

Previous Newsletters :

[ISSUE 8 – APRIL 2013](#)[ISSUE 7 – MARCH 2013](#)[ISSUE 6 – FEBRUARY 2013](#)[ISSUE 5 – JANUARY 2013](#)**Interesting Articles:**

Can GCC workforce nationalization succeed? Promoting the employment of nationals within the private sector is on the agenda of every GCC country's government. The measures introduced to date include the application of sector focused quotas, reserved roles and restrictions on visas for non-nationals. However, the GCC represents a unique demographic and, the long term success of these measures is dependent on a complex interplay of social, cultural and economic factors...[Read more](#)

Abu Dhabi sets up financial free zone; could compete with DIFC. DUBAI (Zawya Dow Jones)—Abu Dhabi is starting a financial free zone on its Al Maryah Island that could pose a direct challenge to the nine-year-old Dubai International Financial Centre, just an hour and a half's drive away...[Read more](#)

Labour markets and the crisis of the European Monetary Union. Most observers think of the crisis of the European monetary union primarily as a crisis of failed fiscal discipline in a monetary union. Bob Hancke proposes a very different way of looking at this. The crisis of EMU since 2009 has laid bare problematic aspects of the interaction between employment relations, and in particular wage bargaining systems, on the one hand, and central banks on the other... [Read more](#)

Assignments Handled:

- Chief Accountant / Accounts Manager – IT/ Telecom
- HR Manager – FMCG
- Head of Consultancy and Training – IT/Telecom
- Deputy Project Director – MEP – MEP (Construction)

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Dear All,

Welcome to our 9th monthly newsletter!

This month, we will try to summarize the concept of Emotional Intelligence (EQ) with the help of Daniel Goleman who has made a lot of studies about the brain basis other kinds of intelligence starting with Emotional Intelligence, Social Intelligence, Ecological Intelligence...

Next month, our Corporate Finance Division will explain you how to set-up a financial plan within a business plan that is critical to launch a new business, a new activity, a new product...

Best Regards,

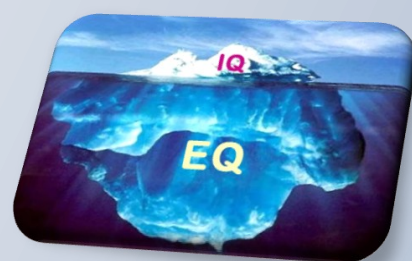
Zoran Marinkovic

Managing Partner – BM Management Consultancies

Why Emotional Intelligence (EQ) can matter more than Intelligence Quotient (IQ)?

Daniel Goleman explains why Emotional Intelligence (EQ) can matter more than Intelligence Quotient (IQ) in his book "[Emotional Intelligence](#)" and how EQ can be applied in the workplace in another book "[Working with Emotional Intelligence](#)". He defines it 'a trait not measured by IQ tests' as a set of skills, including control of one's impulses, self-motivation, empathy and social competence in interpersonal relationships. In other words, it is a set of competencies that distinguishes how people manage feelings, interact, and communicate.

Indeed, there are 5 dimensions of emotional intelligence and 25 emotional competencies that detail 12 personal competencies based on self-mastery and 13 social competencies. A competence is a personal trait or set of habits that leads to more effective job performance.

**Personal Competence***These competencies determine how we manage ourselves.***A. Self –Awareness***Knowing one's internal states, preference, resources, and intuitions.*

- ◆ **Emotional awareness:** Recognizing one's emotion and their effects.
- ◆ **Accurate self-assessment:** knowing one's strengths and limits.
- ◆ **Self-confidence:** A strong sense of one's self-worth and capabilities.

B. Self-Regulation*Managing one's internal states, impulses, and resources.*

- ◆ **Self-control:** Keeping disruptive emotions and impulses in check.
- ◆ **Trustworthiness:** Maintaining standards of honesty and integrity.
- ◆ **Conscientiousness:** Taking responsibility for personal performance.
- ◆ **Adaptability:** Flexibility in handling change.
- ◆ **Innovation:** Being comfortable with novel ideas, approaches and new information.

C. Motivation*Emotional tendencies that guide or facilitate reaching goals.*

- ◆ **Achievement drive:** Striving to improve or meet a standard of excellence.
- ◆ **Commitment:** Aligning with the goals of the group or organization.
- ◆ **Initiative:** Readiness to act opportunities.
- ◆ **Optimism:** persistence in pursuing goals despite obstacles and setbacks.

Social Competence*These competencies determine how we handle relationships.***A. Empathy***Awareness of others' feelings needs and concerns.*

- ◆ **Understanding others:** Sensing others' feelings and perspective and taking and active interest in their concerns.
- ◆ **Developing others:** Sensing others' development needs and bolstering their abilities.
- ◆ **Service orientation:** Anticipating, recognizing, and meeting customers' need.
- ◆ **Leveraging diversity:** Cultivating opportunities through different kinds of people.
- ◆ **Political awareness:** Reading a group's emotional currents and power relationships.

B. Social Skills*Adeptness at inducing desirable responses in others*

- ◆ **Influence:** Wielding effective tactics for persuasion
- ◆ **Communication:** Listening openly and sending convincing messages.
- ◆ **Conflict management:** Negotiating and resolving disagreements.
- ◆ **Leadership:** Inspiring and guiding individuals and groups.
- ◆ **Change catalyst:** Initiating or managing change.
- ◆ **Building bonds:** Nurturing instrumental relationships.
- ◆ **Collaboration and cooperation:** Working with others towards shared goals.
- ◆ **Team capabilities:** Creating group synergy in pursuing collective



It is all about how you handle yourself, get along with people, work in team and leadership. Besides, IQ takes second position to emotional intelligence in determining outstanding job performance. Indeed, C-Level and Top Management derailment is very often driven by rigidity and poor relationships.

I hope we have convinced you how important for excellence is emotional competence compared to technical skills and even intellect. The questions you should ask yourself are: "who am I?", "where am I going?", "what do I want?" and "what's next?".

Meet BM Management Consultancies**The Objectives of our Talent Pooling/Talent Mapping**

- ◆ Plan and anticipate your talents need to implement your strategy
- ◆ Hiring talents to reach the business targets
- ◆ Decreasing deadlines while improving quality of the candidates
- ◆ Reducing the costs
- ◆ Creating a pool of talents
- ◆ Getting a better market reach

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