ABSTRACT

This paper aims to study the role of Intelligence Quotient (IQ), Emotional Quotient (EQ) and Spiritual Quotient (SQ) in evolving personalities required for the new VUCA world.

Today’s volatile, uncertain, complex and ambiguous (VUCA) world requires the organizations to improve their performance which can be done only through talented and developed employees in the system through effective leadership. In this competitive corporate environment, effective employee motivation is essential to the success of any organization. The classical perspective of management was essentially analytical and rational, and employee's emotions were not considered. For building the human capital, organizations have to engage their minds and fascinate their hearts, which can be achieved by integrating emotional intelligence. Emotionally intelligent managers enable their organizations to offer an environment that motivates and develops employees. That is not enough; the employees need to be ready with new form of wisdom which calls for spiritual intelligence, required to face the uncertainties of the globalized world. Recent thinking about leadership has taken us into the spiritual dimension of life and work. So, the question arises how spiritual intelligence empowers today’s leaders to sustain and survive with their companies in the challenging world of 21st Century.

This study discusses the consequences of intelligences by outlining how the skill, will and capacity of evolving personalities enable organizations to develop right cultures. The new world order requires holistic intelligence which is the best tool for success. We have to understand how leaders can effectively survive and maintain the sustenance of companies in the new world order. In an era of exceptional challenges and swift change, we need effective leadership that brings out the best in people, organizations, and communities. This qualitative study was based on interpretive research using secondary sources.
Keywords: Intelligence-quotient, Emotional-quotient, Spiritual-quotient, Leadership, Performance

INTRODUCTION

Today’s economy has ceased to be economy of this or that nation but has become global economy. We need to build not just knowledge based but value-based, workforce economy. For the economy to be sustainable, human capital needs to be created as the focus which so far has been only on customer and not on employee. The new roles of leadership have been defined which are possible only by evolving personalities with IO, EI and SI. The leaders of these times need to have holistic intelligence. Leaders build all three forms of capital—material, social, and spiritual by using their own intelligence. We need to include the intelligence of the mind, the heart, and the spirit.

There has to be congruence of purpose, values and capability which shows ability to acquire relevant skills and resources to live those values.

Many employees look for meaning in their work but due to restrictions on knowledge and time, they are not able to accomplish their spiritual, intelligence and emotional needs. The notions of spiritual and emotional needs are interconnected with human environment. To cope with this, a number of organizations provide this environment to its employees as it is in the profit of both the employees and the employers but they have not yet succeeded due to the lack of available guidance and dearth of literature about Intelligence Quotient, Emotional Quotient and Spiritual Quotient (hereafter, IQ, EQ and SQ). Nevertheless, organizations always encourage this new trend.

A wide range of literature suggests that there are substantial effects of IQ, EQ and SQ on employee’s behavior in general and employee’s performance in particular.

Main intelligences

Studies of leadership have now widened to include different forms of intelligences. This research investigates contribution of intelligence quotient, emotional and spiritual intelligences to effective leadership. They are the key elements. Traditional analytical ability combined with emotional intelligence and spiritual intelligence leads to effective leadership.

Depending upon the types of intelligence, there are many types of leaders and their respective profiles. Of the three recognized types of intelligence: First is logical - rational intelligence, second-emotional intelligence and third- spiritual intelligence. This work mainly aims to improve general skills which are specific to holistic intelligence as it integrates the features of the other two types of intelligence stressing more on spiritual one. For the intellectual leader, it equals the intelligence of thinking, for the captivating leader, it matches the intelligence of feeling while for the spiritual leader's intelligence, the main feature is to give.

Integration of IQ, EQ, and SQ allows leaders to deal creatively with fast change, grow well on uncertainty and realize the full potential of those who lead or work with them. The results suggest that we think with our intelligence while feeling our emotions and believing with our spirit, values and hopes for unifying sense of meaning and values (SQ). Spiritual intelligence is about having a direction in life leading to peace. It is thinking of us as an expression of a higher reality.

Intelligence Quotient

IQ is the ability to think rationally, recall, learn, understand, solve the problem and then effectively implement what one has learnt (Bell, 2014). It is associated with the serial processing activity of the brain (rational thought). It is associated with our neural tracts which learn, being wired, according to a fixed program with the rules laid down in formal logic. So the learning involved is step-by-step and rule bound. When we teach children their times table.
by rote, we are encouraging them to wire their brains for serial processing. It produces the kind of thinking that is useful for solving rational problems or achieving definite tasks. Much instinctual behaviour is also accounted for by serial processing. IQ leads an organization towards better effective and efficient performance (Kilic 2013). Gardner, author of the ‘theory of multiple intelligences’ describes the IQ test as “the ‘shotgun’ approach to the assessment of human intellect” noting that tests are usually unrelated to everyday life. (Gardner, 1983)

**Emotional Quotient**

It is ‘thinking’ with the heart and the body and so is thought of as our ‘emotional intelligence’ or the ‘body's intelligence’. The structures within the brain with which we do our associative thinking are known as neural networks. Each of these networks contains bundles of up to 100,000 neurons, and each neuron in a bundle may be connected to as many as 1,000 others. Unlike the precise wiring of neural tracts, in neural networks each neuron acts upon or is acted upon by many others simultaneously.

Having competency in emotional intelligence has proven to be an effective skill leading to an individual’s overall success in the workplace. Experts ascribe positive value to people with high emotional intelligence quotients (EQ) and low EQs are regarded as suitable cases for training. We need to develop meaningfulness at work through emotional intelligence training, says Thory in his paper. (Thory, 2016) Since the concept of ‘emotional intelligence’ (EI) was first introduced, it has been developed, adapted and incorporated by the business world and more recently, by academics. EI skills have been strongly associated with dynamic leadership, satisfying personal life experiences and success in the workplace. This has resulted in calls for the incorporation of EI competencies in university curricula. It takes more than traditional cognitive intelligence to be successful at work. It also takes ‘emotional intelligence,’ the ability to restrain negative feelings such as anger, self-doubt, stress, anxiety and instead focus on positive ones such as confidence, empathy and congeniality. The pace of today’s workplace picks up exponentially. The tools and strategies to keep employees engaged is under continuous scrutiny, but it is necessary to evolve at the required pace to retain talent with the desirable Emotional Intelligence, instead of burning them out. This is true in all sectors of economy. (Thory, 2016 ).US Army also believes that soldiers have increased their resilience due to holistic approach of training to ensure a healthy, balanced force that excels in an era of high operational tempo and persistent conflict.

Emotional intelligence is defined as a type of social intelligence related to intrapersonal and interpersonal intelligence. The success and failure of an organization can be determined by the emotional tone set by the executive interpersonal. EQ is knack to understand, sense and then the application of these emotions as the base for influence, connection, information and human energy (Johar, 2013). EQ is our ability to recognize emotions and feelings to motivate ourselves and then manage it in ourselves and dealing with others. According to Brooks (2006) emotional conditions are used as personal feelings to achieve, motivate and plain performance in an organization. Furthermore, Goleman et al. (2002) while examining the effect of emotions on the performance of organization finds that EQ helps in reducing the conflict in organization and resultantly increase the employees’ performance

**Spiritual Quotient**

Spiritual intelligence is the most significant kind of intelligence, which has the power to change our life and society. It is a new pattern of intelligence which is essential for leadership. Broad and rigorous education is expected to offer ways and means for achieving the development of body, mind and spirit. Spiritual Intelligence (SQ) is the intelligence with which we address and solve problems of meaning and value, the intelligence with which we can place our actions and our lives in a broader, richer, meaning-giving context, the intelligence with which we can gauge that one course of action is more meaningful than any
other. SQ essentially assimilates IQ (the traditional Intelligence Quotient) and EQ (Emotional Intelligence). It is our absolute intelligence.

Spiritual intelligence (SQ) could also be called the ‘intelligence of meaning’. It is what makes us essentially human: the ability to plan, to make sense of our emotions, to control our impulses, to make choices, and give our world meaning. The concept of workplace spirituality and its positive effect on employee work attitudes and organizational results, has gained more interest in research over the past few years. However, despite the contribution of the research on workplace spirituality, little research has been conducted on investigating the key determinants of workplace spirituality

SQ is also called as the ultimate intelligence by Zohar and Marshall (2000), who place it at the top of a hierarchy, with EQ and IQ below it. The SQ of employees in an organization has silent but effective role on employee’s performance. SQ is the ability to kill the ego before it kills the creativity and helps the employees to make their work more meaningful (George 2006).

The existence of SQ in the organization will better create self-awareness, behavior, judgment of self-control, decision power, flexibility, adaptability, vision, consciousness, value, sense, and intuition of the employee. Therefore, SQ helps employee to evolve towards organizational enhancement (Zohar & Marshal, 2004; 2012). SQ will make the employees connected to the organization, making their work more meaningful and helps to lower down personal ego via self-reflection.

NEW PARADIGM OF INTELLIGENCE FOR HIGH PERFORMANCE: HOLISTIC

Intelligences’ Linking

While IQ, EQ and SQ are linked with employee performance, it is noted that IQ helps the employees in reasoning, planning, problem solving, abstract thinking, understanding the idea, and learning and resultantly improve the level of performance (Koohbanani, 2013) While EQ makes the organization’s environment satisfying and build optimistic relationship with employees, positively impacting the performance (Bar-on, 2006;Chopra 2010). In addition, if IQ is about thinking and EQ is about feeling, then SQ is about being. SQ is the capacity that allows an employee to live in sync with his true self affecting the performance level.

The core of leadership comprises multiple intelligences — cognitive, spiritual, moral, behavioural, and emotional. Cognitive intelligence is the ability to understand information, imagine possibilities, use intuition, solve problems and make decisions. Spiritual intelligence is the ability to understand that human beings have a need for meaning, value and a sense of worth in what they do. Moral intelligence is the ability to differentiate right from wrong according to universal principles. Behavioural intelligence is the ability to act appropriately according to different situations. Emotional intelligence is the ability to understand the needs and feelings of oneself and other people, manage one’s feelings, and respond to others in suitable ways.

IQ and EQ help us in our present situations, but SQ is all about transformation. The spiritualist has the power to question on a deeper level – who am I, what are my needs, what goals should I be pursuing, and what will really make me happy. They may seem like simple questions, but if we analyze ourselves, how many times are we engaged in pursuing things without really questioning whether they are necessary and really adding value? Our lives are often centered on asking the question ‘how’, but SQ is all about asking the question ‘why’.

IQ measures our cognitive ability but academic or cognitive intelligence alone offers little preparation for the emotional challenges we all have to face in the course of our daily lives. Measuring IQ alone is not enough; measuring the whole is more accurate and conclusive, IQ and EQ and SQ - a holistic approach.
Performance

The applications of IQ, EQ and SQ can be used as an effective tool to increase the employees’ performance. Employees are not only satisfied with compensation, rewards and benefits but they also need the utmost respect in organization and friendly-interaction with employees and managers. Therefore, Spiritual, Emotional and Intelligence environment can lead towards the better humanistic environment and increase the employees’ performance and satisfaction (Saleh, Yaacob & Rosli, 2015; Duy, Thanh, Oanh, Tam, & Vu, 2015).

EFFECTIVE LEADERSHIP: EVOLVING PERSONALITY THROUGH INTELLIGENCE TRAIT

Personality is a broader concept than intelligence, as can be seen in the definition:

“Personality is an individual’s unique variation on the general evolutionary design for human nature, expressed as a developing pattern of dispositional traits, characteristic adaptations, and integrative life stories, complexly and differentially situated in culture” (McAdams and Pals, 2006).

Personality and intelligence are related but firmly distinct. A number of personality traits show consistent and meaningful relations to intelligence. Thus, the important contrast is between the view that intelligence is a personality trait.

BALANCE OF WISDOM AND KNOWLEDGE IN LEADERSHIP

Concepts of intelligence for approaching knowledge

Daniel Goleman (1995) presented his concept of emotional intelligence and the importance of feelings for high performance in the work environment based on his studies of performance in leadership. Zohar & Marshall (2001) argued that there is at hired and ultimate intelligence which we use to discover values and find meaning, the main theme of human action (Frankl, 1984).

“Cognitive” Intelligence is considered as Knowledge of the expert, “Emotional” Intelligence as Management knowledge and “Spiritual” Intelligence as Wisdom of the leader.

By SQ Zohar & Marshall (2001) refer to “the intelligence with which we address and solve problems of meaning and value, the intelligence with which we can place our actions and our lives in a wider, richer, meaning-giving context, the intelligence with which we can assess that one course of action or one life-path is more meaningful than another”. Integrating all our intelligences makes us truly human and SQ is the ultimate intelligence. Spiritual Intelligence (SI) is all about ability to (1) recognize life principles (2) build his life in accordance with these laws. In layman’s term, SI is also called wisdom or the application of knowledge.

Contrary to the general perception, Spiritual Quotient invokes the use of reason and will. As Zohar and Marshall (2000) asserted that Spiritual Quotient is the basis for emotional and rational intelligence.

The continuing cultivation of spiritual intelligence is the process of revealing and restoring the truths to your watchful awareness. Knowledge and skill are like IQ and EQ and can be taught. They are the tip of an iceberg, but the base of the iceberg is the attitude of a person. This attitude is what makes a person successful and SQ can help us develop it.

What we need is the wisdom of values-oriented leadership based on the intelligence reframed. Intelligence Quotient (IQ) - Is about thinking, Emotional Quotient (EQ) - Is about feeling, Spiritual Quotient (SQ) - Is about being.
INTELLIGENCE REFRAMED – FOR GOOD TO GREAT CULTURE BY EVOLVING INTO A GREAT LEADER

New Paradigm of Intelligence and Effective Leadership: New World Order

- **Intelligence Quotient** (Cognitive Knowledge)
  - Capability (Ability to have skills and resources to live values)

- **Emotional Quotient** (Management Knowledge, Will (Vision Values)
  - Will

- **Spiritual Quotient** (Leader’s Knowledge-Wisdom, Purpose (Priority Values)

- **Material Capital** (What I think)

- **Social Capital** (What I feel)

- **Spiritual Capital** (What I am/How I behave)

- **Value Based Leadership**

- **High Performance**

**Character Based Personality**

Source: Researcher’s Compilation
CONCLUSION

By using their own intelligence, leaders build all three forms of capital which is holistic—material, social, and spiritual. All are included—the intelligence of the mind, the heart, and the spirit. All the three types of capital are related through a new paradigm of intelligence required for effective leadership.

Our society places value on one particular kind of capital and that is the material capital. Too often the worth or value of an enterprise is judged by how much money it earns at the end of the day, or how much worldly power it gives us over others. This obsession with material gain has led to short-term thinking and the narrow pursuit of self-interest. It is true that any kind of enterprise we want to engage in requires some kind of financial wealth if it is to succeed in the short term. But for leadership to inspire long-term, sustainable businesses, it needs to pursue two other forms of capital as well—social and spiritual. Spiritual capital is the foundation of all. Spiritual intelligence advocates tapping into our intuition and our deep sense of meaning.

Social capital is in the mid layer. Emotions can be a major asset for leaders if properly understood. EI skills have been strongly associated with dynamic leadership, satisfying personal life experiences and success in the workplace but spiritual intelligence has to be translated into leadership competencies in the new world order as a major tool of success amongst others.

Way Forward

Today’s leaders need to be more than proficient in their ability to flexibly and creatively adapt to and transform the rapidly changing complex systems they work in. The nature of the intelligence and knowledge base to work in this world is far broader than simply analytic. We need a holistic approach which is integrated in the character based positive personality. While cognitive intelligence and expert knowledge enables us to manage projects within a controllable environment of limited complexity and low uncertainty, emotional intelligence and management knowledge are required when dealing with increasingly complex project environments. In order to be able to provide leadership in highly complex and uncertain environments, leaders additionally need spiritual intelligence, the leadership skills and wisdom to help discover meaning and to help create new and valuable environments through jointly making sense of what we do or do not understand. They need to share responsibility and leadership when creating the future while keeping watch and being prepared for the unexpected.

Good to Great culture is achieved by fulfilling parental responsibilities which require effective leadership. A leader with holistic intelligence and a personality of good character and values will only be able to sustain in the long term. Leadership and Spirituality are the main constructs which improve the workplace, humanity and the environment only if they are defined and practiced in an integrated way by people. New behavior, new attitudes and new way of thinking based on new type of intelligence are the future of the improved leadership and management. If we follow consciously the development of emotional, attitudinal and behavioral balance, there will be efficiency in the workplace. It calls for a new type of transdisciplinary training, which will take into consideration all the dimensions of the human being like 1. adapt more rapidly, 2. integrate more easily, and 3. become harmonious with itself and the others, too.

REFERENCES


