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EQ is Not Enough: Multiple Intelligences for Successful Leadership

The first modern intelligence test is now nearly 110 years old. The study of types of intelligence has evolved since the early work of Alfred Binet and Theodore Simon.

Psychologist Howard Gardner introduced the concept of multiple intelligences in his 1983 book *Frames of Mind*. In this work, he identified seven types of intelligence: linguistic, logical-mathematical, musical, spatial, bodily-kinesthetic, interpersonal and intrapersonal; later adding naturalist intelligence to the list.

Daniel Goleman and Richard Boyatzis brought the idea of emotional intelligence (EQ) into the mainstream. EQ relates to self-awareness and interpersonal skills necessary for personal and business success.

Multiple Intelligences Essential for Leadership

Leaders need to develop and use multiple intelligences simultaneously, says author, public speaker, consultant and coach Cindy Wigglesworth. “Emotional intelligence is not enough. In addition to strong IQ and EQ, leaders need to have a strong foundation in physical intelligence (PQ) and a willingness to develop spiritual intelligence (SQ).”

Wigglesworth is a pioneer in the assessment of spiritual intelligence (SQ). As founder



“The research done by Goleman and Boyatzis shows that self-awareness skills must be developed before the others can develop.”

– Cindy Wigglesworth,
Deep Change, Inc.



and president of Deep Change, Inc., she helps clients and audience understand how multiple intelligences interrelate.

Spiritual intelligence contributes humility, mental flexibility and the ability to hold multiple perspectives,” Wigglesworth explains. “It’s distinct from spirituality or religion. I define it as the ability to behave with wisdom and compassion while maintaining inner and outer peace, regardless of the situation.”

When she coaches business groups, Wigglesworth often fields questions about why EQ and SQ are so important in the first place.

“Do you have a lot of drama in the workplace?” she’ll ask the group. “They’ll tell me ‘you have no idea!’ But I do. Then we talk about how much productivity is lost because of the everyday tendency for people to annoy each other,” she says. “Without a

foundation in EQ and SQ, people will continue to form ‘in groups’ and ‘out groups.’ We create assumptions and we don’t listen to the people we’ve decided we don’t like.”

Intelligences Interrelate

Lack of developed physical intelligence is one of the primary challenges Wigglesworth sees as a coach. “People are not taking care of their bodies, yet PQ is foundational to all other intelligences. By taking care of their bodies, people are also taking care of their brains.

The most common manifestation is not getting enough sleep, Wigglesworth says. “Many people do what I call the ‘alcohol-caffeine tango.’ They use coffee to wake up, and alcohol to sleep. They may work too many hours because they equate more hours with greater productivity. Their

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Four Intelligences and Why They Matter in Leadership

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“An intelligent person is never afraid or ashamed to find errors in his understanding of things.”

- Bryant H. McGill



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health deteriorates, and that further diminishes their ability to be productive. The sheer exhaustion of it all can end up deteriorating IQ—technical problem-solving skills. It can degrade interpersonal skills. And it can degrade spiritual intelligence. From an optimal performance standpoint, if I were a doctor, I would want to role model taking care of my body, says Wigglesworth.

SQ also supports IQ, Wigglesworth says. “It allows doctors to be willing to be open to other viewpoints, and to step back and see the larger patterns. It keeps the ego at bay and allows the mind to open to new information, even

if that disagrees with old information.”

Modeling Intelligence for Patients, Students and Colleagues

“A lot of articles assert that EQ, not IQ, makes you successful, Wigglesworth notes. “This is actually a misstatement of the research. You have to have a certain IQ to get into a profession like medicine. After that, EQ becomes the differentiator in every field. Doctors who have higher EQ have higher patient satisfaction ratings and fewer malpractice claims.”

Having empathy with patients and listening better will make you a better diagnos-

tician, Wigglesworth says. She recalls a doctor who treated her for strep throat when she was in her late 20s. After a repeat visit for the same complaint, she told the doctor, “Something else is going on.”

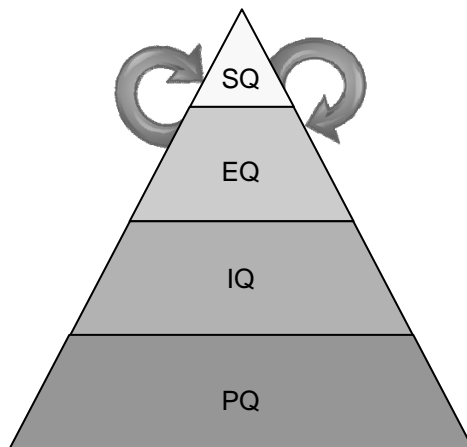
“He stopped dead in his tracks. I knew he heard me. I could see the wheels turning in his head. He said, ‘you know, you are a little old for this, but you might have mono.’ It turned out I did. And had that not been recognized, I would have gone through another round of antibiotics without solving the problem. I still treasure that exchange. I felt seen and heard. It cost him ten seconds, and I got the correct diagnosis.”

A leader with deep intelligence has all four essential intelligences in proper balance for their role and context.

A Simple Model of Four Intelligences

Cindy Wigglesworth, founder and president of Deep Change, Inc. uses this model when she talks about four intelligences: Spiritual, Emotional, Cognitive (IQ) and Physical. “I show them as a pyramid to demonstrate the simplest sequence of development, she says. “I always acknowledge that this is too simple a model. Yet it is a helpful visual aid. Physical intelligence develops first, then our linguistic and conceptual skills. We do some early development of relationship skills, but for many of us EQ becomes a focus area only later. The focus on SQ develops as we begin to search for meaning.”

Pyramid model used with permission copyright 2002-2011 Cindy Wigglesworth



Resources:

- TEDx video: “We Can Build a Bridge” by Cindy Wigglesworth <https://www.youtube.com/watch?v=hscdmpKGqRQ>
- TEDx video: “The Roadmap to Nobility” by Cindy Wigglesworth <https://www.youtube.com/watch?v=mX9adE0FSaw#t=38>
- Deep Change, Inc. www.deepchange.com
- Inspiring Leadership through Emotional Intelligence — Coursera course by Richard Boyatzis <https://www.coursera.org/course/ead-ei>
- Emotional Intelligence 2.0* by Travis Bradberry and Jean Greaves, TalentSmart, 2009.
- [Empathy Training for Medical Students](#)
- [Emotional Intelligence: A New Requirement for Physicians](#)
- [A Steady Dose of Empathy](#)