

INSPIRING LEADERSHIP THROUGH EMOTIONAL INTELLIGENCE

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Abstract: *In today's rapidly changing environment effective leadership plays a crucial role in Organization success. Daniel Goleman's contribution towards emotional intelligence created the awareness of its importance in Relationship and leadership for organizational effectiveness. Emotional intelligence, the ability to understand and manage moods and emotions in the self and others, contributes to effective Leadership in organizations. This study focuses on studying major aspects of emotional intelligence, the appraisal and expression of emotion, the use of emotion to enhance cognitive processes and decision making, knowledge about emotions, and management of emotions. Emotional intelligence contributes to effective leadership by focusing on five essential elements of leader effectiveness: development of collective goals and objectives; instilling in others an appreciation of the importance of work activities; generating and maintaining enthusiasm, confidence, optimism, cooperation, and trust; encouraging flexibility in decision making and change; and establishing and maintaining a meaningful identity for an organization.*

Key words: Emotions, organization effectiveness, leadership, self awareness

Introduction:

Emotional Intelligence

Emotional intelligence (EI) refers to the ability to perceive, control and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it is an inborn characteristic.

Overview of Emotional Intelligence

Since 1990, Peter Salovey and John D. Mayer have been the leading researchers on emotional intelligence. In their influential article "Emotional Intelligence," they defined emotional intelligence as, "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions" (1990).

The Four Branches of Emotional Intelligence

Salovey and Mayer proposed a model that identified four different factors of emotional intelligence: the perception of emotion, the ability reason using

emotions, the ability to understand emotion and the ability to manage emotions.

1. **Perceiving Emotions:** The first step in understanding emotions is to perceive them accurately. In many cases, this might involve understanding nonverbal signals such as body language and facial expressions.
2. **Reasoning With Emotions:** The next step involves using emotions to promote thinking and cognitive activity. Emotions help prioritize what we pay attention and react to; we respond emotionally to things that garner our attention.
3. **Understanding Emotions:** The emotions that we perceive can carry a wide variety of meanings. If someone is expressing angry emotions, the observer must interpret the cause of their anger and what it might mean. For example, if your boss is acting angry, it might mean that he is dissatisfied with your work; or it could be because he got a speeding ticket on his way to work that morning or that he's been fighting with his wife.
4. **Managing Emotions:** The ability to manage emotions effectively is a crucial part of emotional intelligence. Regulating emotions, responding appropriately and responding to the emotions of others are

all important aspect of emotional management.

According to Salovey and Mayer, the four branches of their model are, "arranged from more basic psychological processes to higher, more psychologically integrated processes. For example, the lowest level branch concerns the (relatively) simple abilities of perceiving and expressing emotion. In contrast, the highest level branch concerns the conscious, reflective regulation of emotion" (1997).

In 1995 the concept of Emotional Intelligence is popularized after publication of psychologist and New York Times science writer Daniel Goleman's book '*Emotional Intelligence'- Why It Can Matter More Than IQ*.

Measuring Emotional Intelligence

"In regard to measuring emotional intelligence – I am a great believer that criterion-report (that is, ability testing) is the only adequate method to employ. Intelligence is an ability, and is directly measured only by having people answer questions and evaluating the correctness of those answers." --John D. Mayer

- **Reuven Bar-On's EQ-i**

A self-report test designed to measure competencies including awareness, stress tolerance, problem-

solving, and happiness. According to Bar-On, "Emotional intelligence is an array of non cognitive capabilities, competencies, and skills that influence one's ability to succeed in coping with environmental demands and pressures."

- **Multifactor Emotional Intelligence Scale (MEIS)**

An ability-based test in which test-takers perform tasks designed to assess their ability to perceive, identify, understand, and utilize emotions.

- **Seligman Attributional Style Questionnaire (SASQ)**

Originally designed as a screening test for the life insurance company Metropolitan Life, the SASQ measures optimism and pessimism.

- **Emotional Competence Inventory (ECI)**

Based on an older instrument known as the Self-Assessment Questionnaire, the ECI involves having people who know the individual offer ratings of that person's abilities in several different emotional competencies.

Crucial Emotional Intelligence Traits of Highly Effective Leaders:

Over the last decade there has been a huge increase in evidence that emotional intelligence is an important factor in leadership. Numerous studies have shown a positive relationship between emotionally intelligent leadership and employee satisfaction, retention, and performance.

"NO ONE CARES HOW MUCH YOU KNOW, UNTIL THEY KNOW HOW MUCH YOU CARE."

As organizations become more aware of this, they are looking for ways to recruit and promote from within people that are strong in emotional intelligence.

Here are five factors that are 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 own emotions, allowing them to respond more effectively to situations that come up.

Instead of reacting to their emotions, they are able to engage their thinking capacity to come up with better decisions. Leaders who react 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 higher will be their awareness of the emotions of others around them. Having an awareness of emotions, how they are created, and how they influence people will allow them to not take emotions of others, such as anger, personally. Less likely to jump to conclusions or judgment, they are more likely 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, while others are speaking instead of actively listening. Emotionally strong leaders avoid that trap, realizing that they need to understand not only the content of what others are saying, but also pick up the feelings behind the words that are being spoken.

The emotions behind the words are often more important than the words spoken. It is only when those emotions are acknowledged that people feel that they are being heard. Often complaints are about situations that leaders can do little to change. People are often aware of that, but still have the need to feel heard.

'Emotionally intelligent leaders hear their staff and by doing so are able 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, they are able to pick up the mood and feelings of their work environment. Tuned in emotionally, they are aware of the many factors that can influence the feelings of their employees.

Fear of job loss, losing coworkers due to death or injury, rumors of financial problems in the organization, and various other factors are common in every workplace and affect the emotional well-

being of staff. Feeling that leaders understand their situation and care about their staff will increase trust, loyalty, and performance from them.

It is important that leaders are able to stay tuned in to the emotions of their workplace and effectively communicate 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 respond. If they are aware that bad news is coming, such as anticipated 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.

Conclusion:

Emotional intelligence significantly related to the leadership practices of executives. Leaders high on emotional intelligence also are likely to have knowledge about the fact that their positive moods may cause them to be overly optimistic. Emotional intelligence may contribute to leaders developing a compelling vision for their groups or organization in a number of ways. Training should be provided at

right time to ensure its effectiveness. This will enable them to analyze, organize and utilize information's in an effective manner. Enhancing the levels of emotional intelligence will help the executives to lead their team effectively and efficiently.

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