

Building an emotionally intelligent organization requires emotionally intelligent leaders.

As you go through this process:

Show respect – Many things may change, but the leader must know that the centre holds. The trick is to know what can and must change, without damaging the organization's central core, which cannot possibly change. To establish this solid foundation, the leader must have profound respect for other people's autonomy.

Make haste slowly – Go slowly. Listen and take the time to build a culture that will make intense change possible.

Be introspective – Look within to discover the vision. See emotionally.

Be attuned – The difference between alignment and atunement is that atunement is heartfelt. People may align with abstractions, but they attune with vision.

Exemplify your standards – Show, don't tell.

Pay close attention to systems – They matter. Rules, regulations and organizational practices must support the change you hope to achieve.

Know the power of myths – Learn how to manage the organization's legends, stories and symbols.

Source: Goleman and Boyatzis

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