledge, as well as our temperament or personality. That includes our perceived motives and interpersonal style. Most of the time, we're not consciously thinking about how we perceive others or how they perceive us, but we do base our inclination to engage with others on things like warmth, trust, and our collaborative instincts.

*“Inspiration also relies heavily on the ability to articulate a case that is rationally sound and emotionally compelling.”*

If a person feels averse to engaging with an expert, they'll likely not do so, even at the cost of non-compliance or in subversion of their best interests or those of the organization.

If an expert is going to engage effectively with stakeholders, then they need their trust. An emotionally unaware expert may avoid developing

certain stakeholder relationships, either because of shyness or a desire to remain aloof, or because of unexamined tensions in those relationships.

The emotionally illiterate expert might recognize as valid only the functional requirements of stakeholder groups and lack any empathy or insight as to what really motivates them, such as their desire to feel important, valued, or cared for. An expert lacking emotional intelligence may have no idea where to start regarding how to engage those stakeholders.

One of the primary ways in which an expert might increase their Personal Impact is through their ability to influence others. This is especially critical in the many situations where they don't have the authority to mandate their suggested solution to a problem. They have to influence without exercising formal authority.

The emotionally illiterate expert may feel tempted to cite professional authority as an influencing tactic, such as a valued research conclusion in their given field, and then wonder why those they're seeking to influence don't treat such a conclusion as definitive despite their own obvious lack of relevant experience and judgment.

Sophisticated forms of influence, such as inspiring others, require insights into others' values and stated and felt needs. Inspiration also relies heavily on the ability to articulate a case that is rationally sound *and* emotionally compelling.

## The Six Emotional Intelligences

**LET'S EXPLORE EACH OF** these six emotional intelligences in summary. A detailed explanation of each one appears in the later sections of this chapter under the relevant Expert Role.

- **Self-Awareness:** A person's capacity to identify what they're feeling, as well as the potential triggers of those feelings and likely behaviors that typically follow, so that they might then have the capacity to curtail the impact of negative emotions and behaviors and accentuate the positive. Self-awareness is the foundation of all the other EQ competencies.
- **Emotional Self-Management:** Self-management is the capacity to control and manage our emotions and impulses, to restrain ourselves even when provoked by problematic emotions.
- **Emotional Awareness of Others:** This refers to the capacity to read and acknowledge the emotions of others and respond effectively, and to understand or predict the likely feelings that others will have and thus gain the opportunity to perhaps influence them.
- **Emotional Authenticity:** This refers to the ability to openly and effectively express oneself, honoring commitments and encouraging

this behavior in others. Being authentic is vital if we're to foster trust in others.

- **Emotional Reasoning:** This refers to the ability to use the information in feelings, our own and those of others, and combine it with facts and other information in decision-making. Emotional Reasoning refers both to a thought process as well as the manner in which such thoughts are conveyed, whether verbally or in writing.
- **Inspiring Others:** This refers to the ability to positively influence the way others feel through problem solving, providing feedback and recognizing and supporting others' work. This is the mature fruit of all of the other aspects of emotional intelligence. It's the ability to positively influence another's thinking and feeling and prompt them to shift their behaviors in accordance with worthy goals.

## The Expert Roles of Personal Impact

**THE EXPERT CAPABILITY OF** Personal Impact in the Relationship domain describes the three roles an expert must play, all of which require emotional intelligence:

- **The role of the Positive Influencer:** the extent to which experts demonstrate warmth, empathy, and a positive influence on people, as well as a can-do attitude toward challenges and solutions.
- **The role of the Self-aware Adapter:** the extent to which experts are highly aware of their own and other impacts on others, be humble, and be capable of adapting to others and new situations.
- **The role of the Results Driver:** the extent to which experts drive results and real-world outcomes, consider wide interests, take ownership of results, and manage time, priorities and challenging conversations effectively.

In our experience, when it comes to Personal Impact, most experts are punching well below their weight. They have a huge opportunity to increase their mastery of Expertship and reach their full potential. We argue that experts, the authors included, have too often allowed these prejudices against us to develop. It's up to us to actively ensure we receive the recognition that we and our work deserve.

Experts are essentially the custodians of the organization's unique knowledge base. We're the people who make things work. It's one of the great tragedies of modern business life that we're not more recognized and that our career paths are limited. But it's time to accept the hard truth that much of the responsibility for this lies with us. We have contributed to the status quo, and only we can change it.

So, are you prepared to take on the Expertship challenge? Are you willing to take an objective view of your level of Expertship? Are you prepared to master the techniques and strategies described in this book? Are you ready to reframe your expert brand and expand the value you can add to your colleagues and the wider organization?

The quickest way for us to get people thinking differently about experts is by acting differently ourselves—one expert at a time.

## TAKING ACTION

# Growing Our Emotional Intelligence Skills

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IF THIS IS AN area in which you believe you should build your capabilities, here is an action we suggest you might take:

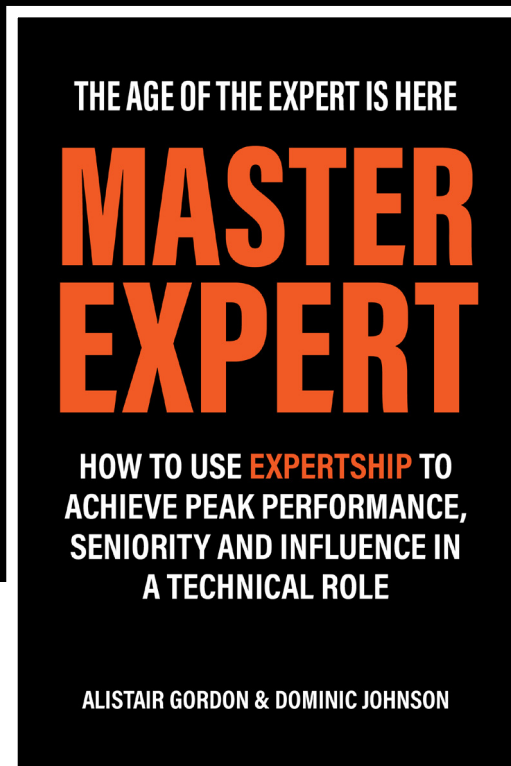
### ▶ UNDERTAKE AN EMOTIONAL INTELLIGENCE SELF-ASSESSMENT

Experts with suboptimal emotional intelligence tend to lack both the personal discipline to be individually effective as well as the interpersonal smarts to engage with and influence others. The expression of problematic emotions tends to be one of the biggest derailers. Questions we might ask ourselves are:

- Would there be value in undertaking an emotional intelligence assessment (such as the free test in the book *Emotional Intelligence 2.0* by Bradbury and Greaves)?
- Should I invest in a more extensive assessment? One in which the views of my colleagues are included, such as the Genos International EQ test. (We highly recommend this.)
- What ad-hoc feedback might I be able to gather about how I interact with other colleagues around my emotional intelligence?
- Are there some gaps that are obvious to me from reading this chapter?
- Does my organization have some existing tools I could leverage to inform the extent of my current emotional intelligence?

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