

Emotional Intelligence (EI) was first accepted by people in varied leadership positions across the nation because of Dr. Goleman, who is considered the father of EI. I believe in Dr. Goleman's philosophy, that IQ alone is not enough for leadership; good leadership also requires emotional intelligence (Goleman 1995). Goleman (2001) focused his work on individuals having the capacity to self-manage while being self-aware of their own feelings prior to attempting to lead others. I am not sure that I agree with Block (1995) that men tend to lean more on high energy, drive, achievement and competitiveness, whereas it's believed that women utilize emotional intelligence and are usually more self-aware, self-controlled, and empathetic (Block, 1995). I personally know men and women who use a combination of these traits and others who are completely unaware of their impact on others. Leaders can, however, develop the capacity to be aware, regardless of gender (Goleman, 2001).

While developing EQ personal skills, I expanded and honed emotionally intelligent leadership in my role as a police lieutenant. I recognized the need to become more self-aware, use self-managed, and be socially-aware when interacting with others (Goleman, 1999). These skills helped me improve my overall engagement and leadership involving Millennials.

As a woman of color, I recognized that I was evaluated differently and being held to a higher standard by my superiors and the "good old boys" within the organization. So, when it came to leading, it was different for me, and I had to develop specialized tools.

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I worked on developing areas of trust and confidence with my personnel, listening to them, and crafting a firm but fair environment. As a Psychology candidate, I now realize I was connecting emotional intelligence by being self-aware of my impact on others while managing expectations. As a woman in a high-profile position of influence, I often worked so much harder, by demand and choice, just to be accepted for the same job my male peers were doing. I knew, from personal experience, that my male peers and subordinates would not appreciate my EQ style of leadership, so I didn't share these tools.

Between 2009 and 2012, I served as the Adjutant to the Chief of Police and Public Information Officer for the police department. I served in positions of confidence with high-ranking leaders throughout the city of Pasadena and state. I had many opportunities to participate in and experience executive leadership and critical decision-making. It became clearer during these experiences that there was often a lack of empathy and self-awareness on the part of *some* leaders regarding how their decisions were going to personally impact personnel. I also noted that some decision-makers were unable to recognize the different dynamics of behavior due to generational characteristics, particularly those of Millennials. I heard over and over that, "These young workers are not committed, and they lack loyalty." I disagreed with their perceptions and continued to believe that understanding emotional intelligence leadership is undeniably critical

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for organizational success (Goleman 2001). Leaders who bring fresh ideas, flexibility, and the ability to share their vision with subordinates are more likely to achieve success using a combination of technical skills, intelligence, and emotional intelligence (Yadav, 2014).