

Is the Future Female?

How Emotional Intelligence and Gender Affect Workplace Leadership and Success

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Introduction

Emotional Intelligence (EQ) is shown to to be an invaluable trait for both men and women. Research indicates that high EQ is an indicator for job performance and workplace flourishing. Studies also show that women have higher EQ than men, but women face a tougher challenge for success in leadership and career performance.

I hypothesize that **“the future is female.”** I question what it means for the future if/when women become the face of leadership in our modern society:

- Does this mean that the way in which we lead should and will skew more “feminine?”
- How will women and men fare in this future?

“When awareness is brought to emotion, power is brought to your life.”
– Tara Meyer Robson

Methods

I reviewed academic and business literature, as well as popular studies of EQ and leadership diversity to understand the concept and definitions of EQ, the implications EQ has on the workplace, and the role gender plays in EQ and leadership.

From these texts, I formed my own definition of EQ and formed a hypothesis for the future of EQ and leaderships across gender. Along with the literature reviewed, I used my personal experience in life, in work, and as a woman to develop my conclusions.

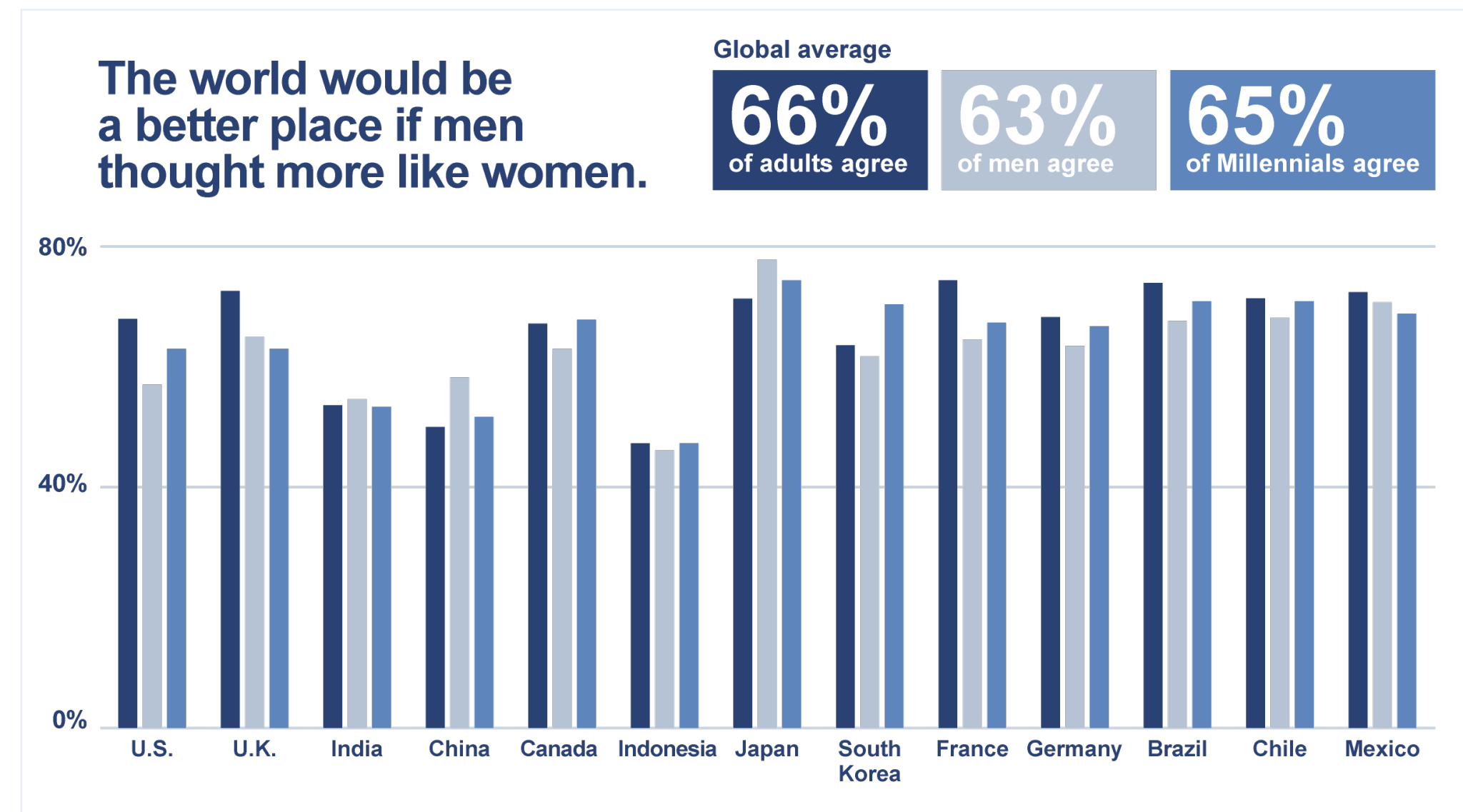
Results

I define EQ as:

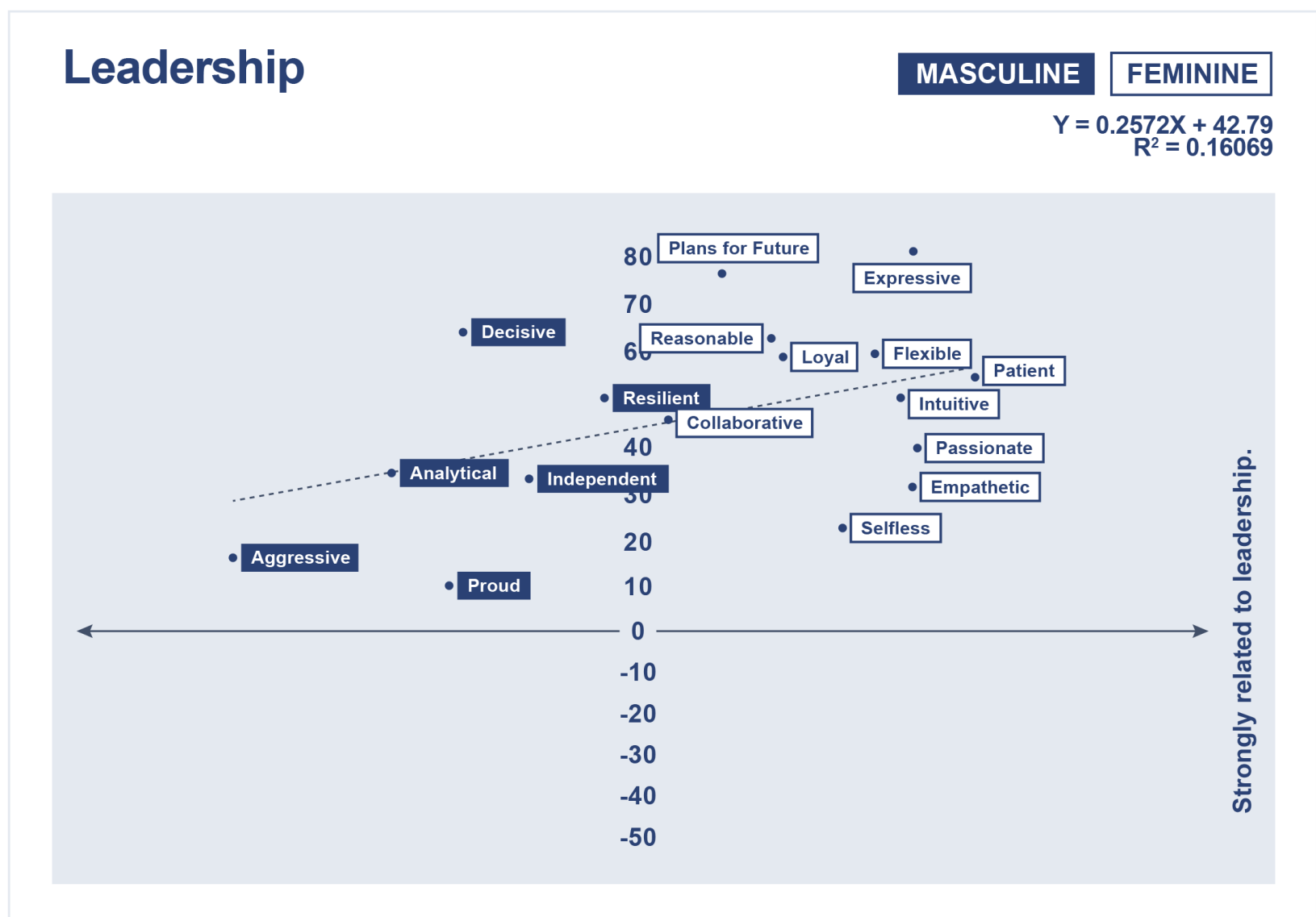
the ability to recognize and understand emotions both in yourself and in others, the ability to assess, process, and regulate these emotions accurately and appropriately, and the ability to harness emotions for growth both personally and intellectually

Meta-analysis by O’Boyle, et al. found that the three streams of EQ¹ correlated with job performance, which shows that EQ can predict job performance well, as shown by dominance analysis in the presence of FFM² and intelligence. Schutte, et al. confirms the link between EQ and organizational success, suggesting that EQ competencies may directly facilitate workplace flourishing and encourage development of other qualities such as perception of power and workplace.

Studies indicate that the future is female and the “feminine” traits of EQ that correlate with “feminine,” transformational leadership are the traits and qualities that resonate globally with men and women of all ages.



Charts adapted from *The Athena Doctrine*, John Gerzema and Michael D'Antonio 2013.



1. (1) ability-based models that use objective test items (for example: The Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT)); (2) self-report or peer-report measures based on the four-branch model of EQ (generally based on the Mayer-Salovey definition); and (3) “mixed models” of emotional competencies (using traditional social skill measures with EQ measures))

2. FFM = The five-factor model of personality: a hierarchical organization of personality traits in terms of five basic dimensions: Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience.

Conclusions

EQ is the ability to recognize, assess, and regulate emotions, which is key to success

- EQ is essential in job performance and workplace flourishing
- The virtues that make a strong and desirable leader correlate to those deemed “feminine”
- Women possess higher EQ, on average, than men

But, **women still aren’t leading at higher levels**

- Societal rule cause opportunities for women to excel and a tougher path to the top
- “Feminine” EQ traits are not as highly valued when women perform them
- Women are graded more harshly when they fail to perform “feminine,” as well as when they perform “masculine”
- Women are often placed in top level leadership positions in times of crisis or when they achieve success in displays of “masculine” leadership

Gender equality and diversity are crucial for business and government organizations to succeed and excel

- “Diverse teams and companies produce better results and higher revenue and profits, which lead to more opportunity for *everyone*, not just women.” (Sheryl Sandberg, 2016).

The future is female, and that future should start sooner than later. Better understanding of and training for EQ as well as the proliferation of “feminine” leadership styles and female leaders are essential to the prosperity of business and government.

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Hook ‘em!

Further Information

I have a passion for emotional intelligence, diversity, equality, and a specific stake in the proliferation of women. I’m always ready for open discussion:

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