

**EPISODE 115**

Is Your OQ Showing?

IQ gets you hired and emotional intelligence gets you noticed, but a third intelligence decides who is ready two levels up: OQ, organizational intelligence (Yip and Phillips, Harvard Business Review). Maya and Marcus climb the ladder, meet a director whose flawless strategy died in the hallway, and finish with a four-step OQ self-audit.

KEY STRATEGIES & IDEAS

1. IQ Is a Threshold Skill

Intelligence and technical skill get you hired, because they prove you can solve the problem in front of you. But once everyone in the room is smart, smart stops being the difference.

2. EQ Differentiates

Daniel Goleman's research found emotional intelligence twice as important as IQ and technical skill at all levels, and at senior levels it accounted for nearly ninety percent of the difference between star and average performers: reading the room, regulating yourself, bringing others with you.

3. OQ Makes the Answer Move

Organizational intelligence is turning a decision into coordinated movement across teams you do not control. Its competencies: messages that reinforce strategy, action strategy (coordinated moves that add up to change, not endless consensus), and ethos, a clear sense of who we are that holds under pressure.

4. The Pipeline Warning

Ram Charan's Leadership Pipeline: every promotion passage demands new skills and unlearning what worked before. The intelligence that promoted you becomes your ceiling. Fixing everything yourself is an individual move; moving an organization means setting direction and trusting the ethos to carry decisions you will never make.



ACTION & REFLECTION STEPS

- ☐ Audit your messages. Write your strategy in one sentence, then list the last five things you praised, funded, or put first. Do they reinforce that sentence, or scatter attention? Remove one message that does not serve the strategy, and repeat one that does.

My strategy in one sentence:

The last five things I praised, funded, or put first:

- ☐ Audit your action strategy. Pick one priority and ask what coordinated moves, owned by different people, add up to real change. Name the first two moves and how you will know they happened.
- ☐ Audit your ethos. Ask three people on your team who we are when a trade-off gets hard. If you hear three different answers, your ethos is a poster, not a compass. Choose one clear sentence about who you are, and use it out loud at the next difficult call.

My one clear sentence about who we are:

- ☐ Practice the pipeline shift. Name one thing that made you successful at this level that will become your ceiling at the next level. For one week, do not fix it yourself. Set the direction and coach the owner through it.

The thing that made me successful here, and will cap me next:

Think two levels up. — Maya & Marcus