

## *Beyond Emotional Intelligence....*

*There is spiritual intelligence - very different, but closely linked.*

Discovering your personal conscience and self determination can take your understanding of your own and everyone else's strengths and weaknesses to a deeper level.

Spirituality (or spiritual intelligence as it is more commonly termed today) has its roots in thousands of years of history, often integrated with or descending from ancient and modern religions, although it is not to be confused with religiousness. Modern theories of psychology have been gaining pace since the late 20th century, with Emotional Intelligence (EI) coming to the fore in the 1990's and the latest theory being positive psychology. Although they are only theories recent neuroscience research supports them and gives them even greater credence. Despite this Freud is still the mainstay of teaching to psychology undergraduates even though his theories have been surpassed and even discredited in some circles.

Whereas psychology deals with mental processes and behaviour, spiritual intelligence is about personal consciousness and self determination. Spiritual intelligence has to be at a deeper level than psychology, but it is also much harder to get to.

Our experience shows time and time again that self-awareness is the first requirement to identify your own strengths and areas of improvement (everyone gets surprises, both positive and negative!). Then you have to learn how to manage yourself – especially your own behaviours, moving on to develop an awareness of the people around you, not just “how” they are, but “why” they are. This will allow you to learn to manage your relationships with others. That is what leadership is about. To achieve this requires inner self-confidence and a real desire and effort to learn new behaviours until they become habits.

It so happens that this process follows the theory of the major competencies of emotional intelligence. Once you have worked significantly on increasing your EI, the increased self awareness allows you to embark on the road to spiritual intelligence, which requires an even deeper level of self awareness. It requires you to reach for new levels of understanding and implementation of personal conscience (meaning, beliefs, values, ethics and principles) and self determination (motivation, drive, power, aspirations, etc.) and enables you to be a more authentic leader.

A good corporate example of spiritual intelligence is to measure a company's attitude towards corporate social responsibility (CSR). As explained in Danah Zohar's, *Spiritual Capital*. There are three levels:

1. The trivial level: “SPIN” – something that looks good for PR purposes
2. Somewhat deeper: Buying into CSR as a defensive strategy
3. Deepest level: A genuine wish to do good and that lies at the heart of the company's vision

There is no doubt that spirituality is fundamental to excellence in leadership. LeaderShape's work is not about defining leadership per se – it is about helping leaders discover their emotional and spiritual intelligence and develop their skills to become better leaders.