

SMARTE MOTIONS

What makes the smartest business brains (1) _____ all? Technological brilliance? Original thinking? Ingenuity? Actually, it's (2) _____ of these. It's something much more basic, much more attainable, but much more easily overlooked or ignored. It can be summed up as a 'calming smile and a listening ear'. You laugh at your peril. Emotional intelligence, or EI – the ability to understand and control your emotions, and recognize and be responsive to those of other people – is emerging as the single most effective business skill of the 21st century.

A 10-year study by Sheffield University has found that people management is three times (3) _____ important than Research and Development in ensuring that there is an improvement in production and profitability. American financial advisers who (4) _____ through emotional intelligence training improved sales by 20%.

David Goleman, an American science journalist, first made the notion of EI popular in the mid-90s, and, he claims, at top levels it is all-important. While conducting an analytical survey of the profiles of top executives in 15 global companies, he found that the main characteristic of the 'star' performers was not superior technical or intellectual ability, (5) _____ emotional competence: political awareness, self-confidence, drive and influence. Increased globalization, the speed and quality of information exchange, and a competitive attitude have meant that people are now expected to cope with unprecedented levels of change, so we have got to be more flexible, more creative and more responsive (6) _____ we want to survive.

1

- A in
- B of
- C by
- D to

4

- A had to be
- B were being
- C had been
- D will have been

2

- A none
- B any
- C some
- D no one

5

- A only
- B but
- C however
- D still

3

- A more
- B much
- C such
- D as

6

- A after
- B while
- C although
- D if