# EMOTIONAL INTELLIGENCE AN INNOVATIVE COMPETENCE FOR EFFECTIVE LEADERSHIP

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***Abstract :*** *The concept of Emotional Intelligence is recent in origin in the behavioural research area. As put forth by Daniel Goleman it is the capacity for recognizing one's own feelings and those of others, for motivating oneself, and for managing emotions well in building one's relationships. Emotional Intelligence is increasingly relevant to organizational development and developing people, because the EQ principles provide a new way to understand and assess people's behaviours, management styles, attitudes, interpersonal skills, and potential. Emotional Intelligence is an important consideration in interrelating with people. An individual to be successful requires competencies more than IQ (Intelligence Quotient), which has been considered to be the traditional measure of intelligence as it ignores essential behavioural and character elements. Emotional intelligence is most preferred trait among leaders in the present business organisations as they have to lead an empowered workforce who expects more independence & opportunities to grow. There is an inexplicable relation between Emotional Intelligence & outstanding leaders. This paper focuses on importance of emotional intelligence at work place & analyses the emotional competencies required to the success of leaders at work place. A cross section of leaders working at different industry is studied to explore their emotional competencies & their impact on the performance at work place. The study also investigates the training given to employees at their workplaces on imbibing this trait to improve their interpersonal relations. Study brings to the foray that a leader who is adept with EI is more socially responsible, better at impulse control & empathetic. The ability to be a cooperative member of one's social group is associated with perceptions of effectiveness in introducing change. The study concludes that Emotionally intelligent leadership is an innovative workforce management strategy to develop a congenial work environment, to reduce attrition among the employees & to foster a sound leader- lead relationship in the organisation.*

***Key Words :*** *Emotional Intelligence, Organisaation Development, Intelligence Quotient, empowered workforce, emotional competencies, success of leaders, impulse control, empathetic, workforce management strategy, attrition & congenial work environment*

***People high in emotional intelligence are expected to progress more quickly through the abilities designated and to master more of them. – Mayer & Salovey***

## Introduction

In the present scenario interpersonal skills have become more integral to effective leadership Where leaders were once seen to control, plan and inspect the overall running of an organization, in today's more service-oriented industries, leadership roles are also to motivate and inspire others, to foster positive attitudes at work, and to create a sense of contribution and importance with and among employees. These contemporary leadership requirements have placed new demands on leadership training programs to develop these skills in evolving leaders and on organizations involved in leadership selection to identify them in potential candidates. One variable that has recently gained much popularity as a potential underlying attribute of effective leadership is the construct of emotional intelligence (EI) . Emotional information plays a critical role in our working lives since the relationships we form are governed by rules of behaviour - of cooperation and dominance, among others - that are triggered by our emotions. Being able to understand this information, and its impact on personnel and the organization, is what makes an individual, at least in part, emotionally intelligent. Not surprisingly, then, business leaders who can "embrace the emotional side of an organization will infuse strength and meaning into management structures, and bring them to life.

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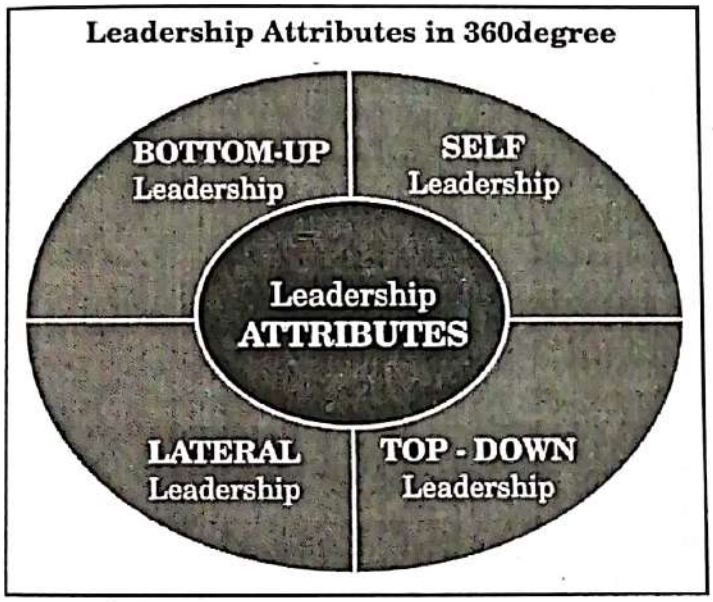
It has been proposed that in leadership, dealing effectively with emotions may contribute to how one handles the needs of individuals, how one effectively motivates in most organizational contexts, transformational as compared to transactional leadership is considered a more effective leadership style and is consistently found to promote greater organizational performance. Transformational leadership is more emotion-based compared to transactional leadership and involves heightened emotional levels. It is predicted that there will be a stronger relationship between EI and transformational leadership.

## Leadership Defined

Leadership is the process of directing the behavior of others toward the accomplishment of some common objectives. According Brian O'Nail, the author of Test Your Leadership Skills, "leadership is influencing people to get things done to a standard and quality above their norm and doing it willingly."

## Emotional Task of the Leader

Previous research shows that 67% of the essential competencies required for effective leadership today are emotional competencies. Great leaders move people – they work through emotions. They have found effective ways to understand and improve the way they handle their own and their followers' emotions. As a leader, he should act as his group's emotional guide. When he drives emotions positively he could bring out everyone's best. The leader who can ignite people's passion, inspire the best in them, and create resonance is most sought after. The key to making this work lies in his competencies of emotional intelligence (EI): how he handles his self and his relationships. It is well depicted in the picture below:

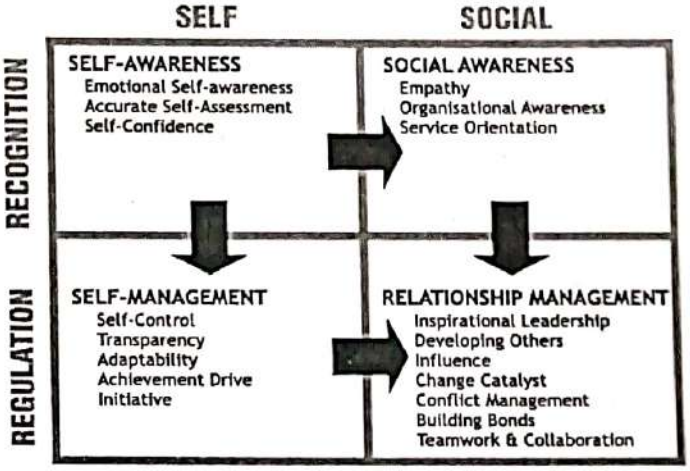



## Emotional Intelligence

Emotional Intelligence - EQ - is a relatively recent behavioral model, which has gained prominence with Daniel Goleman's Book called 'Emotional Intelligence'(1995). EI is described as a set of abilities that refer in part to how effectively one deals with emotions both within oneself and others. Intelligence is increasingly relevant to organizational development and developing people, because the EQ principles provide a new way to understand and assess people's behaviours, management styles, attitudes, interpersonal skills and potential.

According to Daniel Goleman EI is the capacity for recognizing our own feelings and those of others for motivating ourselves, and for managing emotions well in ourselves and in our relationships. Goleman's five components of EI are: Self-Awareness, Self-Regulation, Self-Motivation, Social Awareness & Social Skill.

It describes abilities distinct from, but complementary to academic intelligence, the purely cognitive capabilities measured by IQ. Many people who are book smart but lack emotional intelligence end up working for people who have lower IQs than they but who excel in emotional intelligence skills.




**Emotional Intelligence Competencies**
Source: Goleman's Emotional Intelligence Model (2002)

## Potential of Emotional Intelligence:

Emotional Intelligence gives the Ability to Adapt to circumstances as needed. The behaviors identified include:

- The ability to recognize and understand their own moods, emotions and drives as well as their effect on others;
- The ability to control or redirect disruptive impulses, moods and to think before acting;

- The passion to work for reasons beyond money or status and the propensity to pursue goals with energy and persistence;
- The ability to understand the emotional makeup of other people and the skill in treating people according to their emotional reactions; the proficiency in managing relationships, building networks and the ability to find common ground and build rapport.

**Why Emotional Intelligence is required in Leadership?**

Traditional models of leadership does not consider the importance of emotional intelligence as the military models stresses on bold, brave & tough qualities among the leaders. But modern organizations expect their leaders to possess EI along with these qualities due to the following reasons:

- Today's workforce does not accept the autocratic style of leadership
- There is a growing sense of democracy & independence among the modern workforce who have far more career options & options in their career growth.
- Present employees are empowered & creative.
- There is diverse set of workforce to manage.

Challenges & demands of Modern Leaders:

- Consultative & participative in their approach and also should be an effective decision maker.
- Create opportunities for growth, coach, mentor & develop the potential among its employees.
- Inclusion & Team spirit along with recognition & devising an effective reward system.
- Employees have to be provided a more informal, collaborative & even humorous environment.
- To reduce the attrition among employees & retain them.

These employee expectations & demands on leaders makes it necessary for modern leaders to evolve themselves as Emotionally Intelligent leaders. The Gen Y leaders have to be high intrapersonal traits of assertiveness, independent ,Interpersonal competencies like empathetic, socially responsible, versatile at decision making good at adaptability, stress control & possess a mood of happiness & optimism to be more successful.

**Higher levels of emotional intelligence are associated with better performance in the following areas:**

**Participative Management:** It is an extremely important relationship-building skill in today's management climate in which organizations value interdependency within and between groups.

**Putting People at Ease:** It getting at the heart of making others relaxed and comfortable in one's presence. From the perspective of direct reports, putting people at ease was related to impulse control, which is defined as the ability to resist or delay the impulse to act. This finding suggests that being able to behaviorally put people at ease has to do with controlling impulses with regard to anger or other emotions.

**Self-Awareness:** The leaders who have an accurate understanding of their strengths and weaknesses can be rated high on self-awareness which is related to impulse control and stress tolerance . Those who explode into anger easily cannot be considered as self-aware.

**Balance between Personal Life and Work** measures the degree to which work and personal life activities are prioritized so that neither is neglected. High ratings from bosses on these behaviors were associated with the emotional intelligence measures of social responsibility, impulse control, and empathy.

**Change Management** is the final Benchmarks scale to be connected with emotional intelligence. This skill has to do with the effectiveness of the strategies used to facilitate change initiatives. Ratings from direct reports are associated with measures of social responsibility. In other words, the ability to be a cooperative member of one's social group is associated with perceptions of effectiveness in introducing change.

**Leadership & Emotional Competence:**

Individual leaders can increase their potential for success by mastering the most highly valued competencies, including building relationships, developing people, thinking strategically, offering vision, executing work, taking initiative, and fostering teamwork. To excel at these highly-ranked competencies, leaders need to focus on the EI "building block" competencies of Self-Awareness, Empathy and Adaptability When seeking to influence others, leaders should be aware of differences that may affect what they value in leadership.

**Emotionally intelligent leaders:**




**Leadership Competencies**
*Source: Ten3 Global polls advise*

The above picture depicts clearly that most important competence required for leaders are connecting to people & energizing them which is based on emotional intelligence of the leaders. These traits help to be most successful leaders in their domains. Some of the qualities of the few highly successful leaders are analyzed to embark on emotionally competent leaders are most effective.

**Emotional Intelligence focused Companies:**

Companies like ITC, Wipro, Infosys, Whirlpool, GE & Coca Cola are focusing on training programmes dealing with personal development & emotional Intelligence. At Coca Cola when the attrition of their employees was very high they trained their mangers to focus on pick up on the emotions of their team members which almost reduced the attrition rate to zero. At Hay Group EI package for executives include a 720degree feedback survey where along with boss, peers, subordinates, customers, friends& family also provide feedback which helps the executive to understand the EI blind spot & improvise. At Religare they recruit young people who have proven themselves in sports & other cultural activities as company believes that these extra curricular activities develop EI competencies among youngsters.

**Leadership Competencies of Azim Premji:**

One of Premji's most important accomplishments has been creating a sinewy management culture that thrives even under intense competitive pressure. He established two core principles that are instrumental in building the character of his leadership team. The first is rare among India's family-controlled companies: The chairman is not king. While Premji owns a controlling stake in Wipro, he shares authority and responsibility with his subordinates. The second key principle: Premji believes in a zero-politics culture. At Wipro, backstabbing, playing favorites, and kissing up to the boss -- tactics simply don't work. Open and honest disagreements are not only tolerated, but also required of everyone. According to Ajim Premji these steps to leadership are essential which goes as below:

- First, leaders must develop powerful personal credibility. This means they should not only be consistent in what they say and do -but must deliver on their commitments.
- Great leaders are great teachers and coaches. Expectations alone are not enough. Neither arerewards nor punishments. People need guidance on the path they need to follow. At Wipro, they encourage top management to address high potential managers. Premji personally invests half-a-day of his time in every leadership development program at Wipro.
- Successful leaders need to have energy and be able to energies others. Leadership demands extraordinary physical, mental and spiritual energy to remain on top of the demands made on them. Leaders must work both hard and smart, long and intensely.
- Fifth, leaders do not always have to be in the limelight. One has to realize that leadership is not privilege but a responsibility. The leader must know where to lead and where to step back.

**Leadership competencies of Narayan Murthy**

- Narayan Murthy a great visionary & a Mentor stress that trust and confidence can only exist where there is a premium on transparency. The qualities of a leader accorded by him are
- The leader has to.create an environment where each person feels secure enough to be able to disclose his or her mistakes, and resolves to improve.
- The leader has to create hope. He has to create a plausible story about a better future for the organization: everyone should be able to see the rainbow and catch a part of it. This requires creating trust in people. And to create trust, the leader has to subscribe to a value system: a protocol for behavior that enhances the confidence, commitment and enthusiasm of the people.
- Compliance to a value system creates the environment for people to have high aspirations, self esteem and belief in fundamental values, confidence in the future and the enthusiasm necessary to take up apparently difficult tasks. Leaders have to walk the talk and demonstrate their commitment to a value system.

**Emotional development: How to raise one's emotional intelligence**

Emotional intelligence is not learned in the standard intellectual way; it must be learned and understood on an emotional level. We can't simply read about emotional intelligence or master it through memorization. In order to learn about emotional intelligence in a way that produces change, we need to engage the emotional parts of the brain in ways that connect us to others. Number of organizations have realized the performance benefits of emotional intelligence. They point out that moral intelligence is new to the analytical playing field, and highlight four key principles that can sustain moral intelligence: Integrity; Responsibility; Compassion; Forgiveness. The diagram below shows the practice of interconnecting & building on emotional intelligence.

**Developing emotional intelligence through key skills:**

Emotional competencies can be learnt by inculcating the following skills among employees. Emotional intelligence consists of five key skills, each building on the last:

1. The ability to quickly reduce stress.
2. The ability to recognize and manage one's emotions.
3. The ability to connect with others uses nonverbal communication.
4. The ability to use humor and play to deal with challenges.
5. The ability to resolve conflicts positively and with confidence.

The five skills of emotional intelligence can be learned by anyone, at anytime. But there is a difference between learning about emotional intelligence and applying that knowledge to one's life. In order to permanently change behavior in ways that stand up under pressure one has to learn the skills on a deeper, emotional level—experiencing and practicing them in everyday life.

**Emotional intelligence (EQ) skill 1: Rapidly reduce stress**

When under high levels of stress, rational thinking and decision making go out the window which blocks the ability to read the situation accurately. The first key skill of emotional intelligence is the ability to quickly calm down, when feeling overwhelmed. Being able to manage stress in the moment is the key to resilience. This emotional intelligence skill helps to stay balanced, focused, and in control–no matter what challenges one faces. Develop stress busting skills by working through the following three steps: 1. **Realize when you're stressed** – The first step to reducing stress is recognizing what stress feels like. **2. Identify your stress response** – Everyone reacts differently to stress. Some may get angry, some get depressed & some may freeze with anxiety. 3. **Discover the stress busting techniques that work for you** – The best way to reduce stress quickly is through the senses: through sight, sound, smell, taste, and touch that are soothing to you.

**Emotional intelligence (EQ) skill 2: Connecting to one's emotions**

The second key skill of emotional intelligence is having a moment-to-moment awareness of emotions and how they influence one's thoughts and actions. Emotional awareness is the key to understanding oneself and others. Get aware of how the emotions are affecting decision making. In order to be emotionally healthy and emotionally intelligent, one must reconnect to their core emotions, accept them, and become comfortable with them.

**Emotional intelligence skill (EQ) 3: Nonverbal communication**

Being a good communicator requires more than just verbal skills. Oftentimes, what we say is less important than how we say it or the other nonverbal signals we send out. In order to hold the attention of others and build connection and trust, one need to be aware of and in control of their nonverbal cues. They also need to be able to accurately read and respond to the nonverbal cues that other people send . Part of improving nonverbal communication involves paying attention to: Eye contact, Facial expression, Tone of voice, Posture and gesture Touch and Timing and pace

**Emotional intelligence (EQ) skill 4: Use humor and play to deal with challenges**

Humor, laughter, and play are natural antidotes to life's difficulties. They lighten one's burdens and help keep things in perspective. A good hearty laugh reduces stress, elevates mood, and brings nervous system back into balance. The ability to deal with challenges using humor and play is the fourth skill of emotional intelligence. Playful communication broadens emotional intelligence and helps us: 1. Take hardships in stride. 2. Smooth over differences. 3. Simultaneously relax and energize ourselves. 4. Become more creative.

**Emotional intelligence (EQ) skill 5: Resolve conflict positively**

Resolving conflict in healthy, constructive ways can strengthen trust between people. When conflict isn't perceived as threatening or punishing, it fosters freedom, creativity, and safety in relationships. Once individuals know how to manage stress, stay emotionally present and aware, communicate nonverbally, and use humor and play, they will be better equipped to handle emotionally-charged situations and catch and defuse many issues before they escalate. Tips for resolving conflict in a trust-building way: *Stay focused in the present, Choosing one's arguments, End conflicts that can't be resolved.* Present organizations are focusing more on building this innovative competence among its employees especially the prospective leaders to make them competent to deal with the changes through their employees.

**Steps adopted by HR Professionals of Present organizations to raise the Emotional Intelligence of their Organization:**

1. **Make the Business Case for the Importance of Emotional Competence in the Organization**

   Educate senior management about the research that demonstrates that EI differentiates strong leaders from average leaders and high performers from average performers across functions. Managers are trained to assess EI in their employees.

2. **Integrate EI Competencies into Existing Competency Models**

   Most companies have a core set of capabilities that are required of all employees regardless of level or job function. They make sure that the emotional, social and relational competencies that have been proved to be critical to success are part of their corporation's required competencies. Examine the performance of high-potential employees and assess if performance strongly correlates to their level of emotional intelligence.

3. **Educate Employees about Emotional Intelligence**

   Give employees an overview of the research on emotional intelligence and "make it come alive" by demonstrating what the emotional competencies look like in practice. They train them to spot it in others and know when they themselves are being emotionally competent

4. **Integrate Emotional Competence Language and Criteria into Performance Management System**

   The language of Emotional Intelligence i.e. self-awareness, organizational savvy, interdependent partnering, are integrated into performance reviews, succession planning criteria, and other performance metrics that are used to describe and assess performance.

5. **Hire employees with strong Emotional Intelligence**

   The criteria for selection have an emphasis on EI competencies like Social Skills, Self-Management/Regulation. They develop behavioral questions that will help them to assess if potential employees have demonstrated these critical competencies.

6. **Build Skill in Emotional Competencies throughout the Organization**

   Provide training and education to all levels of the organization that is designed to build EI competence. The most impactful skill building initiatives are designing the programs that promote skill building over time through practice, feedback and refinement.

7. **Measure and reward employees against the EI Criteria**

   Once they have integrated the EI criteria into their performance metrics systems and provided skill-building opportunities to employees they assess employee EI competence. A well-designed 360 survey that is customized to the competency model of the organization (including the newly integrated EI competencies) is the way they use to assess individual performance as well as to build an organizational profile of EI competence.

**Conclusion:**

Individual leaders can increase their potential for success by mastering the most highly valued competencies, including building relationships, developing people, thinking strategically, offering vision, executing work, taking initiative, and fostering teamwork. To excel at these highly-ranked competencies, leaders need to focus on developing the EI competencies of Self-Awareness, Empathy and Adaptability. Transformational leadership is more emotion-based compared to transactional

leadership and involves heightened emotional levels. Emotionally intelligent leaders are more effective in interrelating with the people & adaptive to changes. They build trust & enthusiasm among their employees. Present organizations are focusing on developing prospective emotionally competent leaders to lead the empowered workforce in the competitive environment. Competencies like stress control, conflict resolution & connecting to emotions are honed among the manager fraternity.

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