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## Role of Emotional intelligence in Leadership

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### Abstract

Emotional intelligence (EI) is the ability to understand and manage your own emotions, and those of the people around you. People with a high degree of emotional intelligence know what they're feeling, what their emotions mean, and how these emotions can affect other people. Today there is a growing body of science in the emerging field of emotional intelligence, indicating that proper understanding and use of emotions can be critical in helping workers, teachers, students and head of the colleges become more effective and better communicators. Findings of the Research on Management and Leadership indicate the growing importance of finding, hiring, training and retaining leaders with high emotional intelligence. The main objective of this article is to describe the link between different kind of leadership style and emotional intelligence competencies.



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Emotional intelligence (EI) is the ability to understand and manage your own emotions, and those of the people around you. People with a high degree of emotional intelligence know what they're feeling, what their emotions mean, and how these emotions can affect other people. Today there is a growing body of science in the emerging field of emotional intelligence indicating that proper understanding and use of emotions can be critical in helping workers, teachers, students and heads of the institutions become more effective and better communicators.

Findings of the research on management and Leadership indicate the growing importance of finding, hiring, training and retaining leaders with high emotional intelligence.

Emotional intelligence is defined as a person's self awareness, self –confidence, self control, commitment and integrity, and a person's ability to communicate, influence, initiate and accept change (Goleman, 1998).studies has shown that emotional intelligence impacts a leader's ability to be effective (Goleman, 1998). Three of the most important aspects of emotional intelligence for a leader's ability to make effective decisions are self-awareness, communication and influence, and commitment and integrity. Managers who do not develop their emotional intelligence have difficulty in building good relationships with peers, subordinates, superiors and clients (Goleman, 1998).

The main objective of this article is to describe the link between different kind of leadership style and emotional intelligence competencies.

### Emotional intelligence

Emotional intelligence is a combination of competencies. These skills contribute to a person's ability to manage and monitor his or her own emotions, to correctly gauge the emotional state of others and to influence opinions (Goleman, 1998). Goleman describes a model of five dimensions. Each area has its own set of behavioral attributes as follows.

1. Self-awareness is the ability to recognize a feeling as it happens, to accurately perform self- assessments and have self-confidence. It is the keystone of emotional intelligence.
2. Self-management or self-regulation is the ability to keep disruptive emotions and impulses in check (Self-control), maintain standards of honesty and integrity (trustworthiness), take responsibility for one's performance (conscientiousness), and handle change (adaptability), and are comfortable with novel ideas



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and approaches (innovation).

3. Motivation is the emotional tendency guiding or facilitating the attainment of goals. It consists of achievement drive (meeting a standard of excellence), commitment (alignment of goals with the group or organization), initiative (acting on opportunities), and optimism (persistence reaching goals despite setbacks).

4. Empathy is the understanding of others by being aware of their needs, perspectives, feeling, concerns, sensing the developmental needs of others.

5. Social skills are fundamental to emotional intelligence. They include the ability to induce desirable responses in others by using effective diplomacy to persuade (influence). Listen openly and send convincing messages (communicate); inspires and guide groups and individuals (leadership); nurture instrumental relationships (building bonds); work with others toward a shared goal (collaboration, cooperation); and create group synergy in pursuing collective goals.

These five characteristics will be shown to apply to a leader's ability to make effective decisions.

## Leadership

All leaders seem to share some common traits. The first is a guiding vision or purpose. A leader has a clear idea of what she or he wants to do professionally and personally, and will pursue the goal regardless of the setbacks. The second characteristic is passion or enthusiasm and the ability to communicate that passion to others. Third is integrity, consisting of three ingredients: self-knowledge, candor, and maturity. Self-knowledge knows one's strengths and weakness. Candor is being honest with you and is the key to knowing yourself. Maturity is the result of the lessons learned through following, while observing others, learning to be dedicated, and working with others. It is being truthful and never servile. The last two traits go hand in hand: curiosity and daring. A leader wants to learn as much as possible and is willing to take risks.

## Leadership Style and Emotional Intelligence Competencies

A Hay/McBer analysis indicates how six distinct styles of EI-based leadership affect climate. Four styles- the visionary (authoritative), the affiliative, the democratic, and the coaching-generally drive climate in a positive direction. Two styles-the coercive and the pacesetter-tend to drive climate downward,



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particularly when leaders overuse them have positive impact if applied in. Table summarizes these effects.

Leadership style	EI Competencies	Impact on climate	Objective	When Appropriate
Coercive	Drive to achieve; Initiative ,emotional Self control	Strongly negative	Immediate compliance	In a crisis, to start a turnaround ,or with problem employees
Authoritative	Self-confidence; empathy; change catalyst	Most strongly positive	Mobilize others to follow a vision	When change requires a new vision, or when a clear direction is needed
Affiliative	Empathy ,building bonds; conflicts management	Highly positive	Create harmony	To heal rifts in a team or to motivate during stressful times
Democratic	Collaboration; team leadership; communication	Highly positive	Build commitment through participation	To build buy –in or consensus, or to get valuable input from employees
Pacesetting	Conscientiousness; drive to achieve initiative	Highly negative	Perform tasks to a high standard	To get quick results from a highly motivated and competent team
Coaching	Developing others; empathy; emotional self-awareness	Highly positive	Build strengths for the future	To help an employee improve performance or develop long term strengths

### Leadership in school

The most effective leaders integrate four or more of the six styles regularly, switching to the one most appropriate in a given leadership situation. For instance, the study of school leaders found that in those schools where the heads displayed four or more leadership styles, students had superior academic performance relative to students in comparison schools. In schools where the heads displayed just one or two styles, academic performance was poorest. Often the styles here were the pacesetting or coercive ones, which tend to undermine teacher morale and enthusiasm (Hay/McBer, 2000).

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