

Review of Emotional Intelligence and Leadership

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Abstract— The world today is undergoing a change more profound and far reaching than any experienced since the dawn of the modern age. Rapid environmental changes are causing fundamental transformations that have a dramatic impact on organizations and present new challenges for human resources management in general and particularly in leadership. The transformations do correspond to a shift from traditional intelligence to new paradigm of emotional intelligence. Five factors that is crucial for emotionally intelligent leadership are Self-Awareness, Awareness Of Others, Listening Skills, Awareness Of Emotional Atmosphere , Ability To Anticipate Reactions And Respond Effectively

Index Terms—Emotional Intelligence, Emotional Quotient, Leadership, Self-Awareness, Emotional Atmosphere

I Introduction

The world today is undergoing a change more profound and far reaching than any experienced since the dawn of the modern age. Rapid environmental changes are causing fundamental transformations that have a dramatic impact on organizations and present new challenges for human resources management in general and particularly in leadership. The transformations do correspond to a shift from traditional intelligence to new paradigm of emotional intelligence. Stability is the basic nature of human, even in the ever-changing professional lives. The system of life - and organizations – is fluid, dynamic, and potentially self-renewing wherein today's best leaders are learning to "go with the flow" to accept the inevitability of constant change and recognize change itself as a potential source of energy. These profound changes cannot be cuddled and integrated without addressing the deepest thoughts and feelings of Indian managers. Managers are required to open up their heart and deal with the emotions, welcome them in the workplace to make sure success in this ever-changing industrial environment. An assortment of research studies have unravelled that the leaders with higher emotional intelligence see changes as opportunities for a little better, and they do not cherish stability but ongoing development of individual workers and of the organization itself become their prime agenda. This event of paradigm shift has led many researches in the area and the present one is also an attempt in the line. That powerful pair set of chain reaction i.e. the mood and behaviour of leader's drive the moods and behaviour of everyone else in the chain is showing its strong presence in the organizational setting. An irritable and callous boss creates a deleterious organization filled with under achievers who ignore opportunities; on the contrary an inspirational and inclusive leader spawns acolytes for whom every challenge is an opportunity and that way surmountable. The observation regarding the overwhelming impact of leader's emotional style, as we call it, is not an across-the-board departure from any research into emotional intelligence. It does on the other hand; correspond to a deeper analysis of our assertion that a leader's emotional intelligence creates a certain environment or work culture. Since it is felt by thinkers of different era that 'human resource is the most important asset of any organization, proper care have to be taken while hiring and embryonic them.

These days, the set of laws of workplace are rapidly changing and a new yardstick is being used to judge individuals. it is not merely in the terms of how smart are you or what your academic qualifications are or what you are specialised in, but also how efficiently a leader can handle himself and others. This benchmark is increasingly applied in selecting who will be hired and who will not, who is to be retained and who will be dismissed, who will be promoted and who will be ignored (Singh, 2001). That is why the recruitment and other human resource management activities are typically done only after rigorous tests of intelligence and intellectual capabilities. For decades, a lot of emphasis has been put on certain aspects of intelligence such as mathematical skills, logical reasoning, spatial skills, verbal skills, understanding analogies, etc. Cumulatively known as Intelligence Quotient (IQ), was the thrust area of judgment as far as a person's suitability to a particular job was concerned. But the researchers were puzzled by the fact that while IQ could predict the academic performance and to some degree, the professional and personal potential, however there are something missing in the equation. Some people with extraordinary IQ scores do poorly in the professional life; one could say that they were wasting their potential by thinking, behaving and communicating in a way that hindered their chances to succeed, and the major missing part in the success equation was identified as cognitive skills.

The discovery of cognitive skills and abilities though appears to be outside the scope of IQ yet is unquestionably essential for. If there are some essential ingredients of human intelligence independent of those measured by IQ, their discovery and explanation will contribute a better, more complete theory of individual accomplishment with proper blend of Emotional Quotient (EQ). It states that high levels of emotionally intelligent leaders create an environment in which information sharing, faith, healthiness, risk-taking, and learning flourish. The basic message, that effectiveness in organizations is at least as much about EQ as IQ, resonated deeply; it was a bit that people knew in their guts but that had never before been so well articulated. Potential for positive change is the importance of the idea. Rather being stuck with the person they'd been dealt, people will make necessary steps to improve their emotional intelligence and make them self more effective in their work and personal lives. The paper reviews the existing leadership frame vis-à-vis emotional intelligence level

II Emotional Intelligence and Leadership

Emotional Intelligence and Leadership Effectiveness in Indian business CEO's are often seen saying 'business done by brain and not by heart. The concept they believe in is that people with low emotional intelligence lead to low productivity and poor management. Indian professional approach at large could be felt to be much traditional i.e. non-emotional come up to devoid of personal relations. Many fatal flaws are related to classical emotional failures, like poor relation in working, authoritarianism or excessive ambition and conflict with top administration. It is hale and hearty for mind, body, heart and spirit to experience feelings as and when they arise. Leaders who are attuned to their own feelings and the feelings of others can use their understanding enhance the organization. Daniel Goleman who has elaborately researched on the concept identifies five elements viz. self-awareness, self-regulation, self-motivation, empathy, and social skills (Goleman, 1995). Self-awareness is concerned with oneself i.e. emotional awareness. Perfect self-assessment will definitely lead to self-confidence. Leaders with higher attentiveness level can be in touch with their emotions in order to interact effectively and appreciate emotions in others. They learn to trust their 'gut-feelings' and realize that this feeling can provide useful information about complex decisions, and when the solutions are not available from external sources; leaders have to rely on their own feelings. Self regulation is managing and handling impulses, upsetting feelings which can be attained through developing trustworthiness, self control, precision, adaptableness and through improvement.

Self-regulation will help a leader stay cool, calm and collected, positive and level-headed even under undesirable circumstances. Self-regulated leaders are more trustworthy, genuine, responsible, ground-breaking, imaginative and open to new ideas and information, and they can easily build rapport with the subordinates. Attainment drives, commitment and initiative and optimism are the three important tools of self-motivation. Leaders with achievement drive and commitment fosters the culture of innovation and optimism and emerges as pioneers in their professional life. The age of the day appreciates the empathetic leaders instead of sympathetic leaders. These leaders have the better capacity of understanding others and leveraging the diverse situation. Full of service orientation the leaders tend to develop the followers even in and from varied cultures. A social skill is an ability to put together rapport with various sections of society and create a set of connections of people. The publicly skilled leaders are more influencing and change catalysts with excellent communication skills. They believe in conflict management and leading from front. Leaders use social skills to understand interpersonal relationships and bind people for common purpose. The ability to build relationships is not only essential in modern age of team-based organizations, but is also very important for effective leadership.

III Emotional Intelligence and Leadership Theory

Understanding project managers' success is deeply connected with leadership theory. Two types of New concept were suggested which emerged in 1980's.: transactional and transformational. Project manager as transactional leader is somehow classical, rational leader (Bass, 1990), focused on task execution as well as on achieving goals which are short-term, controlling, giving orders and have a preference for material motivation for its team members. On the other hand, project manager as a transformational leader is emotional type (George, 2000; Humphrey, 2002), adapted to contemporary business conditions and focused on company vision which is achievable through mobilization and synchronization of emotional co-workers synergy in synergetic action of all team members. Goleman et al. (2008) recognize similar differentiation between emotional and non-emotional type of leader in resonant and discordant managers. The main thesis propagated by Goleman et al. (2008) is that "emotions are extremely important for management and emotionally intelligent leadership is most important dimension that largely determines whether manager efforts will succeed or fail" (Goleman et al., 2008). If the leader with his/her own vision successfully transmits his/her enthusiasm and optimism to other members of the group and inspires the best capabilities and succeed to encourage positive emotions (security, hope and cheerful mood), we can recognize the resonant manager. This type of manager successfully comply own emotional vibrations with others', harmonize and make his group successful in tasks execution. However if, manager is not the same "wavelength" with members of his team, if he causes destructive emotions such as worry, fear, hate, apathy and guilt, then he is dissonant manager whose group is inefficient and uncoordinated. Resonant managers are emotionally intelligent leaders, it suggests, their passion and energy can easily find emotional resonance in the team.

These managers have a advantageous emotional effect on the group, they make all members to feel good, emotionally connected, self-confident, to each other and to feel solidarity. Group decision making is also supported by managers. Thanks to managers' understanding, its members feel secure, team relationship, understanding and support what greatly help them to maintain optimism and self-confidence in situations of rapid changes and crisis. Emotionally intelligent (resonant) project managers do not affect their team members only with good mood or ability to say the right thing, but with coordinated series of activities that constitute a particular management technique. Most proficient project managers generally act in accordance with one of six different management styles.

They skilfully fit into any of these styles depending on the situation. Four styles (visionary, coaching, affiliative, and democratic style) established resonance that encourages success in business while the other two (dictating tempo and imperious style) should be applied with caution, although in some specific situations can be very useful. In addition to these theoretical considerations on leadership and project managers we could use the famous Harvard professor McClelland's article "Test competence, not intelligence," where he smashed the myth about the critical importance of intelligence for performing tasks. Instead of starting from a dogma that pure, cognitive brainpower is most important for success in every business area, he developed empirical model of proficiency. These models were based on the systematic and careful study of most successful people, who are top experts in their jobs. Based on the empirical analysis results, comparing the top and the average workers, McClelland found that the best experts have some specific competencies that the average has not. In addition to basic skills and a number of specific emotional competencies, the most successful managers have that others average don't and that enable them to lead their teams brilliantly (McClelland, 1973).

Due to specificity of concept of project management and the role that teams have in it this conclusion could be very easy transmitted from managers to project managers explaining the difference between average and excellent. McClelland based on his research developed so called "Competency model" of leadership, which serves to identify, train and encourage those who might become extraordinary. One of the examples of companies that have implemented competency model is Siemens. The leaders were

able to increase their efficiency and achieve significantly better profits, and the same year revenue growth increased more than double in the control groups that were not included in training (Goleman et al., 2008).

Remains one last question “Can project managers become successful?” as per review of literature it shows, emotional intelligence is partly inherited but leadership skills based on emotional intelligence as any other skill can be learned, developed, maintained and strengthened by practicing. One of the main Goleman, McKee and Boyatzis’ theses is that resonant, inspiring leadership based on emotional intelligence skills can be learned and developed, but it takes patience, knowledge, time, conscious effort and above all strong motivation and a genuine commitment (Goleman et al., 2008). Basically acquisition and development of leadership skills is process of self-directed learning. This process involves systematic and planned development of specific capabilities or skills (Goleman et al., 2008). Real leaders its’ own emotional intelligence expand to team and whole organization through identification of norms for a team and culture for organization, detecting and developping of ideal vision, and filling the gaps between real and wanted one through change management. Finally, to complement above presented research of numbered authors this paper presents research on correlation between project managers’ professional success and emotional intelligence. This empirical supported consideration could be followed by changes in human resource policies, but also with self- directed learning of project managers who want to become excellent.

IV Emotional Intelligence to develop leadership

There are now a number of models and questionnaires aimed at measuring Emotional Intelligence, regularly based on self-report questionnaires. Nevertheless, this approach has obvious limitations in identifying levels of self-awarenesshow can you be aware of what you are not aware of.

V Five factors that is crucial for emotionally intelligent leadership:

1. SELF-AWARENESS

The basis of any degree of emotional intelligence is awareness of our own emotions, what causes them, and how we react to them. Leaders who are more aware are able to develop skills that will help them manage their individual emotions, allowing them to respond extra effectively to situations that come up.

Instead of reacting to their emotions, they are capable to engage their thinking capacity to come up with enhanced decisions. Leaders who act in response from their emotions without filtering them can severely damage relationships and increase mistrust amongst their staff.

2. AWARENESS OF OTHERS

The more self-awareness that leaders have, the more he will be aware of the emotions of others around them. Having an awareness of emotions, as and how it is created, and how it will influence people will allow them to not take emotions of others, like anger, personally. They won’t directly make a judgement or conclusions; they are expected to get to the root of the issue and the cause of strong emotional reactions of others.

3. LISTENING SKILLS

Most people fall into the habit of thinking of a response, when others speak instead of actively listening. Leaders who are emotionally strong avoid this trap by understanding and not only with the content of what others are saying, and also understand the feelings behind the words that are being spoken.

The emotions behind the words are often more important than the spoken words. People feel they are heard when the emotions are acknowledged .Often complaints are often about situations that, only little change can be done by leaders. People are seldom unaware of that, but still have the necessity to feel heard.

To hear and understand there staff helps emotionally intelligent to connect with them on a deeper level.

4. AWARENESS OF EMOTIONAL ATMOSPHERE

Effective leaders are not only aware of what is going on with their people in one-to-one conversations, and hence are able to pick up the mood and feelings of their work environment. Emotionally tuned, they are aware of the many factors that can influence the feelings of their employees.

Fear of job loss, losing co-workers due to death or injury, rumors of financial problems in the business, and a variety of other factors are common in every workplace and affect the emotional well-being of staff. The believe that leaders understand their situation and care about their staff will increase loyalty, trust, and performance of the co-workers.

Leaders should be able to be tuned; it is important to the emotions of their workplace and effectively communicates that to their people.

5. ABILITY TO ANTICIPATE REACTIONS AND RESPOND EFFECTIVELY

Emotionally intelligent leaders are able to anticipate how their people are likely to react to situations and don’t wait until after the damage is done to act in response. If they are aware that bad news is coming, such as predictable layoffs, business closures, and other events, they do what they can to openly to respond to them before they happen.

Realizing that rumors can quickly spread and cause more damage than the actual event, they rely upon their emotional and social skills to help staff through these times.

VI Conclusion

Recognition of emotional intelligence influence on leader's accomplishment has important implications for the organisation. Potential benefits from improvement of leader's emotional intelligence can be important for organization, project and team success. Theoretical considerations of emotional intelligence suggests that it could help leaders in team building process, successfully facilitating adoption of vision, goals and culture of the organization by team members. Emotional intelligent project managers identify problems, diagnose causes and select alternative solutions based on emotions with logical explanations but in a way that improves rather than neglect rational thinking and acting. Emotional intelligence is instrument for successfully motivating and guiding team members, it provides them a sense of security and influence on improving interpersonal relationships and communication within project teams and within whole organization.

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