

EMOTIONAL INTELLIGENCE: THE BEST TOOL FOR ACHIEVING LEADERSHIP EFFECTIVENESS

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ABSTRACT

The paper is an attempt in finding the contribution of the Emotional Intelligence (EI), as a tool for achieving leadership effectiveness (LE) based on real life corporate experience. The paper will explore the relationship between emotional intelligence skill and leadership effectiveness based on real life corporate incidents. The paper also suggests a model for EI implementation in government and corporate world to achieve leadership effectiveness. The research paper is an attempt to explore the role of EI as a skill in achieving leadership effectiveness.

Keywords : Emotional Intelligence, Leadership Effectiveness, New Role of Managers

INTRODUCTION

Aristotle stated that "Anyone can become angry – that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way – that is not easy"

These are few professions, role and characters and situations which demands high level EI:-

- A. Actor - Performs in a movie as per the requirement of his/her role in movie/theatre/drama/naked/TV serial etc, irrespective of whatever is going in his/her real life.
- B. MNCs Managers, Bank employees, recently privatized company, recently acquired company etc.
- C. School teacher for kids – controlling kids with controlling his/her emotions as kid's behaviour is highly unpredictable.
- D. Army, Police, traffic police, Doctors, judge, Advocates, Disaster or emergency services' profession employees must have the high level of EI as in their profession they have to more

interact with already emotional breakdown people.

- E. Generally, in India, a newly wedded girl joins her husband house with new circumstances; she copes with this new role with high level EI.
- F. Doctor for mentally discharged patients cares their patients with high EI.
- G. Umpire/referee whose country team is playing a match and he has to do umpiring.

The world is changing at an unprecedented pace and scale. The rate of obsolescence of theories, technologies, generally accepted phenomenon and beliefs is also increasing rapidly. Socio-politically, various segments and cults of the world society are becoming increasingly mobilized. The rubric of human rights is enlarging and taking into its garb more and more geographies and polities. Thus, human resource has garnered a new-found relevance at a global scale and especially in the field of management. In order to cope with this changing environment, global institutions, corporate world, governments along with the civil society are making various efforts and strategies on the human resource front.

Human resource is the backbone of the industry. In current challenging environment due to cut throat competition, globalization, liberalization and privatization, outsourcing, downsizing and acquisition, managerial personnel of corporate world are facing issues like high level of human resource turnover, retaining the best talent, job stress, conflicts between superior and subordinates etc. So, the proposed paper will be an attempt to suggest the ways how to enhance interpersonal relations, further to improve the organization's performance.

Emotion: A strong feeling derives from one's circumstances, mood, or relationships with others.

Emotional Intelligence: The capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.

Effective Leadership: Conceptualized as four constructs: job performance, personal vision, work engagement, and career satisfaction.

Leadership effectiveness plays a vital for an organization's success, and therefore, the ability to recognize and define effective leadership is crucial. Technical expertise, superior performance, and established experience are no longer only decisive factor of effective leadership. Today effective leaders are defined by inspiring and motivating others, promoting a positive work environment, understanding and managing emotions, building bonds, communications, influence, and so forth effective leadership is one of the key factors of an organization's success, and therefore, the ability to improve effective leadership is crucial. As we know that out of all production factors, human factor has feelings and emotions. So the main factor of production human resource's basic element 'emotion' shall be given at most consideration. In current scenario effective leaders are those who can understand and can manage emotions of subordinates. Leaders' effectiveness is conceptualized as four constructs: job performance, personal vision, work engagement, and career satisfaction.

REVIEW OF LITERATURE

Goleman, (1997) provided a definition of the construct of emotional intelligence, which was about knowing what you are feeling and being able to handle those feelings without having them swamp you; being able to motivate yourself to get jobs done, be creative and perform at your peak; and sensing what others are feeling, and handling relationships effectively.

Goleman (1998) has established that "Emotional competence is particularly central to leadership" and then he further added that interpersonal ineptitude in leaders will lead to uncongenial work atmosphere leading to poor performance among the team members.

Goleman (1998) found that truly effective leaders are distinguished by a high degree of emotional intelligence.

Judge et al., (2002) have defined leadership effectiveness in their research as "a leader's performance in influencing and guiding the activities of his or her unit toward achievement of its goals".

Goleman (2004) who first brought the term "emotional intelligence" to a wide audience with his 1995 book of that name, and it was Goleman who first applied the concept to business with his 1998 HBR article. In his research at nearly 200 large, global companies, Goleman found that while the qualities traditionally associated with leadership such as intelligence, toughness, determination, and vision are required for success, they are insufficient. Truly effective leaders are also distinguished by a high degree of emotional intelligence, which includes self-awareness, self-regulation, motivation, empathy, and social skill.

REAL LIFE CORPORATE INCIDENTS AND OBSERVATIONS ON EI AND LE

"The manager/candidate/He" who had experienced the real life corporate situations where his EI guided him to achieve better results.

“EI Skills” Self-Awareness, Self-Regulation, Motivation, Social Competence, Empathy and Social Skills.

By knowingly or unknowingly we all use EI but it is just matter of levels of EI we use. Higher level of EI creates more chances of success in compare with vice versa situation. It has been observed by the manger of investment banking company who has worked more than seven years. The manger that time was unknown to the concept of EI as literature or theory but EI skill was inherent in his personality.

(I) Incident : “Friendship and competition” (Main EI skill used - Social skill)

The candidate joined an investment banking company as management trainee with four more candidates at the same position. Within six months they all had become good friends. But after six months, company has promoted only the candidate as assistant manager. Now, due to competition feeling the faith factor among friends had started to decline. The candidate's EI skill guided him to deal this situation with ease. He controlled his emotions and understood others feelings too. The candidate tried to convince friends that his promotion was based on his post graduation law degree otherwise we all have performed well, and finally the candidate not only saved his friendships but also worked together with them and achieved the targets.

(II) Incident : “Female wealth management clients and EI” (Main EI skill used - Empathy)

In initial phase of joining of the candidate, he had been appointed as relationship manager for high net worth individuals of Mumbai's lokhandwala area. The candidate faced very unique situation that he had to deal with mostly with female candidates of his clients as most of the investments had been made in name of only female members of family. Most of the female clients were more interested in gossiping of criticizing her

mother in-law or daughter in-law or other family issues. Now, the candidate use EI skill with listening their all family matters and showed his empathy to them. This made good image of candidate among clients. In that way he achieved his corporate targets.

(III) Incident : “Autocratic Boss and EI ” (Main EI skill used - Self Regulation)

The manger found that his immediate senior (Vice President) was very dominating, non-listener to others and very autocratic. So, the manager faced lot of problems. But, candidates' self regulation skill guided him to control his emotions. He understood the emotions of his senior and adjusts his emotions. By this he not only become the best performer but also realised immediate senior to change his way leading team.

(IV) Incident : “Hostile Takeover and EI Skill” (Main EI skill used - Social Competence)

Based on the manger's company strategy one of its client made a hostile takeover of a listed company. After this takeover company's employees had fear that new owners would had kicked them out so they were highly unsecured. The manager used EI Skills and developed faith in them and boosted their morale towards work.

(V) Incident : IIMs Colleagues (Main EI skill used - Self-Awareness and Self-Regulation)

The manager's company recruited seven IIMs students through campus placements on double the salary package of manager's salary and he had been asked to give them training. This was very difficult situation for him to be motivated and work. But, with EI skill guidance he analysed his own emotions and regulated his emotions. Resultantly, he made these new IIMs' colleagues his friends and exchanged knowledge and skills with them which were win-win situation for both sides.

(VI) Incident: 2008 Deflation or bearish share market (Main EI skill used – Motivation)

In 2008, world faced sub-prime crisis and India too affected by this. So share market crashed and job loose fear occupied the mind of manger also. In that type of depressed situation EI skill boosted the manger with optimism and guided him for achievement drive.

(VII) Incident: Promotion Offer with Autocratic Role (Main EI skill used – Social Competence)

The Manager's company offered promotion option as assistant vice president to him but with a condition he had to make a gap between him and his colleagues so that you could be autocratic boss of them. But the manager refused this offer and stated that he could get work done through them without be autocratic style. He missed the opportunity of AVP but won the hearts of colleagues. This all in long run turned into good for company as he developed good team spirit.

(VIII) Incident: Heart Attack to one of the Manger's client CFO (Main EI skill used – Social Skill)

Investment banking is a high pressure work load job and to prepare prospectus the manager's company needed lot of documents and information from CFO of the company. In the process of it CFO faced heart attack and unfortunately the claim of this heart attack had been imposed on the manager's created work pressure on CFO. Now, the client's most of the employees started non-cooperation with him. But, with support of EI skill he resolved the conflict.

(IX) Incident: MNC cultured new boss V/S old traditional boss (Main EI skill used – Self-regulation and Social Skill)

The Manager's company appointed new

boss who had worked in MNC Company so he brought MNC work culture with him. Now, it was great dilemma for the manger to cope and follow the style of work. But, due to EI skill self-regulation (adoptability) he managed himself and conditions too.

(X) Incident : Conflict resolution between our client Company secretary and legal advisor team (Main EI skill used – Social Skill)

On the manger's company recommen-dation one of its client appointed legal advisor for company's proposed IPO. But legal advisors team's requirement about documents' photocopies and sometimes very ir relevant information annoyed the company secretary. Now in this situations the manger EI skill directed him and he used resolved the matter very calmly.

(XI) Incident: Eating food with labour work force (Main EI skill used – Empathy and Social Competence)

One of the manger's client's plant's work force had dispute with it so they were very rude and even had wrong perception towards company. But the manger started to eat his lunch with them and gradually he won the faith of labour work force.

(XII) Incident: Local Language Affect and Effect (Main EI skill used – Social Competency)

To get deal done the manger many time tried to speak the local language of client which helped to develop ease and comfort between him and his clients.

CONCLUSION

The stated above twelve incidents of real life of the manger proved that EI skills had supported him to achieve his targets without harming emotions of his boss, colleagues, juniors, clients etc. So, in conclusion it can be stated that EI skills made the manager an effective leader.

SUGGESTIONS

For all types of organizations either government or private world:

1. EI test shall be mandatory for all managerial level designation at the time of recruitment process.
2. EI skills training shall be given to newly recruited employees and also to existing employees in every six months.
3. EI test shall be mandatory for all the managerial level designations at the time of performance appraisal process.
4. EI test shall be taken in every three months and shall also be compared with last EI test scores.
5. Mock or extempore situational circumstances shall be create to test EI on regular basis.
6. At the end of year monetary and non-monetary incentives shall be given to top 10 high EI scores of the year
7. Evaluate the job performance of high EI scores

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