

# The Essence of Emotional Intelligence in Enhancing Leadership Effectiveness

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**Abstract:** Every young working professional look up to someone who can be trusted at the place of work, someone who can guide them to take correct decisions, who is approachable, who will listen, who can correct them and lead them on corrective path and someone who can motivate them when they do good work. Leading a team with the right attitude is need of major corporate companies. Leadership today impacts not only the success of the organisation but there a many other important aspects starting from the framing and implement the policies, acquiring good talent , organisation’s culture etc., only a good leadership team can bring about the smooth functioning of the organisation. The objective of this paper is to investigate the essence of emotional intelligence in enhancing the leadership effectiveness.

**Key Words:** Emotional intelligence, Leadership Effectiveness, organizational effectiveness

## I. INTRODUCTION

Leadership skills have become an indispensable quality in many walks of life today, it is needed at work, in college, at classrooms, in politics, in voluntary organisations and even within family. A person with leadership qualities is able to take initiative, analyse the situation, strategize a plan and reach the goal, a leader has a vision and keeps striving to achieve the vision through constant planning and analysing. A good leader leads the team and the team members should be able to appreciate the actions and deed taken by their leader. Leaders should have good IQ and equally good EQ to be successful and effective. Emotional intelligence is the key to a leader’s professional success.

## II. EMOTIONAL INTELLIGENCE AND ITS NEED

There are many definitions on Emotional intelligence, as the concept is evolving and is widely accepted by many they are frequent versions evolving for the same.

According to Salovey and Mayer (1990)<sup>3</sup> emotional intelligence is: “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.”

According to Reuven Bar-On (1996)<sup>4</sup> emotional intelligence is: “An array of non-cognitive (emotional and social)

capabilities, competencies and skills that influence one’s ability to succeed in coping with environmental demands and pressures.”

According to Peter Salovey and John Mayer (2002)<sup>5</sup> emotional intelligence is: “The ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional meanings, and to reflectively regulate emotions in ways that promote emotional and intellectual growth.”

“According to Travis Bradberry and Jean Greaves (2009)<sup>6</sup> , “Emotional intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behaviour and relationships.”

According to Golis Chris (2009)<sup>7</sup> “EQ is achieving Self- and Social Mastery by being smart with core emotions.”

According to Wikipedia (the free encyclopaedia)(2010)<sup>1</sup> Emotional Intelligence (EI), often measured as an Emotional Intelligence Quotient (EQ), describes a concept that involves the ability, capacity, skill or (in the case of the trait EI model) a self-perceived ability, to identify, assess, and manage the emotions of one’s self, of others, and of groups.

The above definitions presented are the proof of the concept of Emotional Intelligence has evolved over years and has been widely implement in various industries, there are many advantages to understanding the concept of EI and understanding the same can help reap many benefits both for the individual and the organisation. To name some of the advantages gained on practicing strong EI skills are

- EI Helps improve interpersonal relationships
- EI enhances the confidence in a person
- EI helps in better communication across all levels
- EI reflects Integrity of the individual
- EI develops the skill of feeling empathetic towards co workers
- EI enhances the career prospects for the individual
- Due to the confidence gained people strong in EI can adapted to change comfortably
- The approach of individual becomes more positive contributing to well-being of both the individual and the organisation
- This attitude develops a positive organisation culture

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- EI reduces stress levels in an individual
- EI influences the person to become a constant learner, learner from mistakes and increases the creativity of the person.

The above advantages indicated are all traits of a good Leader, if an individual possess or has developed these qualities they are sure succeed a strong leaders who can lead a team effectively.



### III. EMOTIONAL INTELLIGENCE IN LEADERSHIP EFFECTIVENESS AND MANAGEMENT

The visible aspects that contribute towards augmenting the effectiveness of Leadership practices are essentially central to the following:

- The Effectiveness of the Leaders are measure based on their cognitive skills to develop collective goals
- Disseminate a positive attitude about work and inculcate the aspect of appreciating the importance of work
  - Elicit enthusiasm, team work, confidence and trust among the team members
  - Demonstrate qualities that encourages participative decision –making

#### A. Effective Leadership Styles

There are many leadership styles practices and discussed over many years, the styles have also transformed from the traditional stereotypical formats. Styles like Autocratic leadership, authentic leadership have reduced in number and styles like transactional leaderships, Transformational leadership and inspirational leadership styles are now more in vogue.

Transformational leadership is style adapted by many inspiring personalities to embrace change and foster a strong culture based on accountability.

A Transformational Leader inspires and motivates his team. All activities are generally focused towards innovation and future growth and to bring about a change in the organisation. Transformational leaders are cited high up in the hierarchy who are accountable for a building a strong sense of corporate culture through coaching and mentoring

to their employees and bring about a positive change which are mostly futuristic in nature.

Transactional Leaders are more process oriented and focus on compliance of policies. They follow the reward and punishment strategy to chase the goal. This strategy is applied in target oriented business formats to bring out the best result in a short term.

Inspirational Leadership is a style adapted to keep the team motivated and inspired especially when they is a major transition in the organisation like upgrading to newer technologies, change in management, change in policies and procedures, changes via mergers and acquisition. Generally this leadership style has become a necessity to motivate employees towards the vision of the organisation.



### IV. CONCLUSION

Behavioral Psychology indicates that people behave differently in different situations. Managers and employees if trained to handle Emotions, they can balance work, exhibit better team work and reduce work conflicts, better EI managers can act as counselors for their team to bring out the best output which in turn increases their job satisfaction and the overall organizational effectiveness. Better EI in Managers will lead to better productivity, innovation, better relationship management, robust in handling Finances and contributing to the overall organisational effectiveness.

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