



# 情商与 企业家才能的关系

文 | 泰德·普林斯

**企**业家才能是指实现难以达成的商业目标、为企业赚到钱、成功推广产品及赢得客户的种种能力，这些目标一般都要求企业家作风强硬。至于情商，按照“维基百科”的说法，它是指控制自己及他人情绪的能力，以及识别不同的情绪并利用相关信息指导自己想法和行动的能力。说到这两者的特点，情商重在理解他人及其需求，而企业家才能则致力于开发新产品并借此获利。

提到情商，我们脑海中想到的修饰词往往是“温和”，而企业家才能通常是与“强硬”“严苛”这类词语联系在一起的。从这个



## 情商的重要性不亚于智商，高情商企业家在事业方面能做得更好。

意义上说，情商与企业家才能似乎是反其道而行之的两件事。但实际上，我们应当全面客观地审视这两者的关系。企业家提高情商能让他在事业方面做得更好，而不仅仅是让自己变成一个性格温和的企业家。当然，性格温和也是一种高情商的表现。

情商的重要性不亚于智商，接下来让我们看看是企业家的情商水平与企业经营状况之间的关系。

### 年轻企业家可能面对的情商问题

很多企业家都很年轻，对于他们而言，可

能会遇到一些与情商相关的特定问题。多数企业家是在二十出头的年纪踏入事业成长期的。在这个年龄段，一个人的人格可能并未完全成型，而且他意识不到这一点。总之这是一个逐渐摆脱父母的影响、成长为独立成年人的阶段，这个过程会对企业家与他人的交往产生重要影响。未完全成型的人格有时会引致一些问题，除了缺乏安全感之外，还可能有以下非理性表现：通过一些鲁莽、强硬或难以理喻的行为来掩饰自己的不安；无原则地博取人们的欢心；对员工客气得过头。

男性比女性成熟得晚，而企业家队伍里男性要多于女性，这意味着年轻的企业家群体要更加突出地面对这些问题。企业创始人或CEO的低情商将危及企业生存，即便是年轻员工也会发现企业领导人的不成熟，由此降低对他的敬意并进而影响自己的工作效率。有些员工还会选择离开，转投那些领导人更为成熟的企业，因为他们觉得在那样的企业中能学到更多东西。

总而言之，企业家的不成熟和低情商会导致优秀员工要么流失，要么生产效率低下，对企业远景没有信心，而这些最终都将导致企业经营失败。

### 低情商企业家的典型特征

其实各年龄段的企业家都可能遭遇情商问题。特别内向的人一般情商都不高，这样的人有的有心理疾病，而且很难甚至完全无法理解他人。但是别忘了，特别内向的人通常比一般更具创新能力，他们能研发出新产品，而这是创办新企业的基础。

也许你看过《社交网络》，这部电影讲述的是Facebook创始人马克·扎克伯格的故事。他一个很典型的性格内向的人，情商很低但非常具有创新能力。他成功创办了新企业，但身边的人都疏远他，包括他的女朋友。扎克伯格的创业是成功的，但很多像他一样内向的企业

创始人都受低情商所累，最终导致创业失败。

还有一种与扎克伯格的性格完全相反的企业家，他们非常外向甚至有些自恋。这种人做任何事都是为了让自己能够凌驾于他人之上，其狂妄自大已近病态。这类人往往擅长销售而且不怎么讲诚信，不管企业的产品质量如何，他们都能成功地推销出去。这看似好事，但实际上这种低情商也会导致企业经营失败。

这种人在人群中很醒目，因为他们非常擅长自我宣传，很难让人忽略他们的存在。相反，内向的企业家经常会主动避免成为关注的焦点，他们不愿意暴露在聚光灯下。当然，这两种低情商表现都是很极端的例子，虽然其中每一种都有值得学习的地方，但实在没必要效仿。

但不容忽视的一点在于，这两种人更容易成为企业家。如果你也想成为一名企业家，有一个问题是：你是这两种人之一吗？如果不是，那你认识这两类人吗？你是否正在他们的手下工作或与之合作？或者，你的配偶是这类人吗？

### 企业家应善用情商的理由

无论企业家处于哪个年龄段都需要不断提高情商，这不仅是为了有效地处理工作，更是为了有创造性地与不同身份的人交往，其中包括：

**商务伙伴** 商务伙伴之间并不只是纯粹的商业合作关系，很多时候你必须信任甚至是爱他们，因为在你资金不足的时候需要得到他们的支持。

**员工** 这种情况有些类似于商业伙伴。对大多数员工而言，他们工作不仅仅是为了赚钱，他们还非常看重与企业领导者的交情。企业领导的情商高，就会与员工形成更好的人际关系，并因此提高员工的工作效率和忠诚度。



高情商的企业家能够通过给予员工宽容和尊重，使其主动提升自己对企业的价值。

**供应商** 供应商是企业正常运转的生命线，企业家情商高意味着能从供应商那里获得更好的服务及支持。

**投资者** 投资者愿意为你的企业投资，不仅仅是因看好有关产品，更因为他们信任你的为人。

**其他支持者** 很多人不是企业的商业搭档，却用不同方式给企业以支持，比如为企业做义务宣传，比如在企业遇到困难时站脚助威，让你在即将要放弃的时候重新振作起来。

### 情商在企业经营中的重要作用

无论什么年龄段的企业家，来自配偶或伴侣的情感甚至财富支持都至关重要，他们彼此之间的关系是建设性且富有成果的。大量的企业经营失败要归因于企业领导与配偶或伴侣之间产生的矛盾，在创业初期，高情商尤其有助于规避这类问题。

总地来说，在企业的经营中，高情商的积极作用主要包括以下几个：

**1. 倍增他人的才干** 优秀的企业领导者知道如何正确激励属下，并将激励机制合理地融入到岗位设置和工作环境创建环节之中。人们的需求形形色色，所以要做到这一点需要很高的情商。

**2. 促使员工完成看似不可能的任务** 有些难度极大的工作目标看似不可能完成，有些企业领导却总能激励人们最终完成这类任务。这种非常难得的能力只有提高情商才能获得。

**3. 让员工总是情绪饱满** 在企业创业之初，员工经常要担负一些很有挑战性的任务，要和许多大公司同场竞争，此时很容易感到沮丧并丧失信心。而情商高的企业家知道如何让员工充满信心，这种能力是企业的宝贵财富。

**4. 有助于帮助人们提高心理包容能力**

无论在工作还是生活中,很多时候我们倾向于排斥异己。而情商高的人知道如何引导他人包容由种族、语言、性别、身体缺陷、心理疾病等原因产生的差异。

对于企业家来说,高情商的益处显而易见。他能在经营管理方面更加游刃有余,并因善待员工而提高其对企业的忠诚度。高情商的企业家能够通过给予员工宽容和尊重,使其主动提升自己对企业的价值。

对于讲求实效的生意人来说,高情商的价值还在于能通过以下两个途径来提高决策效率,增进决策效果。

**第一,提高看清“硬币反面”的能力。**只有真正全面地了解事物的各个方面才能做出最佳决策,高情商恰恰能帮助人们正确了解他人的想法。当你因此而掌握了事物的来龙去脉之后,就能不仅仅出于商业考虑而做出决策,还能照顾到他人的感受和社会效益。这意味着你的决策不单性价比很高,而且综合来看也非常明智。

在当今商业社会,企业家决策时不但要考虑商业效果,还要顾及所作决策对他人的生活和健康、对全社会以及自然气候等方面的影响。如果忽视后面这些因素,即便是当初看起来最佳的商业决策最终也可能导致严重后果,导致经济效益与社会效益的双重损失。

**第二,破除企业内部等级制度的弊端。**很多时候,决策出自企业中最有权力的人,但他们往往不是制定这些决策的最佳人选。有些高管认为正确决策与身处高位是紧密相关的,而这正是很多错误决策的来源。高情商的人懂得,所处层级与正确决策之间并无必然联系,他们会寻找正确的人来制定决策,不会仅凭年龄、地位、学历等因素来评判对方。

此外,提高情商有助于增进企业家之间的合作。很多研究以及我的公司中的实例表明,企业经营的成功并非靠一人之力就能办

### 提高情商的途径

- 参加测评
- 找位导师
- 提高倾听能力
- 读些小说
- 学会运用肢体语言

到。作为企业家,你得借助合作伙伴的智慧和能力才能取得成功,而另一方面,对方同样离不开你贡献的智慧和能力。

商业搭档之间的关系与夫妻有很多相似之处,处在这两种关系中的人都要懂得适当地妥协,并要时常为对方着想。所以很自然,如果情商高的人能与搭档保持更为长久的合作关系,企业也会因而良好地运转下去。

对于企业家来说,要获得成功,除了要创造世界一流的产品,还离不开优秀的商业搭档。而要保持搭档间的关系健康长久,双方都必须提高自身的情商水平。这大概算是企业家必须提高情商的一个最有说服力的理由了。

### 提高情商的几个途径

**1. 参加测评** 首先你需要了解自己的情商水平,为此,不妨做一些情商测试题,这将让你获得一个良好的开端,最有名测试题来自心理学家丹尼尔·戈尔曼(Daniel Goleman)。如果不习惯做测试题,也可以向配偶或身边的朋友了解他们对你的真实看法,通常他们会给你最中肯的建议。

**2. 找位导师** 这是另一种提高情商的方法。在与导师共事的过程中,他能够对你的情感技巧和控制情绪的能力加以引导。

**3. 提高倾听能力** 多倾听他人诉求是提高情商水平的重要途径,有很多这方面的书籍,平时应该多读读这类书并将有关方法应用于每日生活。

**4. 读些小说** 这听起来似乎与提高情商不相干,但读小说,特别是读一些描述人际关系的经典小说是提高情商水平的最佳方式。

**5. 学会运用肢体语言** 肢体语言是与他人交流情感的一种方式,这方面的书也有很多,在读书的同时请人当面指导也是有益的。C

(作者系佩斯领导力研究院创始人兼CEO)

## **“What Has Emotional Intelligence Got To Do With Entrepreneurship?**

**Dr. E. Ted Prince**  
**Founder and CEO**  
**Perth Leadership Institute**  
**[www.perthleadership.org](http://www.perthleadership.org)**

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Emotional intelligence (EI) and entrepreneurship would appear to be the opposite ends of the spectrum. Entrepreneurship is about meeting difficult business goals, making money, building products, winning over customers, getting money. All of these might seem to imply that an entrepreneur must have a working style that is somewhat tough and hard-edged.

According to Wikipedia, emotional intelligence (EI) is the “ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behavior.”

Being in business and the need to make a profit is often seen as being antithetical to EI. The latter focuses on people's needs; entrepreneurship focuses on getting new things out to the world and making money from them, even if some people end up unhappy as a result; for example the people whose products have now been made obsolete by your products.

Yet emotional intelligence seems to be the reverse of all these entrepreneurial attributes. The common view of EI would be that is the ability to understand other people and their needs. We tend to associate EI with being soft and entrepreneurship with being harder or tougher. But really EI and entrepreneurship should be seen in the same light. EI is a way to become a much better entrepreneur, not just a softer entrepreneur, although that might also be part of the equation.

Emotional intelligence is often measured by something called EQ, the emotional equivalent of IQ. So we will talk about the EQ level of entrepreneurs and what this means for their company and business.

### **Are You Young for Your Age?**

Entrepreneurs are often, although not always, younger. For younger entrepreneurs there are particular issues in terms of EQ. These include:

- **Level of maturity;** if you are in your late teens or early 20s – the age of many entrepreneurs, it's possible that the entrepreneur is undergoing the perfectly normal stages of growing up. In particular his or her full personality might not yet have been completely formed, and he or she

might still be having problems coming to grips with that fact. The process of individuation – the process of becoming a normal, independent adult who is independent of your parents – is probably still ongoing.

- This can impact the entrepreneur's relationships with everyone he deals with, and sometimes an incomplete process of individuation might lead to certain types of problems.
- The lack of maturity might cause insecurity and the following; types of dysfunctional behavior:
  - Acting brashly to cover insecurity
  - Tough or unreasonable behavior to mask this insecurity
  - Wanting to be liked, and treating people too tolerantly
  - Acting in too friendly a manner with employees
- Men are even more likely than women to be less mature at these younger ages which make the problem more pervasive since there are more men entrepreneurs than women.

If an entrepreneur is a founder or CEO and does not have high EQ then these problems can become serious and threaten the viability of the company. Even if most of the employees are also young, they will notice this lack of maturity and emotional intelligence and it will impact their level of respect for the entrepreneur and their productivity. It is likely some will leave to go to a company where they think the leadership is more mature and they can learn more from its leaders.

In other words, a lack of maturity and emotional intelligence can lead directly to company failure through its good people leaving, becoming less productive, or not having faith in the future of the company.

### **How About Being an Older Entrepreneur with Lower EQ?**

But you don't have to be young to have low EQ. You could be older and still have low emotional intelligence. I can think of several cases that can often occur with entrepreneurs of any age:

- **Highly introverted entrepreneurs:** Not infrequently, highly introverted people, or even introverts generally, can have lower EQ. It's true that such people might have a pathological case of introversion and just don't understand people at well or at all. But we need to remember that highly introverted people tend to be more innovative than the general population and so it's often precisely this sort of person who will create and develop an innovative new product that will become the foundation for a new company.
- Maybe you saw the film "The Social Network" about Mark Zuckerberg, the founder of Facebook. He is clearly a good example of this type of person. He was very introverted, very innovative and had very low emotional intelligence. He managed to create a new company but alienated most of the people in it including his girlfriend.
- Of course, he ended up very rich. But for every introvert like Mark Zuckerberg who created an amazing new company, there are thousands of others just like him whose low emotional intelligence led to company failure.
- **High Extroverted narcissists:** These are the opposite of the type of entrepreneur like Mark Zuckerberg. Being a narcissist, everything they do is aimed at promoting themselves above other people, to a pathological degree. T

- The good news is such people are often incredible salespeople who manage to sell their product to anyone and everyone, even if it isn't very good. The bad news is that they usually also have low emotional intelligence and this frequently also leads to company failure.
- I am sure you can think of people you know like this because they are so self-promotional, it's often impossible not to hear about them, unlike the highly introverted type of entrepreneur who typically avoid being the center of attention and are often afraid of being thrust into the spotlight.

As you can imagine, these are just the extremes of a spectrum that ranges from intense, innovative introverts on the one hand to extroverted narcissists on the other. So you don't have to be on these extremes to have low emotional intelligence although it helps.

But you should note one thing: it is precisely these types of people who often become entrepreneurs. So if you become an entrepreneur, one question to ask is whether you are like one of these two types of people. And another is, do you know other people like this? Is it possible that you are working for one? A partner with one? Or even married to one?

### **The Practical Uses of EI**

But no matter what the age of the entrepreneur, they need higher a EQ so as to be able to deal productively and even creatively with many different types of people. These include:

- Business partners: the relationship with a business partner isn't just a pure business relationship. Often you have to trust them, even love them, because you need them to do things for you when you can't pay them
- Employees: the same is true of employees; for most employees, they don't just work for the money; their relationship with you is important too; higher EQ means a better relationship and more productive and committed employees
- Suppliers and vendors; suppliers and vendors are your lifeline to business success; high EQ means better service and support from them
- Investors: investors don't just invest money in your company because they only like the product; usually it's because they like and trust you too.
- Supporters: there are many people who aren't business partners yet who support you in various ways; maybe they tell other people about you; maybe they provide you with valuable emotional support in times of difficulties for you, which keeps you going when otherwise you might have given up.

### **The Personal Value of Emotional Intelligence to an Entrepreneur**

For many entrepreneurs, young or older, their relationship with their husband, wife or life partner is a key factor, their main source of emotional and often even financial support. It's key that the entrepreneur has a productive and constructive relationship with this person.

A huge number of businesses fail due to problems between spouses or life partners, having a high EQ can mean the difference between success and failure in any business, particularly an entrepreneurial business which has a much higher risk of failure than a normal business.

But we shouldn't just look at these relationships to assess the value of emotional intelligence from a negative perspective. High emotional intelligence is associated with a number of positive factors:

1. **Being able to leverage the abilities of others:** The best leaders have an ability to identify what motivates people and then to structure their job or environment so that that motivation is met and satisfied. That takes high emotional intelligence since the type of motivations will be numerous and differ in radical ways.
2. **Being able to inspire people to achieve difficult** goals that might sometimes be felt to be impossible. There are leaders who possess this capability who can inspire people to do things that they normally couldn't do. That's an amazing talent to have and it's worth working on increasing your emotional intelligence even if this is the only reason.
3. **Being able to make people feel optimistic and happy:** There are some entrepreneurs who also have this ability. In a new company it's often easy to feel depressed or pessimistic because you are taking on a challenging role competing with many big and successful companies. Entrepreneurs who have a high level of emotional intelligence understand how to make people feel optimistic, a huge asset for any company.
4. **Being able to help people tolerate differences and diversity:** In most human societies, we tend to discriminate against people who are different from us, or from the people in our company. People with high emotional intelligence understand how to motivate their people to tolerate these differences. The differences could involve race, language, gender, physical disabilities, and even mental disabilities.

There's a practical value to this. You bring in a broader range of capabilities to your organization; you gain the loyalty of people who are grateful to be appreciated for what they are; you demonstrate to others how they can increase their own value to the organization by showing tolerance and respect to people who sometimes, regrettably, don't receive it.

### **The Managerial Value of Emotional Intelligence**

But there's also another side of EI which would appeal to hard-headed business people. This is that high EI can lead to much better decision-making processes and to much better decisions. It does this in at least two different ways.

**Ability to see the other side:** the best decisions are made after looking at the alternatives and trying to truly understand the other side. High emotional intelligence trains people to examine what other people are thinking and to try to empathize with that style of thinking.

When you do this with decisions you are truly understanding the other side because you are not just looking at their arithmetic and business calculations, but also at their motivations and how they think in social and personal terms. That means you are likely to get to not just a better financial decision, but to a wiser decision.

In today's world of business we have to consider not just financial results, but also the impact of a decision on people's lives, society, health, and climate and so on. If you don't do that ultimately the best

financial decision won't be the best decision and might well result in very bad outcome, not just financially but also socially.

**Getting past hierarchy:** It's often true that decisions are made not by the best people but by the most senior people. Some of these might be bad decisions since the senior people have been accustomed to think that seniority is the best basis for decision-making. This might well be true, but then again it might be false. People and decision-makers with high emotional intelligence are aware of this and attempt to find the best people to make the best decisions, no matter what their age, level and education.

### **Emotional Intelligence and Partnerships**

I want to talk about another important use of emotional intelligence by entrepreneurs. It's the ability to become a partner with another entrepreneur.

There has been a lot of research, including by my company that shows that if you are an entrepreneur, you are much more likely to have a successful company than if you did it on your own. It seems the reason is that you are a partner with a person who has strengths and skills that you don't have and you do the same thing for the partner.

But being in a partnership is like being in a marriage. You have to compromise and think about what the other person wants. So naturally if you have higher emotional intelligence, it's probably more likely that your partnership will continue for a longer time and thus your company will do better for longer.

That sounds like a pretty good reason to try to increase your level of emotional intelligence. In other words, probably the single most important thing that an entrepreneur can do to increase his level of success, other than having a world-beating product, is to have a business partner. But in order for this partnership to be successful, both partners need to have and preferably increase their level of emotional intelligence.

### **How to Increase Your Emotional Intelligence**

1. **Assessments:** First you need to understand what your level of emotional intelligence actually is. There are many tests out there. The best known is from Daniel Goleman. This will give you a start. Or if you can't get it, then ask your best friend, or husband/wife for their honest opinion. Usually people will give it to you.
2. **Get a coach:** this is another way to increase your emotional intelligence. Find a coach and work with them to mentor you on your emotional skills and levels of empathy.
3. **Listening skills;** a key way to increase your level of emotional intelligence is to practice active listening. There are many books about this, so read one and then start to practice it in your everyday life.
4. **Read some novels;** this might seem a little weird, but reading novels, especially classical novels about people and their relationships can be a great way to increase your level of emotional intelligence.
5. **Body language;** Body language is another way you can communicate your empathy with others. There are many books on this too. A coach can help.

*Dr. E. Ted Prince, the Founder and CEO of the Perth Leadership Institute, located in Florida in the US has also been CEO of several other companies, both public and private. He is the author of two books: "The Three Financial Styles of Very Successful Leaders" (McGraw-Hill, 2005) and "Business Personality and Leadership Success", Amazon Kindle 2011 as well as numerous other publications in this area. He is a frequent speaker at industry conferences. He works with large corporations globally on leadership development programs and coaches senior executives and teams in the area of financial leadership. He has held the position of Visiting Professor at the University of Florida in the US in its Graduate Business School and also at the Shanghai University of Finance and Economics in China.*