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## EMOTIONAL INTELLIGENCE AND LEADERSHIP

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### Abstract

*Emotional intelligence represent a set of attributes for monitoring self and others feelings and help the individual leaders to improve their performance. The natural tendency of human beings is to react emotionally in any given situation at the spur of the moment which is known as emotional hijacking, rather than acting rationally. Managing negative emotions, frustration and depression in self and maintaining healthy relationship with colleagues play a vital role in adopting a positive attitude towards work. However, the rational part of brain eventually modulates the emotional responses and this phenomenon of modulating responses is the essence of the concept of emotional intelligence.*

*Emotional intelligence has the potential to serve the new generation of leaders, managers, entrepreneurs and all those who need to function effectively in teams, create new kind of awareness in them and take active steps to modulate their communication, behaviour and attitudes for achieving common goals and mission. Thus, it is significant to understand the universality and cultural ramifications of the concept of emotional intelligence in terms of its applicability in different cultural setting and organizations. The study of emotional intelligence is crucial in the emerging world by avoiding conflicts and achieving harmony, personal and organizational excellence.*

*This research paper examines the effects of emotional intelligence on the leadership. The research study has shown that higher emotional intelligence score have significant effect on the inspirational side of leadership performance at work.*

### INTRODUCTION

Today's leaders are facing the significant challenges in performing their tasks. Emotional Intelligence is considered to be very helpful to leaders in difficult leadership role. We find talent war, especially at the highest level in the organizations; emotional intelligence gives leaders a competitive edge. At the heart of human being are emotions, feelings and the behavioral manifestation. The concept of emotional intelligence has its application in social psychology and organizational behavior. With increasing globalization changing social and organizational climate in which individual work today is undergoing turbulent changes. This has created a variety of socio-emotional and cultural problems and difficulties that result into emotional crisis or inability to handle emotions in trying situation.

Emotional intelligence as a concept has its potential to serve the new generation as leaders, managers, entrepreneurs and all those who need to function effectively in teams, create a new kind of awareness in them and take necessary steps to modulate their communication, behavior and attitudes for achieving common goals and organizational excellence.

### THE COMPONENTS OF EMOTIONAL INTELLIGENCE

#### i) Intelligence Quotient (IQ)

Identifying factors that are important for success in life has been a challenge to researchers since long. Intelligence is the ability to learn or understand from experience or to respond successfully to new experiences and IQ is responsible for success in life. Intelligent quotient (IQ) is defined as 100 times the mental age (MA) divided the chronological age (CA).

A number of intelligence scales such as Stanford – Binet test, Binet-Simon test, Wechsler Adult intelligence test have been developed over the years.

These scales predict the technical expertise of an individual that helps him/her in performing/selecting the job or a profession. However, traditional intelligent quotient do not have confidence and inter personal skills are some of the important factors that distinguished the top performers from the poor performances and that they



have any direct relationship with the so called traditional intelligence. Rather, they are related to the effective and intelligent management of emotions.

## ii) Emotion

Emotion is a state of consciousness having to do with the arousal of feelings. Feelings refer to any of the subjective reactions, pleasant or unpleasant that one may experience in a situation.

Emotions consists of –

- a. Physiological changes within the bodies i.e. change in the heart beat rate, blood pressure and so on.
- b. Subjective cognitive states e.g. personal experiences which are called emotions.
- c. Expressive behaviour – such as outward signs of these internal reactions.

## iii) Intelligence

In Standard English usage intelligence means the ability to learn or understand from experiences or to responds successfully to new experiences.

Webster's New World Dictionary defines intelligence as, 'the ability to acquire and retain knowledge. Intelligence is useful in reasoning and solving problems and directing conduct.

## iv) Emotional Intelligence

Emotional intelligence (EI) is the ability to understand and manage your own emotions, and those of the people around you. EI is an aggregate of individual cognition of own and others emotions, feelings, interpretation and action as per environmental demand to manipulate the consequence which in turn result in superior performance and better human relationships. People with high degree of EI know what they are feeling, what their emotions mean and how these emotions can affect other people. A leader having high level of emotional intelligence is more successful, who stay in control and calmly access the situation, than a leader who shouts at his team when he is under stress. According to Mayer and Salovey, emotional intelligence is a set of abilities to perceive accurately, appraise and express emotions, the ability to understand emotion and emotional knowledge and the ability to regulate emotions to promote emotional and intellectual growth. whereas for Reuven Bar On, Emotional intelligence is an array of emotional and social knowledge and abilities that influence overall ability to effectively cope with environmental demands. The psychologist who made the concept more practical and popular Daniel Goleman, Emotional intelligence is a set of self-control, zeal and persistence and the ability to motivate oneself. Thus, emotional intelligence is an essential for the success of an individual

## MEASUREMENT OF THE EMOTIONAL COMPETENCIES

There are now a number of models and tools to measure emotional intelligence mainly Goleman and Bhattacharya's Model those are explained briefly as follows:-

### i) Goleman Model:

There are now a number of models and tools to measure emotional intelligence mainly Goleman Model:

1. The Emotional Competency Inventory (ECI), which was developed in 1999, and the Emotional and Competency Inventory (ESCI), which was created in 2007.
2. The Emotional Intelligence Appraisal, which was created in 2001 and which can be taken as a self-report or 360-degree assessment.

While there are many tools based on the Goleman model, the ECI and the ESCI are the only ones developed by him. Both the ECI and ESCI were created in conjunction with and are available exclusively through Hay Group.

### ii) Bhattacharya's Emotional Intelligence Instrument (BEIS-IN):

Bhattacharya (2003) has carried out the research amongst the Indian front and middle level executives, in the city of Kolkata, India, working for various industrial sectors, including large multinational manufacturing companies, software consultancies, financial service companies, banks and family owned companies. Individuals



from various provinces of the country were also included in the population. Despite differences of mother tongue (for example, Bengali, Hindi, Gujrati, Punjabi, Tamil and Oriya), respondents were familiar with English language with their ability to write, read and speak.

The scale evolved the following factors of emotional intelligence:

1. Appraisal of negative emotions (Factor I)
2. Appraisal of positive emotions (Factor II)
3. Interpersonal conflict and difficulty (Factor III)
4. Interpersonal skill and flexibility (Factor IV)
5. Emotional facilitation of goal orientation (Factor V)

Appraisals of negative and positive emotions were elicited as most important factors of emotional intelligence in Indian context, followed by interpersonal conflict and difficulty, interpersonal skill and flexibility and emotional facilitation and goal orientation. The first, second and fifth factors were related to 'self' whereas the third and fourth factors reflect interpersonal skills.

### **EMOTIONAL INTELLIGENCE AND LEADERSHIP**

According to Daniel Goleman, an American Psychologist there are five main elements of Emotional intelligence those are significant to a leader to be successful, those are as follows-

#### **i) Self-awareness:**

The ability to recognize your own emotions and how they affect your thoughts and behavior, know your strengths and weaknesses, and have self-confidence. If you're self-aware, you always know how you feel, and you know how your emotions and your actions can affect the people around you. To improve your self-awareness ?

**Keep a journal** - Journals help you improve your self-awareness. If you spend just a few minutes each day writing down your thoughts, this can move you to a higher degree of self-awareness.

**Slow down**- When you experience anger or other strong emotions, slow down to examine why. Remember, no matter what the situation, you can always choose how you react to it. (Our article on Managing Your Emotions at Work will help you understand what your emotions are telling you.)

#### **ii) Self-regulation:**

Leaders who regulate themselves effectively rarely verbally attack others, make rushed or emotional decisions, stereotype people, or compromise their values. Self-regulation is all about staying in control.

This element of emotional intelligence, according to Goleman, also covers a leader's flexibility and commitment to personal accountability.

So, how can you improve your ability to self-regulate?

**Know your values** - Do you have a clear idea of where you absolutely will not compromise ? Do you know what values are most important to you ? Spend some time examining your "code of ethics." If you know what's most important to you, then you probably won't have to think twice when you face a moral or ethical decision you'll make the right choice.

**Hold yourself accountable** - If you tend to blame others when something goes wrong, stop. Make a commitment to admit to your mistakes and to face the consequences, whatever they are. You'll probably sleep better at night, and you'll quickly earn the respect of those around you.

**Practice being calm** - The next time you're in a challenging situation, be very aware of how you act. Do you relieve your stress by shouting at someone else? Practice deep-breathing exercises to calm yourself. Also, try to write down all of the negative things you want to say, and then rip it up and throw it away. Expressing these emotions on paper (and not showing them to anyone) is better than speaking them aloud to your team. What's more, this helps you challenge your reactions to ensure that they're fair!



### iii) Motivation:

Self-motivated leaders work consistently toward their goals, and they have extremely high standards for the quality of their work.

How can you improve your motivation ?

**Re-examine why you're doing your job** - It's easy to forget what you really love about your career. So, take some time to remember why you wanted this job. If you're unhappy in your role and you're struggling to remember why you wanted it, try the Five Whys techniques to find the root of the problem. Starting at the root often helps you look at your situation in a new way.

And make sure that your goal statements are fresh and energizing. For more on this, see our article on Goal Setting.

**Know where you stand** - Determine how motivated you are to lead. Our Leadership Motivation Assessment can help you see clearly how motivated you are in your leadership role. If you need to increase your motivation to lead, it directs you to resources that can help.

**Be hopeful and find something good** - Motivated leaders are usually optimistic, no matter what problems they face. Adopting this mindset might take practice, but it's well worth the effort.

Every time you face a challenge, or even a failure, try to find at least one good thing about the situation. It might be something small, like a new contact, or something with long-term effects, like an important lesson learned. But there's almost always something positive, if you look for it.

### iv) Empathy:

For leaders, having empathy is critical to managing a successful team or organization. Leaders with empathy have the ability to put themselves in someone else's situation. They help develop the people on their team, challenge others who are acting unfairly, give constructive feedback, and listen to those who need it.

If you want to earn the respect and loyalty of your team, then show them you care by being empathic.

How can you improve your empathy?

**Put yourself in someone else's position** - It's easy to support your own point of view. After all, it's yours! But take the time to look at situations from other people's perspectives. See our article on Perceptual Positions for a useful technique for doing this.

**Pay attention to body language** - Perhaps when you listen to someone, you cross your arms, move your feet back and forth, or bite your lip. This body language tells others how you really feel about a situation, and the message you're giving isn't positive! Learning to read body language can be a real asset in a leadership role, because you'll be better able to determine how someone truly feels. This gives you the opportunity to respond appropriately.

**Respond to feelings** - You ask your assistant to work late -again. And although he agrees, you can hear the disappointment in his voice. So, respond by addressing his feelings. Tell him you appreciate how willing he is to work extra hours, and that you're just as frustrated about working late. If possible, figure out a way for future late nights to be less of an issue (for example, give him Monday mornings off).

### v) Social skills:

Leaders who do well in the social skills element of emotional intelligence are great communicators. They're just as open to hearing bad news as good news, and they're expert at getting their team to support them and be excited about a new mission or project.

Leaders who have good social skills are also good at managing change and resolving conflicts diplomatically. They're rarely satisfied with leaving things as they are, but they don't sit back and make everyone else do the work. They set an example with their own behavior.

So, how can you build social skills?



**Learn conflict resolution** - Leaders must know how to resolve conflicts between their team members, customers, or vendors. Learning conflict resolution skills is vital if you want to succeed.

**Improve your communication skills** - How well do you communicate? Our communication quiz will help you answer this question, and it will give useful feedback on what you can do to improve.

**Learn how to praise others** - As a leader, you can inspire the loyalty of your team simply by giving praise when it's earned. Learning how to praise others is a fine art, but well worth the effort.

- Self-awareness – The ability to recognize your own emotions and how they affect your thoughts and behavior, know your strengths and weaknesses, and have self-confidence.
- Self-management – The ability to control impulsive feelings and behaviours, manage your emotions in healthy ways, take initiative, follow through on commitments, and adapt to changing circumstances.
- Social awareness – The ability to understand the emotions, needs, and concerns of people, pick up on emotional cues, feel comfortable socially, and recognize the power dynamics in a group or organization.
- Relationship management – The ability to develop and maintain good relationships, communicate clearly, inspire and influence others, work well in a team, and manage conflict.

## **EMOTIONAL INTELLIGENCE AND LEADERSHIP**

Management of social behavior involves the management of emotions. Emotional intelligence has the potential to be a strong predictor of performance. It can be used as a valid alternative in selecting and assessing employees. Organization should focus more on the role of emotions at work. Emotions are an integral and inseparable part of organizational life and more attention should be given to employers' emotional experience. Researchers have found that it is a crucial contributor to organizational success. Changes in the organizational or managerial behaviours can have impact on employees' emotional reactions and consequently their performance. EI of senior and middle level managers and treatment of their people determine their productivity, magnetize talented people to the organization, and retention and turnover. They significantly influence the attitude, performance and satisfaction of employees.

Enhancing EI skills enable managers to regulate their emotions and motivate themselves more effectively. EI facilitates motivation to achieve, to get along with others and have both direct and indirect effects on employees' performance. Empirical studies have proved that EI skills are associated with motivation and job performance.

## **CONCLUSION**

The new generation of leaders, managers, entrepreneurs and all those need to function effectively in teams. Emotional intelligence creates a new kind of awareness in them and takes active steps to modulate their communication, behavior and attitudes for achieving common goals and mission.

The research studies have revealed that there is a significant relationship between emotional intelligence and leadership effectiveness. The research pointed out that emotional well-being is the strongest predictor of academic achievement and success in life. This is because emotional intelligence enables one to control impulses and manage distressing moods well, it helps one remain hopeful in time of setbacks and develops sympathy and social skills. It is therefore, important to promote emotional intelligence in training and at the workplace to foster innovative behavior, development of leadership and team building.

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