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Biography

Dr Sajida Zaki holds a PhD in Social Sciences [Applied Linguistics]. Her professional career spreads over fifteen years during which she has served leading institutions including IBA Karachi and PAF- KIET as faculty in English and Communication and since 2005 she is affiliated with NED University. She has been involved as consultant and advisor with numerous organizations like SPELT and ERDC on academic projects dealing with institutional strengthening, faculty development and curriculum and materials enrichment. She is an active researcher and has been regularly presenting at prominent national and international conferences as well as journal publications. She is supervising MS and PhD theses in the areas of English Language teaching and learning. She is on the member editorial committee of various research journals and is also the Editor of the Journal of Social Sciences and Interdisciplinary Research of NED University. She is a member of the National Committee on Examination System (NCES) -HEC and has been a resource person for to NAHE- HEC professional development courses for the university faculty. She is regularly invited as Guest Speaker at numerous prestigious academic and professional forums including PAF- Air War College and School of Army Air Defence, Karachi.

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Biography

Prof Muhammad Zaki Rashidi is serving with *Shaheed Zulfikar Ali Bhutto Institute of Science and Technology* (SZABIST) in the Department of Management Sciences as an MBA Coordinator. His corporate, academic and research experience spans over more than 20 years. He also served as the Coordinator of Professional Development Centre FAST-NU and the Chair Department of Humanities and Sciences. He has been a resource person for NAHE PCEPT courses for faculty education programmes. He served as a consultant for different professional development programmes of EDLINKS project, US-AID. As an academician and administrator he has shared his expertise and experiences through international conferences, workshops and guest speaker sessions at Dow University of Health Sciences, Aga Khan University, PAF – KIET, Commecs Institute of Faculty Training and NIMS. He

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A Model of Professional Excellence through Personality Quotients

Abstract
Purpose (mandatory)

The purpose of this study is to explore the personality quotients that are instrumental in professional excellence in contemporary organizations. It transforms those quotients into a model.

Design/methodology/approach (mandatory)
The research is based on positivism philosophy, with an inductive approach to establish the grounded theory by using a qualitative framework.

Findings (mandatory)
The findings of the research is the proposed hierarchical model which identifies the major seven major intelligences that are personality driven traits among professionals that are aspiring career excellence in contemporary organizations.

Research limitations/implications (if applicable)
The research is not tested empirically and requires context-based adjustments in the factor loadings of the quotients.

Practical implications (if applicable)
The research proposes a comprehensive and concrete frame of reference to the academia preparing future work force and for strategic human resource development through measureable inventory.

Originality / value (mandatory)
The work is original in nature owing to two reasons, first such kind of hierarchical model does not exist in the literature earlier; and secondly it provides the consolidated desired professional skills and linked it though personality traits.

A Model of Professional Excellence through Personality Quotients

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Abstract

Globalisation has brought many challenges for the organizations including, rapid and ever-changing needs, extensive use of latest technology, culturally- diverse workforce and work environment. Professionals working for such organizations are required to respond to these changes with relevant knowledge and skills thereby ensuring stability and continual development of the organizations. The sustainability of these professionals in today's transformed organizations is increasingly becoming interconnected with and dependent upon their ability to learn quickly and to adapt themselves to their ever changing work environments. This potential of professionals to constantly upgrade themselves and exhibit tremendous flexibility to mould them in wake of the emerging trends, opportunities or threats, is only possible if they possess certain sets of characteristics. The competitive excellence of professionals and in turn of the organizations they serve, thus, depends to a large extent on the fact that employees possess specific 'personality traits' besides formal education, basic training, and formal direct experience. The Human Resource departments and personnel are constantly screening applicants in search of desirable 'personality traits' which would enable the organizations to respond to the changing corporate climate. This paper attempts to account the traits that are extremely vital to function and excel in today's increasingly competitive and incessantly transforming workplace. A model of desired personality traits including seven distinct qualities is suggested. The model is derived from the existing concepts of professional excellence and the management philosophies. The seven traits are termed as seven personality quotients which are intelligent quotient (IQ), emotional quotient (EQ), political quotient (PQ), technological quotient (TQ), communication quotient (CQ), logic quotient (LQ), and behaviour quotient (BQ). The study formulates the framework to conceptualize the aspects covered to build the theoretical foundation of these quotients, and suggests implications to professionals who are preparing to join the 21st century workforce and the recruiters and HR practitioners who are responsible for screening and training of employees who are capable of making an active contribution to their organizations.

Key Words: Professional excellence, personality traits, personality quotients, organizational effectiveness.

Changing Organizational Trends

The forces of Globalization and Information and Communication Technologies (ICT) have stupendously revolutionized the present era in all spheres of life, both individually and collectively. Besides, bringing metamorphosis in the personal and cultural life styles and in the politics and policies related to education, trade, commerce and industry, these forces have reshaped the organizations which individuals serve and the economies in which these organizations are structured. The corporate organizations, irrespective of their geographical location or of their being product or service oriented, are posed challenges including, rapid and consistently changing needs of their customers both internal and external, technology driven work environments, and culturally diverse and extremely mobile work-force. Kevin Kelly in New Rules for the New Economy (as described Daft, 2001) points out that the challenge today is how to manage knowledge, communication and information in today's complex, interconnected, and turbulent world. John Bernardin (2007) identified five trends affecting Human Resource Management (HRM): globalization of the economy, technological changes, challenges and opportunities, flexibility to respond to changing environment, increase in litigation related to HRM, and the changing characteristics of the workforce. These are on one hand challenges to organizations, in terms of their functioning, survival and future, and on other to professionals regarding their performance, growth and professionalism.

The field HRM has been transformed with the advent of the aforementioned revolutions; consequently the strategies of HRM today are dealing with the ways and means to cope up with the increased competition and the threats to organization's existence. "Efforts to transform an organization have increased dramatically. These changes are being driven by powerful forces associated with technology, the globalization of competition and markets, and workforce demographics" (Kotter, 1999). Many corporate strategy specialists maintain that the key to sustained competitive advantage is building and sustaining core competencies within the organization and maintaining flexibility in order to react quickly to the changing global marketplace and the advances in technology. One primary role of HRM practitioners should be, then, to facilitate this process and continue routing their organizations toward excellence. The CEO of Cisco Systems strongly believes that reluctance to change can damage an organization and this philosophy is openly reflected in the policies and the environment at Cisco. The response given to the technology driven economy, through their internet based processes; and their firm belief in open human interaction and communication between employees and the management (Daft, 2001). Today, companies are gradually shifting towards the new paradigm of learning organization. "A learning organization promotes communication and collaboration so that everyone is engaged in identifying and solving problems, enabling the organization to continuously experiment, improve, and increase its capability. The learning organization is based on equality, open- information, little hierarchy, and a culture that encourages adaptability and participation, enabling ideas to bubble up from anywhere that can help the organization seize opportunities and handle crises. In a learning organization, the essential value is problem solving, as opposed to the traditional organization designed for efficient performance" (Daft p. 25). Organizations should strive to develop and continuously expand on the knowledge and skills base of its human capital and should essentially provide opportunities for growth and learning as part of their assignment and association with the organization.

The career of the 21st century is measured by continuous learning and identity changes rather than by chronological age and life stages (Bernardin, 2007, p. 269). Career growth which was viewed as an obvious outcome of an employee working hard, turning in meritorious performance, committed to his or her work and enjoying surely job security and enhancement in rewards is an outworn idea as strongly pointed out by these words, "The career as we once knew it – as a series of upward moves, with steadily increasing income, power, status, and security – has died. Nevertheless people will always have work lives that unfold over time, offering challenge, growth, and learning. So, if we think of the career as a series of lifelong work related experiences and personal learnings, it will never die" (Hall, 1996). This has resulted in a new perspective on HR functioning which is extensively related to developing human resource, and "training and development" activities are given greater emphasis as these are considered as the "bottom line" of corporate performance. A company's growth can be stifled if its human resource is not capable of handling newer professional activities and assignments owing to the changes in the environment. In rapidly expanding economies, accessing human resource will be far difficult than capital and technology, and the competitive edge of companies depends on their skill in attracting, recruiting, and developing people (Gubman, 1998). A survey conducted in 2005 related to HR of which the findings were reported through the article of Fast Company mentioned that majority of the employees stated that they had few opportunities for advancement and they had little idea how to advance in the first place. Also, companies that make provisions for training will be required to focus on the quality of the training programs they use to improve workplace learning and performance, instead of focusing on the amount spent on these trainings (Bernardin, 2007). Chuck Nielson, Vice President of Texas Instruments has pointed out this emerging scenario

as "our challenge is creating an environment in which people love to learn" (as described, Bernardin).

Organizational Excellence
The four factors associated with Organization excellence viz. Strategic orientation, Top Management, Organization Design and Corporate Culture (Daft, 2001) are all dependant on the professionals who are the driving forces to steer an organization towards excellence. This organizational excellence is only possible if the professionals have what it takes to achieve this desired status which implies organizational excellence correlates with professional excellence. Professionals serving different organizations if are not skilful or qualified, then thinking of these organizations to excel seems a preposterous idea no matter how large an organization is in terms of geography, capital, or human resource. There is a need to focus attention on individuals rather than the products or the systems in quest of organizational excellence. It is the individual who undertakes a system to give an output if the individual is not professionally equipped there is little that one can expect in terms of the efficacy of the system and the quality of the product. Human behaviour experts including Sigmund Freud, Alfred Adler have asserted that people should be helped in developing their personalities and lifestyles which would foster the enjoyment of life and work (Jones, 1999). The human behaviour theories imply that the organization productivity and overall effectiveness largely depends on the professionals comprising these organizations. Their personality attributes are instrumental in inducing the notion of excellence to their professional image and further to their organizational prominence. The contemporary trends and challenges in the business environment, also, necessitate that greater attention be given to the human resources of an organization. With capital one can only create a building never a business, for building businesses you need people (Watson, 1963). The idea that organizations "compete through people" highlights the fact that success increasingly depends on an organization's ability to manage Human capital. The term human capital describes the economic value of knowledge, skills, and capabilities (Bohlander and Snell, 2005). It is always the human capital that distinguishes one organization from the other and also the main source for establishing competitive advantage. Human resource is central to building a firm's competitive advantage and the success of any organization increasingly depends on the knowledge, skills, and abilities imbedded in its members (Prahalad and Hamel, 1990; Bartlett and Goshal, 2002). This greater emphasis on the employee skills, knowledge, and abilities has made strategic management in organization an extremely vital function (Bohlander and Snell, 2005).

Professional Excellence and the Personality
There is a need to demystify the factors that contribute to the professional excellence through personality as the key component. Professional excellence is dependant on the traits and skills which together make up the personality. The individual who is aspiring towards professional excellence is expected to have a variety of individual attributes called traits which are related to personality, temperament, needs, motives and values (Yukl, 2006). Besides traits, the professional also requires skills, innate and acquired both, for organizational and personal efficacy and excellence. The proliferation of personality traits identified over the past century has resulted in efforts to find a smaller number of broadly defined categories that would simplify the development of trait theories (Yukl). Social scientists who probed the relationship between a professional's skills and career growth and excellence have identified three main categories of skills: technical, interpersonal and conceptual concerned with things, people, and ideas respectively (Katz, 1955; Mann, 1965; Yukl, 2006). This paper is an attempt to further unfold the concept of professional and organizational excellence through the personality traits and skills.

Seven Quotients Model for Professional Excellence

The Seven Quotients Model presented in this paper unfolds the myth associated with the "personality" of the professional whose distinctions will accelerate organizational momentum towards "excellence". This framework suggests that professional excellence can be targeted through the personality factors. These personality factors are referred to as an individual's intelligences using which career growth and professional excellence is achieved in the corporate world. These intelligences, referred to as quotients, fall into two categories: First Order Quotients, and Second Order Quotients as exhibited in fig.1. The first order quotients includes Intelligence Quotient (IQ), Emotional Intelligence (EQ), Logic Quotient (LQ) and the Behavioural Quotient (BQ); whereas the Second Order Quotient incorporates three intelligences captured by the titles Technological Quotient (TQ), Communication Quotient (CQ) and Political Quotient (PQ). The framework entails that an individual's professional excellence enhances in a natural progression as one acquires and exhibits one after the other these intelligences starting from IQ and reaching the zenith with PQ. Also, the quotients division in two orders imply that there exists a hierarchical relationship between the intelligences; hence the presence of first order intelligences is essential for any expectation of intelligences grouped in the second order. For instance if an individual lacks LQ, there is hardly any hope for the individual to possess PQ.

Figure -1: Seven Quotients Model
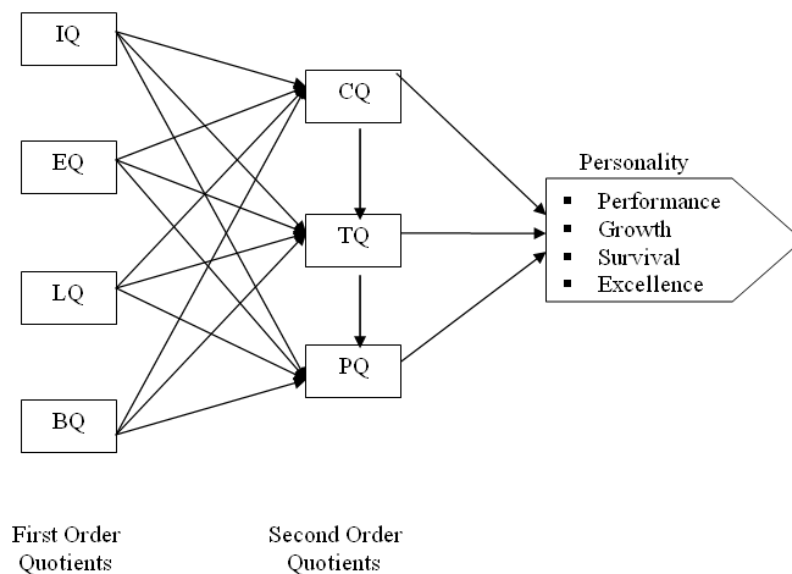
The brief description of the seven intelligences along with the personality attributes which reflect the presence or absence of these intelligences in an individual, and the skill that is the outcome of this intelligence is summarized in Table.1.

Table – 1: Personality Attributes and Professional Skills

Quotient	Personality Attributes	Professional Skills leading towards excellence
Intelligence Quotient	Quick thinking, analytical abilities, alternatives generating, sharp cause and affect	• Problem Solving

IQ	relationships, observant, decisive, outcomes – oriented, practical, methodical.	
Emotional Quotient EQ	Self control, self esteem, self awareness, forbearance, empathy Initiative, motivation, smooth, and confident social interactions and relationships, affiliation, trust, conscientious, stable, consistent	• Stress management • Interaction Management • Public Relations
Logic Quotient LQ	Logical/ rational approach, broader perspective/ perception, self dependency, autonomy, confidence Clarity in thoughts and actions, change – oriented, innovative, forward planning, reflective	• Critical thinking • Creative thinking
Behaviour Quotient BQ	Interaction management, acceptable attitudes/ behaviours/ mannerisms, effective use of linguistics and paralinguistic elements in interactions, authority and power exercised without force, agreeableness, flexibility, strong values, assertiveness, confidence, sociable	• Conflict resolution • Self Monitoring • Self improvement • Adaptability
Communication Quotient CQ	Command over language (all forms verbal, non verbal and written), appropriate use of language under different contexts and with different people, powerful speaking and presentation skills, clear vivid and concise spoken and written discourse	• Negotiation skills • Interpersonal skills • Public relation • Persuasion • Cross cultural orientation
Technology Quotient TQ	Effective and efficient use of information and communication tools, self and collaborative learning, promptly adapting to upcoming technology	• Information literacy • Knowledge management • Information system efficacy • Time efficiency
Political Quotient PQ	Enlarged and clear vision; charisma and zeal; ambitious and goal oriented; equally competent in leading, networking, collaborating, controlling and competing; having power and authority; decisive; active but relaxed.	• Decision making • Leadership

Intelligence Quotient (IQ)

The intelligence quotient deals with the attributes related to the mental faculties which certainly neither correspond to the general notion of mere sharpness, nor to passive wisdom in comprehending situations. Contrary, it is observable in terms of an individual's ability in confronting and successfully addressing work – related problems. This interpretation of intelligence quotient is affirmed on the definition of intelligence as given by Karl Haberlandt (1997), "Intelligence is the capacity to solve problems" (p. 373). This intelligence related to a professional's capacity to address the challenges that are faced during the course of the professional career, and to ensure that the career is steadily progressing despite the innumerable challenges and oddities. Problem solving is not static but dynamic since, "Problem solving in specific disciplines is improved by practice. Success depends on moving

from laborious computation to pattern recognition. The master chess player has no superior logical, spatial, or mnemonic capacities than the novice. What distinguishes the master from the novice is her ability to spot opportunities on the board that the novice does not recognize…. The existence of experts in many domains demonstrates that our problem solving ability is dynamic; it changes with practice…. The problem solving ability can be enhanced through conscious learning and coaching. A person's success in every facet of life depends on his or her ability to solve problems" (Haberlandt, p. 371).

Professionals today are increasingly confronted with myriad problematic scenarios owing to the turbulent environment in which they take on various professional assignments; consequently their smooth functioning depends a great deal on their problem solving intelligence. Hence, the problem solving intelligence is justifiably represented with Intelligence quotient IQ. This intelligence has two levels of skills to be demonstrated: problem identification and problem solution. A professional's career excellence, on a number of occasions, is hinged on the ability to not just hint at the central issues of the problem, but also to suggest an economical and effective solution complete with a road map entailing the ways and means to implement the proposed solution. Generally, people find it extremely difficult to detect the problem and its root, but professionals differ from the common masses in their ability to effectively trace the problem. However, all professionals are not capable of also suggesting an appropriate solution, and those professionals who do possess this trait are the only ones destined to excel. Targeting consciously IQ will then differentiate an ordinary professional from the extraordinary one by the sheer strength of constantly solving problems and leading their organizations towards excellence as was done by Louis V. Gerstner, Jr. when he Joined the falling IBM as CEO (as described Daft, 2001) and brought about one of the most remarkable turnarounds in corporate America. This problem solving skill referred to as intelligence quotient is only an outcome of a personality characterized by keen observation and attention to details, analytical ability and a sharp sense in establishing cause and effect relationships, swift thinking and prompt decision making capacity, and the results driven orientation which enables the professional to have an endless list of alternatives and possibilities within a situation. These personality attributes are vital for an individual to exhibit problem solving skills competently.

Emotional Quotient (EQ)
Dalip Singh (2006) introducing EQ wrote, "Even in certain renowned business establishments, where everyone is trained to be smart, the most valued and productive managers are those who have strong traits of emotional intelligence. Being endowed with great intellectual abilities, you may become a brilliant fiscal analyst or a legal scholar, but a highly developed emotional intelligence is what will make you a candidate for a CEO, a brilliant trial lawyer, a successful politician or a powerful bureaucrat (p 20). Goleman (1995) and Mayer and Salovey (1995) asserted the fact that emotional intelligence has been established as a key attribute of individuals executing leadership roles. Emotional Quotient (EQ) is the intelligence related to your emotional abilities; simply stated it is the intelligence that does not care what you know and what qualification you possess, but it evaluates your success in how well you handle yourself and others around you. This, then, becomes a measure for deciding your growth and future responsibilities (Singh, 2006). Emotional intelligence is defined in a number of ways including the two included here which define EQ and establish some personality traits which prove the presence or absence of this intelligence. Jitendra Mohan defined it as, "Emotional Intelligence is a positive combination of a deep insight into ones' emotional and cognitive capacities and a charming flair of communication, empathy and motivation, leading to personal optimism, interpersonal confluence and organizational excellence"; and Madhumati Singh stated, "Emotional Intelligence is the

ability and freedom to grow from mistrust to trust, self doubt to self empowerment, following to leading, incompetence to competence, isolation to synergy, despair to hope (as described Singh, 2006).

Hogan, Curphy, and Hogan (1994) have matched the trait "adjustment" from the Five Factor Personality Model with specific traits "Emotional stability, self esteem, and self control." "A person who is emotionally mature is well adjusted and does not suffer from severe psychological disorders. Emotionally mature people have a more accurate awareness of their strengths and weaknesses, and they are oriented toward self improvement instead of denying weaknesses and fantasizing success…. Leaders with high emotional maturity maintain more cooperative relationships with subordinates, peers, and superiors" (Yukl, 2006, p. 209) McCall and Lombardo in their study (described in Yukl, 2006) carried out at the Centre for Creative Leadership (CCL) identified that the managers who derailed were not able to manage pressure well and exhibited mood swings and behaviour changes whereas the effective managers during crises were seen calm and in their usual self displaying predictable behaviour. Hence, an individual's professional growth and dream of excellence is associated with EQ, also corporations across the globe are using EQ as the criterion for hiring and for promoting.

Logic Quotient (LQ)
In the wake of changing and often unstable economic environments, individuals and organizations swift response in adapting to the prevailing transformations is emerging as a prominent quality. This intelligence is a blend of powerful thinking abilities with equal prowess in both the related dimensions Critical and Creative Thinking. Thinking entails the ability to analyse issues carefully, to solve problems effectively, and to make decisions intelligently. It also encompasses the capacity to identify goals and targets which are meaningful to those who aspire these and once achieved contribute to a sense of accomplishment and fulfilment. Critical Thinking further enriches the meaningfulness and success of these activities by including the component of questioning one's own analyses, solutions and decisions and comparing with those of others. Critical thinking also involves an enlarged perceptual potential which enables an individual to take on a multi dimensional perception to view situation. This capacity enables them to develop an unprejudiced and credible vision.

Creative thinking abilities enable individuals who are capable of thinking and critically reflecting on their thoughts to generate innovative thoughts, analyses, solutions and decisions (Chaffee, 1994). The ability to think and then think critically to devise a creative strategy or a system, tool or a technique are the desired attributes of personalities seeking professional excellence; and this ability is also catalytic in earning professionals and organizations domination and distinction.

"Creativity is frequently thought of as exclusive – as if it were a special organ only geniuses possess. We think of Mozart, who wrote Don Giovanni in one day: Einstein who discovered the theory of relativity at age 26, or the chemist Kekule, who invented the Benzene ring during a dream in which the compounds chased each other and came to look like a snake catching its own tail….Careful study of creativity shows, however, that insights rarely stem from sudden flashes or dreams. On the contrary, artists and scientists work very hard; Einstein worked on the problems of relativity for 10 years before he published his influential paper on the subject. Mozart wrote music everyday; he often had trouble sleeping because his ideas kept him awake. Kekule worked at the problem of organic compounds, including benzene for several months before he arrived at his representation" (Haberlandt, 1997, p.

391). Therefore, Logic Quotient deals with an individual's astuteness in devising a novel strategy for further personal and organizational efficacy and excellence, only after a critical analysis of the situation is undertaken along with possible consequences to all direct and indirect stakeholders and a sharp study of the variables associated with the context for which the innovative idea is sought.

This intelligence blends with Intelligence quotient to enable professionals to comprehend complex patterns of relationship between various components and the processes of the economies and organizations; and then to relate the affects of the attempts they make in order to bring the desired change. This strategic thinking also coincides with the notion of "systems thinking 'advocated by Peter Senge (1990), and many more who have asserted the need for leading professionals to have a holistic view which is the basis for a vision and the dominant attribute for professionals to emerge as a leader. Furthermore, it is LQ which is at the heart of a professionals' journey towards excellence and in the words of Peter Senge (1990) an organization's distinction from invention to innovation.

Behaviour Quotient (BQ)

An individual's portrayal as a professional is dependant greatly on the behaviours that are displayed in different organizational settings; a professional's intellectual acumen, emotional stability, and logical approach are established through a variety of behaviours which make behavioural quotient BQ as the next intelligence on which the professional distinction of an individual is hinged. Behavioural intelligence deals with the professional's awareness regarding the appropriateness of behaviours in different contexts. An individual despite all the required attributes of intellect, personality and the sensitivity towards interpersonal communication can be seen exhibiting a behaviour which is inappropriate to the context; thereby consequently ruining the professional image or robbing the individual off an opportunity towards enhanced professional and organizational excellence. Stephen R. Covey (2004) in the 8th *Habit* has identified certain behaviours (like criticizing, complaining, comparing, competing, contending) equivalent to Cancer, ultimately resulting in the professional death of individuals. The "Big Five" personality dimension included "openness to experience" as the fifth dimension which is defined as "the extent to which a person thinks flexibly and is receptive to new ideas. More open people tend toward creativity and innovation. Less open people favour the status quo" (as described Johns, 1996, p. 76). BQ builds on the preceding intelligences IQ and EQ, each stretched further and linked to traits like flexibility and agreeableness respectively. Behavioural intelligence is also concerned with the values, insights and attitudes of an individual about their personal and professional aims and how these aims are sought harmoniously with those others around and also of the organization which various professionals serve. Professionals, who possess BQ, are high Internals related to the locus of control which means these individuals believe, "the opportunity to control their own behaviour rests within themselves" (Johns, p. 78). Also, the said professionals are high self -monitors which is the extent to which people observe and regulate how they appear and behave in social settings and relationships; they take a great care to observe and control the images that they project. Other personality traits exhibiting BQ includes assertiveness, confidence, perseverance, optimism, zeal. People anticipate professionals to exhibit certain behaviours which are core values (Armstrong and Stephens, 2006). The presence or absence of these behaviours identify whether an individual is a professional or not; for instance, behaviours like integrity, impartiality, efficiency, and consideration.

Communication Quotient (CQ)

Boyatzis (1982) while investigating competencies for managerial effectiveness identified that effective managers had strong communication, both verbal and nonverbal, effective presentation and interpersonal skills and capable of managing a cohesive group communication characterized by conflict resolution, cooperation and successful teamwork. Lesikar and Flatley (2002) viewed attempts in improving communication as efforts in improving chances for success. With the advent of technological era and globalization, this skill has become an essential quality, (Mealiea and Latham, 1996) and this is the next intelligence, Communication quotient CQ, proposed within the framework of the Seven Quotient Model for professional excellence. Peter Drucker, eminent management consultant, educator, speaker and writer commented on the importance of communication by suggesting that this is the most valuable thing academic institution teaches to students, the ability to organize and express ideas in writing and speaking a basic skill professionals need. Your upward move in the career depends on reaching people effectively through spoken or the written word, If your job is at a large organization which is further away from manual operations, the more important it is to know how best to convey and express our thoughts (as described Lesikar and Flatley, 2002). Communication Intelligence CQ can be simply stated using the words of Greg. P. Tesone, Senior Analyst ValueNomics, San Diego, "ability to clearly, concisely and eloquently convey information and ideas to people; this includes all forms of communication, verbal, written or even body language" (as described Lesikar and Flatley). CQ is extremely vital in exhibiting all other intelligences you require good communication skills for problem solving (IQ), managing emotions (EQ), clear, critical and creative thinking (LQ), interaction with people (BQ), knowledge management (TQ) and Leading people (PQ). If briefly put, CQ is the intelligence of communicating the right thing, in the right manner, at the right moment, to the right person for the right reason. This may sound easy but really difficult to achieve. There are innumerable instances with people evident to the fact that how weak communication skills can cost us an opportunity, a relationship, our image or even our life. Professionals use CQ to seek attention and then establish their distinction, to influence people by persuading, motivating, and leading them better, to clearly communicate their vision, and to bring people to consensus.

Technology Quotient (TQ)

More organizations are now evaluating their human capital and labour costs in the context of available technologies, on the assumption that products and services can be produced and delivered more effectively and efficiently through an optimal combination of people, technology and organizational structure. Currently, the most prominent influence in the organizational innovation and change philosophy is the technology driven work environments. Internet and information revolution are changing business modalities completely. Information technology and knowledge management are crucial weapons of almost all kinds of businesses in maintaining competitive advantage in the wake of ever increasing international competition and the insistence of customers on speed, convenience, quality, and value.(Daft 2001). Presently, technology is also treated as factor of production alongside land, labour and capital; and in order to employ technology as production factor skilfully individuals and the organizations which they serve require special set of KSA (knowledge, skills and abilities). Businesses and organizations are now based on knowledge management and the employees have now become knowledge workers. A professional who is working in today's digital world as a knowledge worker is required to fulfil one pre requisite for entering into the skilled workforce which is the technological know -how. Technological Quotient in professionals addresses the changing demand of the workplace by enabling them to be part of IT intensive organizations productively, and carry out BPR. Another succeeding development of this technological transformation of organizational design and processes is the way work

(task, project) was undertaken. There is a paradigm shift from the individualized assignments to collaborative projects; and this collaborative work is solely dependent on technological tools and web based systems (Awad and Ghaziri, 2004). Another development in this scenario is the rapid and unimaginable expansion of organizations in terms of activities undertaken and individuals associated with them. This enlargement has resulted in the increase in the store of knowledge and information, both explicit and tacit, within an organization (Awad and Ghaziri). This mounting knowledge and information storage, access, retrieval, manipulation and transmission are simply unthinkable without the technological transformation of the organization along with its employees. This is basically what knowledge management is all about and the biggest challenge for the professional who serves as the knowledge worker.

The absence of this technological intelligence in people is creating serious problems in their efforts to lead meaningful lives and to be an active GDP contributor. Their inability to respond to the changing global trend has limited considerably their professional activities, and squeezed opportunities for further career growth. Increasing technology is "deskilling" large employee population (Bernardin, 2007). The Society of Human Resource Management in *workplace forecast* (as described Bernardin) *ranked* the growth of computer-based, electronic learning, as one of the top-10 most important trends in all HRM. Intelligence of professionals regarding the information technology and knowledge management can enhance their dexterity and motivation for doing their job well, sharing ideas with colleagues, and seeking opportunities for suggesting better ways and means of carrying out activities (Daft, 2001).

Political (PQ)

Zenith of professionalism and excellence is synonymous with top management positions of organizations in the corporate world. A professional's career enlargement and augmentation towards management and administrative top positions are only possible when the individual is capable of   visualizing one's self as a leader and then execute the functions of a leader. Today, leadership is a distinct trait exhibited through special characteristics of the individuals, and the kinds of activities they envisage and carry out for leading their organization and the people who are to follow them. House et al. (1999) defined leadership as "the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization…" (as described Yukl, 2006).

Political quotient PQ of a professional deals with the intelligence that is related to the power politics, the ability of an individual to fulfil powerful leadership roles and effectively earn and use authority positions and control over organization's resources, both human and capital. The political quotient is evident in the management and administrative intelligence that a professional possesses while chalking out strategic management policy based on a careful analysis of the Internal and External Environment of the organization; and then this strategic management policy works on the organization design to steer the enterprise towards the set outcomes and enhanced organization effectiveness (Daft, 2001)

Politics is the use of power to influence decisions in order to achieve desired outcomes. This exercising of power or the notion of politics has two dimensions within organizational context: first, politics as self serving behaviour; and second as a natural organizational decision process. The political quotient corresponds to the second dimension of power politics which is the ability towards normal decision making process (Ferris and Kacmar, 1992). The intelligence, Political quotient, implies the professionals having a sharp awareness about the trends, drivers, constraints; a strong and clear vision about their aim and role and

also to what extent these harmonize or clash with those of their competitors; and result-oriented strategy to reach their goals and execute their roles with enviable efficacy. This intelligence is the dream of every professional; and to have such a professional is the desire of every organization. Political quotient enables the professional to execute leadership and management roles adeptly in both types of organizations: "rational model and political model" (Daft, 200l, p. 446). Also the power and authority can be exercised smoothly as the politically intelligent individuals can influence and use people to reach desired outcomes. Furthermore, PQ entails the ability to "envision strategic contingencies" (Daft, p. 453), to implement dynamic decision making, to counter uncertainty, and to organize inter dependencies and networks (Daft).

"Leadership means vision, cheerleading, enthusiasm, love, trust, verve, passion, obsession, consistency, the use of symbols, paying, attention, as illustrated by the content of one's calendar, out- and-out drama..." (Peters and Austin, 1985, p.6).

Conclusion

This paper was an attempt to identify the personality traits that any professional or organization can target in their employees in order to lead themselves to newer and higher excellence levels. The Seven Personality Quotients Model for Professional Excellence draws attention towards the development and promotion of distinct set of skills in novice and experienced professionals for them to pursue their careers with greater efficiency. The suggested model of seven quotients puts forth significant implications for the academia, to review the ways in which the future workforce is being prepared; and the HR departments, to revisit the strategies used for screening and training these professionals for newer roles and responsibilities during their careers with these organizations. The model also carries an important foresight for project managers and managers of team based organizations to see if, instead of identifying each team member with these seven personality traits, the whole team can be assembled with consciously selecting members that bring in one personality trait to the team. This may lead to efficient team building and successful project completion.

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