

## Increase your Intelligence(s)

Presented by: Kristen Gyorgak

### What is intelligence?

What is intelligence? This has been asked for a long time. Often when people think 'intelligent' they think 'smart.' And when people think 'smart' they go back to their school days - lots of maths, memorisation and tests.

Our schooling probably explains why we have such a narrow view on what intelligence is (and isn't).

American psychologist, Howard Gardner, summarised intelligence as simply being able to do the **right** thing for the **situation**.

So what is intelligence? Well, there's a level of competence involved. You have the ability to complete the task at hand. Intelligence shows up as curiosity - a constant search to learn and try (and fail and try) new things.

### Paint with a broader brush

Let's broaden our view of intelligence. We can start with Gardner (mentioned above). In the 70's he developed the Theory of Multiple Intelligences.

Here were the nine intelligences he recognised:

- existential
- logical-mathematical
- linguistic
- inter-personal
- intrapersonal
- kinesthetic
- musical
- naturalistic
- spatial



Gardner argued our intelligences are on a continuum and is about doing the right thing for the situation. Therefore, it's highly contextual.

For example, an athlete who plays rugby socially would display kinesthetic intelligence but not nearly as much as a professional rugby player. The kinesthetic intelligence needed for a dancer, is different from a marathon runner. And so on.

In 1988 Robert Sternberg developed the *Triarchic Theory of Intelligence*, which divides intelligence into three parts:

1. **Practical** - common sense and street smarts
2. **Analytical** - academic problem solving and computation
3. **Creative** - imaginative and innovative problem solving.

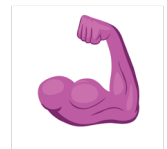
These are just two theories - there are plenty of others. What they have in common is widening how we view, and value, intelligence.

### Grow your intelligence muscles

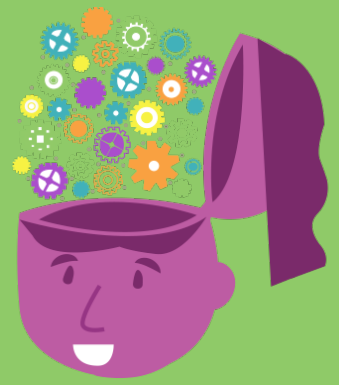
Our intelligences are like our muscles; they widely differ and are used in different circumstances.

And luckily for everyone, we can strengthen and grow our intelligences through deliberate practice and exercise.

The following pages provide an overview of a few intelligences, which are crucial to success at work and actions we can take to grow each of them.



# Emotional Intelligence (EQ)



## What is EQ?

What is EQ? If we use our simple definition from page 1, then EQ is having the correct emotional response for the situation.

Oscar Wilde once said, *'The emotions of man are stirred more quickly than man's intelligence.'* How true!

Our emotional thinking leads and our rational thinking follows. Which means it's vital to understand and master our emotions. And to do this, you need EQ.

EQ is two-sided – it's about you and other people. EQ involves recognising and regulating your emotions, as well as understanding and empathising with other people's emotions.

## What it looks like in action

Here's how Daniel Goleman (who has been researching EQ since the 1980's) breaks down the capabilities of emotionally intelligent people:

	SELF	OTHERS
RECOGNISE	<p><b>Self-awareness</b></p> <ul style="list-style-type: none"> <li>emotional self-awareness</li> <li>accurate self-assessment</li> <li>self-confidence</li> <li>purpose / firm persuasion</li> <li>motivators</li> </ul>	<p><b>Social awareness</b></p> <ul style="list-style-type: none"> <li>empathy</li> <li>service orientation</li> <li>organisational awareness</li> </ul>
REGULATE	<p><b>Self-management</b></p> <ul style="list-style-type: none"> <li>self-control</li> <li>transparency</li> <li>adaptability and flexibility</li> <li>achievement</li> <li>initiative</li> <li>problem solving</li> </ul>	<p><b>Relationship management</b></p> <ul style="list-style-type: none"> <li>influencing</li> <li>change catalysts</li> <li>inspirational leaders</li> <li>communication</li> <li>conflict management</li> <li>teamwork and collaboration</li> </ul>

"If your emotional abilities aren't in hand, if you don't have self-awareness, if you are not able to manage your distressing emotions, if you can't have empathy and have effective relationships, then no matter how smart you are, you are not going to get very far."

DANIEL GOLEMAN

## Grow your EQ

- Give yourself permission to feel.** Use Mark Brackett's *RULER* approach to understand and master your emotions:

  - R – Recognise** emotions in yourself and others
  - U – Understand** the causes and consequences of emotions
  - L – Label** emotions accurately
  - E – Express** emotions appropriately
  - R – Regulate** emotions effectively
- Take self-assessments to build your self-awareness.** Know what your style is and how that impacts on others to build your social awareness and relationships.
- Listen more.** Really listen to others' perspectives and points of view. Don't listen to respond but to understand and empathise with the person.
- Normalise talking about your emotions and how you're feeling.** Normalise asking others how they're feeling.
- Bring emotions into your work.** *Who are you delivering work for? How do they currently feel working with you? How do you want them to feel? What would get them to feel this way? How do you feel at work?*

# Social Intelligence (SQ)



## What is social intelligence?

“The main thing socially intelligent people understand is that your relationship to everyone else is an extension of your relationship to yourself.”

– BRIANNA WEIST

Social Intelligence (SQ) strongly relates to EQ. If emotional intelligence is getting on the train and getting to the station, then social intelligence is changing platforms and getting on the express.

Daniel Goleman (2007) divides social intelligence into two equally important parts:

- **Social understanding:** This is about your awareness or how well you sense others' inner states, feelings, and read social situations.

You need to be able to listen with full receptivity in order to tune in to another person and understand their thoughts, feelings and intentions. This helps develop your empathy.

Social cognition falls under this as well – recognising how you store, process and analyse information about other people, ideas and environments and how you apply that to social situations.

- **Socially appropriate behaviours:** This is about how well you engage in smooth interactions with others.

This shows up in how you present yourself, communicate, show concern and caring for other people (and act on it) and how well you can influence people and situations.

## What it looks like in action

American President Woodrow Wilson once said *I not only use all the brains that I have, but all that I can borrow.* This is an example of SQ – being able to recognise the skills, strengths and perspectives others can offer a situation.

You also show your SQ when you:

- Communicate well with others
- Influence people
- Collaborate in ways that bring the best out of everyone
- ‘Get’ verbal and nonverbal cues
- Are empathetic of people’s situations.

## Grow your SQ

1. **Cultivate curiosity.** Show your curiosity about the people you meet and work with through open questions and active listening.
2. **Step out of your comfort zone.** Experience what it’s like to be unable to do something and what asking for help is like.
3. **Actively ask for feedback.** Ask your friends, family and colleagues how it feels to be around, and interact with, you. This helps grow your self-awareness, which should help you interact better with others.
4. **Examine your biases.** We’re all [biased](#); it’s how our brain works. But our biases can get in the way of our empathy. Find opportunities to mix with new people and perspectives, and find out what’s important in their lives.
5. **Embrace difficult, respectful conversations.** Be open to different points of view and allowing yourself to be challenged. Start with listening without interrupting and without being defensive.

# Cultural Intelligence (CQ)



## What is cultural intelligence?

Culture refers to the ideas, customs, and social behaviours of a particular group of people. Cultures can be based on nationality, race, family connection, age, workplace, 'main-stream society'. We each belong to multiple cultures, some temporarily and others are lifelong.

Cultural intelligence (CQ) is the ability to relate and work effectively across national, ethnic and organisational cultures. People with high CQ are able to recognise the needs, expectations and approaches of different people and different groups.

We want to stay away from stereotyping territory, but we can recognise that the needs, expectations and approaches of cultures may vary. Cultural intelligence helps us understand, empathise and partner effectively across cultures.

*"Culturally intelligent innovation begins with changing our impulse from *Why can't you see it like I do?* to *Help me see what I might be missing!*"*

– DAVID LIVERMORE

## What it looks like in action

Most actions that demonstrate CQ can be broken down into four baskets:

1. **Drive:** showing openness and interest in other people, customs and cultures
2. **Knowledge:** understanding cultures and how that translates into your interaction with the person
3. **Strategy:** planning and preparing for cross-cultural interactions
4. **Action:** adapting to various settings through behaviour and skills.

## Grow your CQ

1. **Be genuinely curious about other people and cultures.** Here are six questions to get you started:

- *What traditions, celebrations and rituals are important to you?*
- *What was it like to grow up in your family?*
- *How has your life experiences affected your view of work?*
- *What expectations do you have of work, workplaces, leaders?*
- *What brought you to [here]?*
- *What are some incorrect assumptions people have made about you or your culture?*

2. **Actively seek out other ways of thinking.**

It's easier than ever to get lost in our own echo chamber. Make the time to deliberately listen to other perspectives. Talk to people you wouldn't normally cross paths with, listen to podcasts and audio books or read! Google is your friend here.

3. **Identify areas of cultural differences and what action is needed so everyone is included.** Prepare how you will adapt, flex and change things if necessary. Reflect on how views of work differ and what that means for people's expectations of you.

4. **Take action. Just do it!**

- Celebrate important cultural events and customs
- Practise active listening
- Recognise the different needs, expectations and approaches of different cultures

# Appreciative Intelligence (AQ)



## What is appreciative intelligence?

Tojo Joseph Thatchenkery defines appreciative intelligence as *“the ability to perceive the positive inherent, generative potential within the present.”*

Big concept. It’s almost the glass-half-full approach. Focusing on finding the silver lining.

It’s being able to see a breakthrough, or a new future in the present. This can apply to organisations, relationships, people, conversations, products—anything, in fact. And having seen the new future, the art is to then create it and make it happen.

People with high appreciative intelligence can:

### 1. Reframe their mindset or emotions.

Deliberately change the way you see something and manage your emotions, particularly your emotional hijacks far more effectively.

2. **Appreciate the positive.** Focus on the positive aspects of the situation but not blindly. Hope survives when people believe the outcome can be achieved.

3. **See and create the future from the present.** Hilary discussed ways to do this in her 2022 webinar: [Thinking about your career](#).

## What it looks like in action

- Display grounded hope ([The Stockdale Paradox](#)). They’re realistic about the situation, but also keep the faith they’ll reach the goal.
- People are engaged in what they’re doing. They feel connected to the outcomes they’re working towards.
- Success and effort is celebrated.
- People know the value they add and that they are valued.

## Grow your Appreciation

### 1. Reflect on your present level of AQ.

- Explore your current levels of optimism.
- Consider your success stories and how they came about.
- Self-assess and ask for feedback about your persistence, tolerance for uncertainty and resilience.

### 2. Practise reframing and creative thinking. Here are some techniques:

- When facing an upsetting situation state the reality and then say “but luckily…” and finish the sentence.
- Think about some recent wins or successes and what you can attribute success to. Then, think about how you can apply that to a challenging situation/person you are faced with.

### 3. Celebrate successes and achievements.

Nothing is too small to acknowledge. If someone’s effort, attitude, knowledge or work made things better, then recognise it. How people want to be recognised for their work varies. Do you speak everyone’s [appreciation language](#)?

- ### 4. Surround yourself with positive, optimistic people.
- They say misery loves company – but so does positivity! Attitudes are contagious after all!

“It is not simple optimism. People with appreciative intelligence are realistic and action oriented—they have the ability not just to identify positive potential, but to devise a course of action to take advantage of it.”

– TOJO JOSEPH THATCHENKERY



# Generational Intelligence



## What is Gentelligence?

People who are Gentelligent recognises how generational events and experiences have impacted people's approach, preferences and behaviours. Pew Research Center the importance of generations in a 2015 research summary:

'An individual's age is one of the most common predictors of differences in attitudes and behaviours...Age tells us two important things about someone: **their generation and approximate place in the lifecycle.**'

A generational lens is just one lens we can take to understand behaviour. And just to make it more fuzzy, think about this concept of ageless generations. Sounds weird, right?

This is the approach Thomas Koulopoulos and Dan Keldsen take in their book, *The Gen Z Effect*. They argue that Gen Z is not a birthright, but rather **a shared set of behaviours that can be adopted by anyone through conscious change.**

They've recognise the massive shifts that have defined the younger generation and how these shifts have shaped everyone else as a result.

You can check out the [Gen Z shifts here \(p2\)](#).

## What it looks like at work

"Gentelligence champions every generation and is born from intergenerational curiosity. **It's a willingness to understand how people who have grown up under different times view things in different and meaningful ways...**Gentelligence pushes back on the idea of generational competition, replacing it with the idea that people of all ages can benefit from the potential of intergenerational power."

- DR. MEGAN GARHARD

## Grow your Gentelligence

**1. Learn about trends and generational differences.** While we never want to stereotype or box people in, we can use generational knowledge to appreciate differences in approaches. This is about connecting the influence of the time with expectations at work. There's an example of this on [p. 6 of our Gen Z notes](#).

**2. Set clear expectations.** A lot of generational misinterpretations boil down to a lack of clarity. Haydn Shaw's 12 Sticking Points can help here.

communication	decision making	dress code	feedback
fun at work	knowledge transfer	loyalty	meetings
policies	respect	training	work ethic

Review these twelve areas in your team to make sure there aren't tensions or misinterpretations within your team.

**3. Be flexible.** People want autonomy. And for a lot of people that comes in the form of flexibility. One helpful exercise is to think about your business necessities and what can be flexed.

- **Business necessity:** Health & safety or anything that risks losing your customers, your profits, or your funding.
- **Business preferences:** Everything else that can be flexed to fit the situation.

**4. Check your bias.** In *Gentelligence*, Dr. Megan Garhard uses the D-I-E technique as a way to check your bias: Describe, interpret, explain.

- **D - Describe** the behaviour.
- **I -** Recognise your automatic **interpretations.**
- **E - Evaluate** alternative explanations.

p.5 of these [Generation Z notes](#) has an example in action.

\*\*The Gen Z notes were linked 3x on this page and have some good material to help increase your Gentelligence!

# Spiritual Intelligence



“To have what William Blake called ‘a firm persuasion’ in our work -- to feel that what we do is right for ourselves and good for the world at exactly the same time – is one of the great triumphs of human existence.”

–DAVID WHYTE

## What is spiritual intelligence?

The idea of spirituality at work might make people feel uncomfortable. This is not about religion – though organised religion might be where you draw your spiritual guidance for.

Spiritual intelligence is much more about the connectedness between everything and everyone in this world.

## What it looks like at work

People with high spiritual intelligence have a sense of purpose. They understand why they’re doing what they’re doing. They’re connected to their work and the outcomes they’re working towards.

David Whyte refers to this as our firm persuasion. The Japanese have another term for this, Ikigai.

Your Ikigai is the beautiful cross-section between doing what you love, what you’re good at, what you can be paid for and what the world needs. Here’s what that looks like in action:



When you recognise the bigger picture and look beyond the work you’re doing individually (or as a team), you’re showing spiritual intelligence. This happens when you can see the broader interconnections between your work, workflows, teams, stakeholders, customers, risks, opportunities, etc.

## Grow your Spirituality

- 1. Think about your Ikigai.** What drives you? What motivates you? Where do your strengths lie? How does your work help others?
- 2. Know your workflow.** Use some of these questions to get you started.
  - Where does your work ‘come from’ or start at?
  - Who does it get passed to afterwards?
  - Complete a RACI map and identify what people/teams are responsible and accountable and who needs to be consulted or kept informed.
  - Review your engagement touch points. How do people get information from/to you? What channels do they use?
  - What’s going well? What challenges would you like to address?
- 3. Create a line of sight.** Recognise how your work contributes to the team success. Connect your team success to your directorate/group and organisation. Reflect on the work you do and how that helps your customers.
- 4. Reconnect with what makes you happy.** Flexible work means we can find creative new ways to build our work around the things that fill our bucket. [Take breaks](#) in your work day to find both enjoyment and stillness.



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# Thanks for coming!

**From The Training Practice team – Kristen, Hilary, Dinah and James**

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Follow us on [LinkedIn](#)

Get in touch: 027 222 1498 | [office@trainingpractice.co.nz](mailto:office@trainingpractice.co.nz)

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