

## **PRIMAL LEADERSHIP: REALIZING THE POWER OF EMOTIONAL INTELLIGENCE**

By Daniel Goleman, Richard Boyatzis, and Annie McKee

Book review by THE JOURNAL OF APPLIED CHRISTIAN LEADERSHIP Vol. 2, No. 2 SUMMER 2008

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This book should be read by those desiring a deeper understanding of the application of emotional intelligence concepts to life and leadership. The principles set forth within its pages forcefully challenge long-held beliefs about management and leadership as a process that has been driven primarily by analysis and control leading to efficiency. We are compelled to consider the human qualities that influence the effectiveness of our work communities and organizations that enrich society. The passion and enthusiasm that moves people forward in organizations is tied to the human spirit that cannot be managed or controlled without suffering loss to both. *Primal Leadership* begins to fill in the blanks in our understanding of what it takes to optimize the emotional and relational forces that drive commitment beyond the possibilities of managed compliance.

The emergence of authentic relationships and community as a primary driving force in the post-modern world makes it necessary for all who would lead intelligently and effectively in the present context to understand this important dynamic. Goleman et al (2002) help us to understand why emotional and relational resonance matters—the workforce necessary to a society built around technology no longer responds to the command and control methods of the industrial era. Beyond this pragmatic reason we rediscover the dignity of the basic building block of our organizations—the human person. Emotional intelligence applied is the practice of recognizing the need of each to be treated as valuable and deserving of dignity.

After having read multiple scores of books on leadership and management, I would recommend *Primal Leadership* as a must read.

Daniel Goleman's 1995 best-seller, *Emotional Intelligence* (2006), gave life to a conversation that challenges the long-held idea that emotions are best kept out of the workplace. Intelligence (IQ) that supports attitudes of cold analysis and production above people's feelings has long held sway in the modern leadership environment. His work challenges the primacy of IQ by raising awareness of the value of emotional intelligence as an essential ingredient in effective leadership and in the success of our organizations. Managing relationships, therefore, plays a vital role in sustaining the human platform that supports productivity and profit. "When people feel good, they work at their best" (Goleman et al., 2002, p. 14).