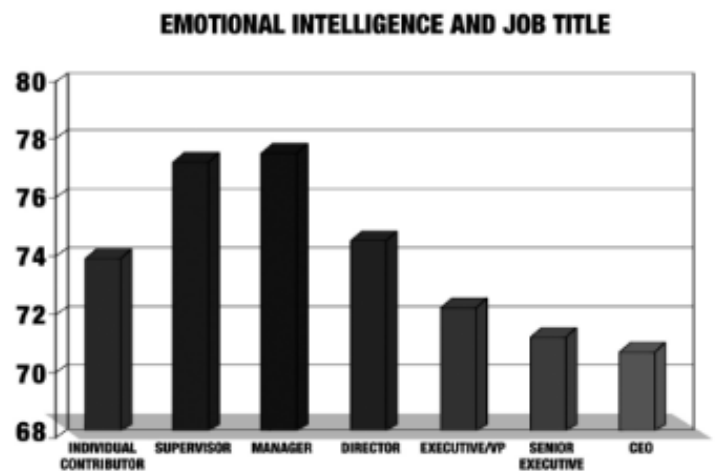


It's Lonely at the Top (2008)

Considering the mountains of literature about EQ, you'd think corporate executives would be pretty smart about it. As revealed in the Harvard Business Review article, “Heartless Bosses”, by TalentSmartEQ co-founders Drs. Travis Bradberry and Jean Greaves, the research showed that the message still wasn’t getting through. In 2008, we measured EQ in half a million senior executives (including 1,000 CEOs), managers, and line employees across industries on six continents. Scores climbed with titles, from the bottom of the corporate ladder upward toward middle management. Middle managers stood out, with the highest EQ scores in the workforce. But up beyond middle management, there was a steep downward trend in EQ scores. For the titles of director and above, scores descended faster than a snowboarder on a black diamond. CEOs, on average, had the lowest scores in the workplace.

A leader's primary function is to get work done through people. You might think, then, that the higher the position, the better the people skills. It appears the opposite was true in 2008. One hypothesis was that too many leaders were promoted because of what they knew or how long they had worked in the organization, rather than for their skill in managing others. Once they reached the top, they actually spent less time interacting with staff. *Yet among executives, those with the highest EQ scores were the best performers. We've found that EQ skills were more important to job performance than any other leadership skill.* The same holds true for every job title: those with the highest EQ scores within any position outperform their peers.



Reference

Bradberry, T.; Greaves, J. (2005). *Harvard Business Review Magazine*. Heartless Bosses.
<https://hbr.org/2005/12/heartless-bosses>