



# SOPHIA ASSOCIATES

*Awakening Leadership Within*

## ***How Smart Are You?***

*We should take care not to make the intellect our god; it has, of course, powerful muscles, but no personality.*

**Albert Einstein**

Our society places great value on intelligence. As much as great things come from the intellect, we are discovering that intelligence is not only our IQ but indeed, there are multiple intelligences. In 1983 psychologist Howard Gardner first wrote about multiple intelligences when he proposed that interpersonal and intrapersonal intelligences are as important as the intelligence measure by IQ tests. <sup>1</sup>

Intelligence may be defined as the aggregate or global capacity of the individual to act purposely, to think rationally, and to deal effectively with his environment.<sup>2</sup> Most of us are familiar with IQ. The “Q” is now found in terms associated with leadership. As human beings, we have access to multiple intelligences, some more pronounced than others. Among these are, of course, IQ, Intelligence Quotient. There is Daniel Goleman’s EQ, based on Emotional Intelligence. There is CQ, based on Cultural Intelligence. And there is SQ, based on Somatic Intelligence.

What are these and how can they be useful to leaders?

EQ – John Mayer and Peter Salovey in 1990 coined the term Emotional Intelligence. They described this as a form of social intelligence that involves the ability to monitor one’s and others feelings and emotions, to discriminate among them, and to use this information to guide ones thinking and action. In later years, Daniel Goleman expounded on their theory and lists four domains of EI – Self Awareness, Self Management, Social Awareness and Relationship Management – EQ is the measurement of EI. Goleman believes that these are learned abilities not innate. As such, one is able to enhance and develop one’s intelligence in the domain of the emotions.

CQ – Cultural Intelligence is the ability to cope with national, corporate and vocational cultures as described by Christopher Ealry and Elaine Mosakowski in HBR of October 2004. CQ is the ability to make sense of unfamiliar contexts and then blend in. They describe three sources of Cultural Intelligence.

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<sup>1</sup> Source: Values Based Management [www.valuesbasedmanagement.net](http://www.valuesbasedmanagement.net)

<sup>2</sup> (David Weschler, 1896-1981 psychologist on frontier of human intelligence (1958)



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1. Head or Cognitive: learning about beliefs, customs and attitudes of foreign cultures
2. Body or Physical: your body and behavior and understanding of physical space needs
3. Heart/Emotional: your ability to adapt to new cultures and demonstrate empathy and understanding

With today's business based on global markets and with a technology that broaches geographical distances, developing CQ is pivotal to successfully navigating the cultural differences we are exposed to while conducting business. Those with greater empathy will be more able to bridge the cultural gap than those who are rooted in their own cultural behaviors and attitudes.

SQ – Leadership Coach Richard Strozzi Heckler is a pioneer in Somatic Intelligence. He says, "The body is central to my coaching practice. When I say body I use it in the somatic sense of the word, which from the ancient Greek means *the living body in its wholeness*. The body, in the somatic sense, expresses our history, commitments, dignity, authenticity, identity, roles, moral strength, moods, and aspirations as a unique quality of aliveness we call the 'self'." In this definition, one's somatic awareness allows for learning using the body as an instrument for that learning.

Human beings have different strengths, talents or tendencies that contribute to their ability to perform in various arenas. If we look at children and how they learn, most teachers will agree that they learn at different paces and tend to be particularly adept in some areas and not so in other areas. So a child that may excel naturally in Math, may not be a good reader or may be socially inhibited. Another child may excel on the playing field yet have difficult reading other's emotional states. This difference is difficult to reconcile in an educational system that standardizes learning in ways that do not reflect actual learning abilities, pace and styles.

Our corporate environments are also systems that may not acknowledge or leverage the different "intelligences" that individuals manifest. In some organizational cultures gaps in EQ and CQ may be evidenced in the quality of relationships between individuals, teams, executives and managers or clients and vendors. Further, organizations that do not value EQ may perceive and judge those exhibiting high levels of emotional intelligence and relational skills as soft, weak or indecisive. A more productive course of action would be to place these individuals where their talent with relationships can be maximized to the benefit of the company. Indeed, indications are that emotional intelligence is a better predictor of leadership success than IQ and technical skills.

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In a constantly “shrinking” world, the ability to be sensitive to and to relate well cross-culturally is vitally important to accessing new customers, markets and out-sourcing. In his book, **The World is Flat**, Thomas Friedman comments, “The more you have a culture that naturally glocalizes – that is, the more your culture easily absorbs foreign ideas and best practices and melds those with its own traditions - the greater advantage you will have in a flat world.” He further claims, “As the world goes flat, and more and more of the tools of collaboration get distributed and commoditized, the gap between cultures that have the will, the way, and the focus to quickly adopt these new tools and apply them and those that do not will matter more. The differences between the two will become amplified.”

With more to do with less combined with a society that is now working more hours than ever before, our physical well-being is ignored or under-valued, as evidenced by the amount of stress related disease in our lives. Somatics brings the body and its wisdom to teach us to better maintain our resiliency during challenging times. In coaching executives, I often use somatics as a means to access beliefs that may remain unexplored or hidden by the powerful influence of the mind. As the saying goes, “The body does not lie.” The body has proven to be a powerful teacher. In creating new patterns of breathing and movement many clients have successfully been able to “embody” new ways to lead and to build their own resiliency.

Become aware of your own multiple intelligences and those of your leadership teams. Where one person may be strong another may not be. Leverage multiple intelligences to create better relationships, individually or cross culturally. Do not under-value the less traditional types of intelligences that may manifest in unconventional ways. Creativity and innovation is born from more than intellect. Relationships, personally or professionally, require empathy and recognition of the role of the emotions. Value and develop all “intelligences” for your own leadership and for better business practices.

© 2006 Alicia M. Rodriguez, Certified Executive and Leadership Coach and “Wisdom Partner”, founder of **Sophia Associates, Inc.**, an international executive and leadership coaching practice dedicated to enhancing leadership competencies, strengthening executive performance levels, creating opportunities for personal learning and developing high performing teams.

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