

Emotional Intelligence and Shared Leadership

1. Emotional Self-Awareness

Being aware of your own emotions and how they impact your actions offers a strong platform for leading yourself. In shared leadership, such [self-awareness](#) allows you to recognize how your colleagues' actions impact you.

2. Emotional Self-Control

Once you are aware of your emotions, you can better manage what you do with them. [Self-control allows you to pause](#) before responding. You may feel angry at the actions of your co-leader or frustrated with their perspective. Self-control helps you choose whether or how to express those feelings with skill.

3. Adaptability

When you are sharing leadership, it helps to be able to adapt to styles and strategies that may be different from what you would do if you were leading on your own. [Adaptability](#) means that you can remain focused on the goal while remaining flexible in what tactics you use to achieve that goal.

4. Empathy

While self-awareness allows you to understand your own feelings, [empathy](#) shines a light on your co-leaders' perspective. So often, in shared leadership situations we have to coordinate with someone we do not know well. Empathy allows you to understand your co-leaders' feelings and how their background impacts their perspective.

5. Organizational Awareness

Leaders always need to recognize the big picture of their organization and its culture and power relationships, as well as what is going on between its parts. Shared leadership situations, especially those that cross organization or division boundaries, require that the leaders understand the dynamics within and between each organization or division.

6. Conflict Management

Conflict is a given in all work settings and seems inevitable when two or more people share leadership. To be effective in their collaboration, leaders need be skilled at acknowledging and understanding different perspectives, and capable of finding common ground.

Along with these emotional intelligence competencies, you can enhance shared leadership with common best practices. **Clear and direct communication** keeps each leader aware of the thoughts, feelings, and actions of the other leader. An agreed-upon **delineation of roles and authority** helps leaders understand their respective responsibilities and avoid issues like one leader making a renegade decision or announcement. Underpinning all shared leadership is the need for **managing expectations**: clearly articulating and negotiating your own expectations and those of others prevents frustration and resentment.

Goleman D., (2017). Getting along at the top. Korn Ferry Institute. *Reports and Insights*. Retrieved from <https://www.kornferry.com/institute/shared-leadership-skills>