



# Emotional Intelligence - A Boon for Leaders

Rachna Arora<sup>#</sup>, Pooja Patil<sup>#</sup>

*PES's Modern Institute of Business Management, Pune 05*

## Abstract

In today's competitive business climate, organizations need leaders with more than technical and intellectual competence to maintain a competitive advantage. Successful leaders combine strong interpersonal skills with technical knowledge to improve their potential and performance. The core competencies of EI provide the foundation to further develop your intra/interpersonal skills which are essentially needed for an effective leader. A highly emotional intelligent leader is an asset for the organization who performs well and is widely accepted by the people working in the organization

In this research paper relationship between emotional intelligent and leadership is studied through Exploratory research where case studies are used as the research technique. This research paper describes various terms related to emotional intelligence and leadership such as self awareness, self management, empathy and social skills. Its objectives are to study the concept of emotional intelligence and its role in leadership. Daniel Goleman's EI model is taken as a base for studying the emotional intelligence concept. Three cases are studied and analysed based on the parameters mentioned in the Daniel Goleman's model. Study reveals that for being a successful leader, leaders needs to practice emotional intelligence and they need to keep on practicing it for further improvement.

**Keywords** - *Emotional intelligence, Leadership, Creativity, Motivation, Inter-personal communication*

## I. THEORETICAL FRAMEWORK (CONCEPTUAL BACKGROUND AND NEED FOR STUDY)

Emotional intelligence refers to having the ability to recognize and understand emotions and their impact on behavior and attitudes. Those who have a high degree of emotional intelligence are in tune with both their own emotions and

the emotions of other people with whom they come in contact. In today's competitive business climate, organizations need leaders with more than technical and intellectual competence to maintain a competitive advantage. Successful leaders combine strong interpersonal skills with their functional competencies to improve potential and performance of themselves and their sub-ordinates.

There are many emotions and being aware of how those emotions can have a positive or negative effect on our ability to inspire and lead a team is important. Many individuals try to shut off their feelings, but as much as we distort, deny, and bury our emotions and memories, we can't ever eliminate them. So there arises need to study emotional intelligence and understand the benefits of implementing those practices at workplace.

## II. LITERATURE REVIEW

"Leaders must first know and be able to manage their own emotions and second be able to understand the emotions of their followers and the context in which those emotions occur." Shuck & Herd, 2012 (Rude, 2013)

"Emotional intelligence (EI) skills are vital to human performance and healthy, productive organizations". EI consists of self-awareness, self-regulation, motivation, empathy, and social skills. These skills are foundations for contemporary leadership perspectives, such as transformational and authentic leadership styles. Since EI's origins in 1990, its link with effective leadership has been reinforced. (Rude, 2013)

Goleman (1995) cited "knowing one's emotions, recognizing a feeling *as it happens* – is the keystone of EI" (p. 43). Goleman (1998) noted that 67 percent of performance-related abilities were emotional in nature. Emotionally unintelligent people may become enslaved to emotions and unable to lead fulfilled lives. (Rude, 2013)



In today's work environment with international teams leadership is gaining importance. The main research questions within leadership research is what traits, abilities, behaviours are required to be an effective leader (Wagner, 2013)

#### **A. LEADERSHIP AND EMOTIONAL INTELLIGENCE -**

Emotional intelligence is simply your ability to handle yourself, handle others and handle what's happening around you. "There's nothing worse than when you're not feeling great and someone says, 'just think positively' (Ball, 2017)

Emotional intelligence should be seen as a model of well-being and high performance, based on knowing yourself, connecting with others, handling stressful situations and making better decisions. But it's also about understanding what makes you feel good, rather than just what you're good at. So it shouldn't be confused with competency." (Ball, 2017)

Many experts now believe that a person's emotional intelligence quotient (EQ) may be more important than their IQ and is certainly a better predictor of success, quality of relationships, and overall happiness. (Scuderi)

Effective leadership is people-centric; for instance, understanding different perspectives is crucial for leadership that is emotionally intelligent. (Rude, 2013)

"Emotional intelligence can help leaders solve complex problems, make better decisions, plan how to use their time effectively, adapt their behavior to the situation, and manage crises". (Rude, 2013)

To amplify this assertion, Goleman (1998) offered: "[t]he leader is also a key *source* of the organization's emotional tone". EI encompasses social interactions inherent in leadership responsibilities. In this regard, managing interpersonal skills and collective enterprises bridge leadership and EI. Conversely, rigidity and poor relationships drive leadership failure (Goleman, 1998). For these reasons, leadership and EI – while separate constructs – are inherently related with each other. (Rude, 2013)

In the workplace, A leader required a number

of different strategies including conceptual knowledge of leadership, practical experience and development of an intimate knowledge of the group they wish to lead.

Leaders have to wear multiple hats at any given point of time. Fundamental role of any leader, no doubt, is to define a purpose, align people to it, and then to actually achieve it. However, to do this, several critical roles have to be performed. Leadership is about making people feel – interested, involved, and important. (Mittal, 2015).

Hence, it can be said that role of an effective leader is to integrate motivation, strategic and management skills to bring chance for the growth of society/organization.

#### **B. LEADERSHIP AND 3 – FORCES MODEL (Mittal, 2015)**

Leadership is contextual. It does not function in isolation. There are 3 major elements, which plays a significant role in the framework of leadership. These elements are Leader, follower and situation.

The understanding of these 3 elements brings an understanding about the effectiveness of a leader.

1. **Leader :-** Leaders must have an honest understanding of who they are, what they know, and what they can do. Personality traits, skills, talents and interest area are some of the factors which affect leadership
2. **Follower :** A leader must know his/her people. Some important factors in followers having bearing on leadership are Knowledge and competence of followers, their interests, maturity level and their needs and motivation. Also, note that it is the followers, not the leader who determines if a leader is successful or not. If they do not trust or lack confidence in their leader, then they will be uninspired. To be successful, leaders have to convince their followers that they are worthy of being followed.
3. **Situation :-** Situation also has a greater effect on a leader's actions than his/her traits. All situations are different. Leaders must use their judgment to determine the best course



of action and the leadership styles needed for each situation. Dynamism, complexity, and predictability of situation have a great impact on leadership.

The essence of the 'leader-follower-situation' framework is that each component interacts and impacts with the others as shown in figure 1.



**Figure 1 : Leadership Framework**

If a situation gets changed, then the interaction between followers and leaders can change dramatically. It is a framework which gives different meaning and context to leadership.

### C. Emotional Intelligence (Mittal, 2015)

The change of business from a machine era to knowledge based era has transformed the way organization function and are structured. Also the people who work there and the leadership too have undergone tremendous changes.

Leaders are now required to work more as influencers and facilitators who can help employees to utilize their untapped potential. This requires much wider skills than functional skills only. To be effective, leaders, especially need to be more socially skilled.

Today, organizations are hiring leaders not only for high managerial skills, but more for their high Emotional Intelligence. Emotional Intelligence like leadership has become one of the most researched and talked about subject in both corporate as well as academic world.

Goleman found that while many cognitive qualities are associated with leadership, as intelligence, imagination, determination and

vision – are required for success: however these alone are insufficient for effectiveness. He found that truly effective leaders have high degree of EI. These EI skills though sound 'soft', but he found a direct relationship between EI and measurable business results.

Caruso, David.R, Mayer, John D., and Salovey, Peter (2002), in a study, talked about an overview of an ability model of EI, explored the role that EI plays in effective leadership. According to these authors, EI underlies a leader's 'people' or 'relationship' skills. They concluded that organizations, teams and individuals, all stand to benefit from choosing leaders who are high in EI, or by developing the skills of less emotionally intelligent leaders.

It has been established that effective leaders are those who perform well under pressure, who turn out to be better team-person as they can feel the pulse of people, they are also able to bounce back quickly after setback or handle well by keeping a positive attitude. In fact, EI is becoming a key to leadership effectiveness. Hence, most people are now trying to understand themselves and then work on enhancing their EI.

### D. Emotions and their impacts

Feelings are feelings – neither good or bad; also they are not governed by any logic. Emotions and moods, whether wise or not, play important roles in life. They impact our thoughts which, in turn, influence our behaviours and actions.

Emotions are more intense than moods. They have 2 components – psychological and physiological. If we examine any emotion, say for example, anger. There is a feeling component and then a physiological aspect which leads to increase in heart beat rate and palpitation, etc

EI involves integrating both brain and heart. EI leads to effective management of emotions in such a manner that destructive or negative impacts on health are controlled or minimized. Figure shows how emotions are linked with behaviors.



**Figure 2 : Emotions are linked with behaviors**



## 1. What is Emotional Intelligence?

Emotional Intelligence is that skill which impacts all other aspects of life and all other intelligence. It is the factor, which has. So Emotional intelligence is an ability to identify a person's emotions, understand them and express them in behaviors effectively and it has significant impact on success and happiness in life.

## 2. Emotional Intelligence Model

One of the most prevalent framework as described by D. Goleman, describes EI on the bases of 4 domains, each of these having further various competencies. The framework is briefly described in Table 1 (Mittal, 2015)

**Table 1 : Daniel Goleman's Emotional Intelligence Model**

Personal Competence	Social competence
<b>Self – awareness</b> ✓ Emotional self awareness ✓ Accurate self assessment ✓ Self – confidence	<b>Empathy / understanding Others</b> ✓ Empathy ✓ Understanding Others ✓ Service orientation ✓ Understand different needs ✓ Helping and Developing Others
<b>Self- control and Self-motivation</b> ✓ Emotional self-control ✓ Trust worthiness ✓ Flexibility/adaptability ✓ Self-motivation	<b>Social skills / People Skills/Relation management</b> ✓ Influence ✓ Rapport building ✓ Active empathetic listening ✓ Handling disagreements ✓ Building bonds/teamwork ✓ I n t e r p e r s o n a l communication ✓ Collaboration

**Self-awareness** - Emotional self awareness refers to understanding one's emotions, accepting them and knowing their impact. This can be defined as having the ability to recognize one's own emotions, strengths, weaknesses, values and drivers and understanding their impact on others. Emotional self awareness includes:

Viriyavidhayavongs and Jiamsuchon (1998) mentioned that high degree of self awareness in

leaders lead to higher self confidence (positive self esteem) and thus helps them to earn more respect and trust from followers. (Mittal, 2015). The increased self awareness leads to enhanced self confidence and ability of self development. Hence, the first need for being able to handle any emotion is to identify its underlying need or emotion, which occurs from reflection and then acceptance. (Mittal, 2015)

For accurate self assessment, leaders must do a lot of reflections and should seek feedback from others. (Mittal, 2015)

### Self control /Self management

The next step in EI is that of self control. There are different facets of self management. It leads to better emotional/self control (less action out of impulse), adaptability trustworthiness and conscientiousness, self motivation and optimism and positivity. Many times, we feel trapped or controlled by our feelings, 'feeling low', 'blinded by rage', etc.

**Self control** is also known as being disciplined. This involves

controlling or redirecting our disruptive emotions and adapting to change circumstances in order to keep the team moving in a positive direction.

**Adaptability** is the ability is being able to respond to multiple demands, changing situations with equal ease.

**Trustworthiness and Conscientiousness** is the ability to keep words and, promises, ability to maintain ethically.

**Self motivation** is a significant dimension for a leader. This competence leads to setting challenging goals for self, drive for result orientation, perseverance to improve performance and achieve goals, initiative, seeing opportunities and taking actions.

**Optimism and positivity** : ability to pull self in spite of setbacks.

Managing one's emotions play a crucial role in leadership. It has been found that leaders who frequently get angry and lose their temper, have difficulty\_in forming good relationships with team members (Jones and George, 1998).



## Social Awareness / Understanding Others (Empathy)

Empathy includes understanding about other's feelings, anticipating needs of others and meeting them and sensitive to helping and developing others through appreciating differences. (Mittal, 2015). When one has empathy, the capacity to feel compassion is open. The emotion that we feel in response to suffering that motivates a desire to help. (Gleeson, 5 aspects of emotional intelligence required for effective leadership, 2015).

A leader is expected to be high on this dimension of EI. It makes a leader to recognize the needs of followers, become sensitive to their feelings and understand their self worth, showing sensitivity is what is displayed externally. (Mittal, 2015)

**Social Skills :-** This dimension includes very essential people management skills, such as:

**influencing**(art of persuasion),**interpersonal communication**(Rapport building, assertiveness, active empathetic listening, sharing, and handling disagreements),and **team working** : developing synergy, managing differences, sharing and collaborations, etc (Mittal, 2015)

Conventional Thoughts /Practices	New Perspective
No place in corporate culture	Vital at workplace
Create confusions	Give meaning
Sign of weakness	Sign of wisdom
Interfere with judgment	Essential for decision making
Linked to vulnerability	Linked to being real
Use of non-emotional language	Use of emotional words
Distracts	Motivates
Weakens leadership	Great leadership related with values and ethics
Linked with non-rationality	Linked with creativity

**Table 2 : Changing perspective about 'emotions in workplace' (Mittal, 2015)**

## III. RESEARCH METHODOLOGY

An exploratory study has been conducted

by comparing three case studies with the Daniel Goleman's EI model for identifying role of emotional intelligence in leaders. Three cases main character of three cases are Sam, Amandeep and Pradip.

### A. Source of Information

Research paper is completely based upon secondary data. Research is performed on the case studies which are referred from the book called Leadership: Personal effectiveness and Team building by Ranjana Mittal (Senior corporate trainer and additional General manager, NTPC Second edition and case studies are analyzed according to the parameters of the Daniel Goleman's EI model.

### B.Objective of the study

- 1) To understand the concept of emotional intelligence.
- 2) To understand the role of emotional intelligence in leadership.

### Case I : (Mittal, 2015)

Sam, a science graduate, is really a sharp person, with an IQ of 150 (in his own words).

His career graph, right from the early stages, achieved a quite few highs, although he was a simple graduate with no fancy qualification tags. He rose to the position of senior VP at the young age of 33. He thought he achieved what most people are not able to achieve in their entire career.

According to Sam, the reason for his quick and phenomenal success were his aggressive working, taking up challenges, lot of initiatives to do something new and different. He went at frenzy pace-challenging policies, changing performance evaluation system and bringing efficiency and speed everything. He is also ruthlessly forthright and transparent about everything including his thoughts and feelings.

Sam had urgency to deliver and work at very high speed, usually not matched by most of the peers, hence he feels impatient with them. He lost interest in jobs also equally fast and thus changes his jobs very frequently. His normal tenure was of about 3-9 months and maximum tenure lasted about two to two and half years.



Sam said that he felt uncomfortable in big teams and preferred a team of 2 or 3 members. In his meetings, he expects that if people have something to say then they must put forward their points fast and convincingly, only then he listens, else he goes up to make his point about what he wants to implement. He does not want to waste of time in encouraging, talking, asking, etc. as he finds all these unnecessary.

However, all this early success did not continue the same way. Now, Sam is in his early forties. He came to attend this workshop on Emotional Intelligence (EI) looking for many answers. Having some failed relationships, some unvented emotions and scars from the past, real aloof, dozens of death problems, such as hypertension, diabetes, cardiac anxiety, etc. and many more in his mind. Sam believes, he is having severe health problems, which he was not able to specify and was also taking medication. He has strong opinion and judgments about most of the things and people. He knows that he is better than other people, and he has bad temper which is often expressed loudly. Sam always believed that what he thinks is right. He came looking for some answers to this workshop.

Sam is in his second marriage and a father of three. His two biological children's stay with their mother and he also has a step son from his second wife. In his own words, 'I never went for any family vacations, never played with my children.' Even playing or spending time with them on weekends was not his way. His mantra, 'I don't like all these and you do what you want to do', i.e., I do not interfere in your business and you do not ask for any of my time. His chief non-work passions includes reading (high IQ books, fiction-thrillers and non-fiction), music and poetry.

**Case II :** (Mittal, 2015)Amandeep Aggarwal was an IIT and IIM graduate. When he passes from IIM, he felt very confident and looked forward to a prosperous career ahead. Rightly also, given his academic background all top level companies would have offered him a job. As expected, he got a good campus placement and began his career with a reputed blue chip company.

I (Author) met Amandeep almost 25 years after this. He was the director of a recently opened business school. The B-school's management had great expectations from him and so did all the students and faculty members. I had a curiosity to know and understand his career path. I (Author) always wanted to know how person of such academic background and experience working in a B category, lesser known, business school. Soon I came to learn that although Amandeep had held some senior positions in his career span like that of regional head, etc., there were hardly any major achievements or stability in those employment positions. His career graph was full of sudden changes. But I could not understand the reason!

Amandeep started on a high note. He talked big-somewhere always having high benchmarks. He wanted to make everything big. The B-school, being a new and private one, was little conservative on investment and expenditure whether it was a question of spending in conferences or other functions.

Amandeep is an extrovert person who frequently interacted with the faculty members of the institute. Right on day one, he interacted with them formally, but when that meeting was over, he stopped one of the faculty members (who was also an IIM alumnus) for further interaction. Rest of the people did not appreciate this, but obviously did not say so. Few months later, this member because of certain reasons, had to leave the job so this connection could not work anymore. Amandeep, otherwise, would mix up easily, open up and join for informal tea sessions. He was also easily accessible. However, with students there were fewer session of interactions except for formal meetings. These, he had left for Dean (Academics).

Slowly another aspect of his personality started coming to light, during his formal interactions, whether one-to-one or with 2-3 faculty members on sight disagreements, he started losing his temper. It was clearly observable that within matter of seconds for calm, composed self, he would go out of control-loud voice, red face and visibly agitated. During these bouts of angers, he seems to be a different



person, slowly; people started either avoiding him or revolting against him. Management was also getting disillusioned about him. Amandeep openly and strongly disagreed with the owners or criticized their decisions in their absence. They started feeling that he never supports any issues and does not try to understand situation. Initially, they tried to take his suggestions. However, it became an everyday scene. And soon things reached a stalemate and Amandeep was asked to leave. It was just little over one and a half year since he had joined. Liked this, he kept going from job to job across industries. Last heard he was with another Business School, working as a director-cannot stay for how long!

### Case III : (Mittal, 2015)

Pradip is a happy-go-lucky person, working as a Sr additional GM in leading PSU. He has good understanding of his professional domain and has great initiatives too. An extrovert, Pradip has a large fan following besides many friends across various offices of his organization. He is the head of large team. His positivity always rubs on others. No matter what situation or setback is, he would say '*koi baat nahin, hota hai*' (doesn't matter, it happens), and would move on. Every time, he has new thought. He would share the ideas and say let's try more. His zeal and enthusiasm reflected in all his approaches. This is very much in contrast to the PSU culture where people are so reluctant to take up anything new or additional responsibilities.

Pradip has a medium built with an over smiling and appreciating face. No matter what, one can rarely find him cribbing for anything or criticizing others, *never*. Even if people around him are sometimes discussing negative or complaining about something, he would be the one to contradict and say, 'maybe we did not support or do enough'.

Anyone can, and people do, approach Pradip for any help 24X7 including his family members. He never feels annoyed or irritated. His friends feel that people take him for granted or they use him, but Pradip lives by different motto. He believes that he is fortunate that people trust him and approach him for help. HE feels that it is his good luck if he could be of some help, but his nature of him affects his own time management and the work-life balance.

If senior bosses from top management ever scold Pradip or shout at him for some mistake of the team, he, on behalf of the team, would always take blame on self. He was always there as shield to his team. Later on, he would (if boss was really harsh) go to the boss and convey that he felt bad or was hurt by their words.

### B) AMANDEEP

This is what Pradip is made of-always smiling, hopeful and energetic-rubbing the attitude on people he comes in contact with. However, there are times and people who take advantage of his soft nature.

## IV. DATA ANALYSIS, FINDINGS & CONCLUSION

**Table 3 : Interpretation from Sam Case Study**

**(A) SAM (B) AMANDEEP (C) PRADEEP**

Personal Competence	Social competence
<b>Low Self – awareness</b> <ul style="list-style-type: none"> <li>• <b><u>Low Emotional self – awareness</u></b> <ul style="list-style-type: none"> <li>✓ Loud voice</li> <li>✓ Red face</li> <li>✓ Visibly agitated</li> <li>✓ Failed to understand own emotions</li> <li>✓ Anger bouts</li> </ul> </li> <li>• <b><u>Low Accurate self – assessment</u></b> <ul style="list-style-type: none"> <li>✓ Not analyzing self behavior</li> <li>✓ Failed to accept emotions</li> <li>✓ Failed to understand the impact of emotions</li> </ul> </li> </ul>	<b>Low Social awareness/understanding Others</b> <ul style="list-style-type: none"> <li>• <b><u>No Empathy</u></b> <ul style="list-style-type: none"> <li>✓ Not understanding views of followers</li> <li>✓ Criticizing management decisions</li> <li>✓ Criticizing others opinion</li> </ul> </li> <li>• <b><u>No Service orientation</u></b> <ul style="list-style-type: none"> <li>✓ Only few formal meetings with students</li> <li>✓ Left work towards Dean</li> </ul> </li> <li>• <b><u>Low Understand different needs</u></b> <ul style="list-style-type: none"> <li>✓ Creating disagreements</li> </ul> </li> <li>• <b><u>Low Helping and Developing Others</u></b></li> </ul>



<p><b>Low Self- control/Management</b></p> <ul style="list-style-type: none"> <li>• <b><u>No self-control</u></b> <ul style="list-style-type: none"> <li>✓ Frequent job change</li> <li>✓ Negative emotions – Anger, Loud voice</li> <li>✓ Failed to pause/delay emotions</li> </ul> </li> <li>• <b><u>No Trust worthiness</u></b> <ul style="list-style-type: none"> <li>✓ People started avoiding him</li> <li>✓ People revolting against him</li> </ul> </li> <li>• <b><u>Low Flexibility/Adaptability</u></b> <ul style="list-style-type: none"> <li>✓ Not available to team mates</li> <li>✓ Not able to support management decisions</li> </ul> </li> </ul>	<p><b>Low Social skills/People Management Skills</b></p> <ul style="list-style-type: none"> <li>✓ <b><u>Rapport building</u></b> <ul style="list-style-type: none"> <li>✓ Did Favoritism</li> <li>✓ People started avoiding him</li> </ul> </li> <li>• <b><u>Lack of Interpersonal communication</u></b> <ul style="list-style-type: none"> <li>✓ Only few formal meetings with students</li> <li>✓ No influencing to followers</li> </ul> </li> <li>• <b><u>No Teamwork</u></b> <ul style="list-style-type: none"> <li>✓ Low collaboration</li> <li>✓ No synergy development</li> <li>✓ People started avoiding him</li> <li>✓ People revolting against him</li> </ul> </li> </ul>
---	---

Personal Competence	Social competence
<p><b>Low Self – awareness</b></p> <ul style="list-style-type: none"> <li>• <b><u>Low Emotional self – awareness</u></b> <ul style="list-style-type: none"> <li>✓ Loud voice</li> <li>✓ Red face</li> <li>✓ Visibly agitated</li> <li>✓ Failed to understand own emotions</li> <li>✓ Anger bouts</li> </ul> </li> <li>• <b><u>Low Accurate self – assessment</u></b> <ul style="list-style-type: none"> <li>✓ Not analyzing self behavior</li> <li>✓ Failed to accept emotions</li> <li>✓ Failed to understand the impact of emotions</li> </ul> </li> </ul>	<p><b>Low Social awareness/understanding Others</b></p> <ul style="list-style-type: none"> <li>• <b><u>No Empathy</u></b> <ul style="list-style-type: none"> <li>✓ Not understanding views of followers</li> <li>✓ Criticizing management decisions</li> <li>✓ Criticizing others opinion</li> </ul> </li> <li>• <b><u>No Service orientation</u></b> <ul style="list-style-type: none"> <li>✓ Only few formal meetings with students</li> <li>✓ Left work towards Dean</li> </ul> </li> <li>• <b><u>Low Understand different needs</u></b> <ul style="list-style-type: none"> <li>✓ Creating disagreements</li> </ul> </li> <li>• <b><u>Low Helping and Developing Others</u></b></li> </ul>
<p><b>Low Self- control/Management</b></p> <ul style="list-style-type: none"> <li>• <b><u>No self-control</u></b> <ul style="list-style-type: none"> <li>✓ Frequent job change</li> <li>✓ Negative emotions – Anger, Loud voice</li> <li>✓ Failed to pause/delay emotions</li> </ul> </li> <li>• <b><u>No Trust worthiness</u></b> <ul style="list-style-type: none"> <li>✓ People started avoiding him</li> <li>✓ People revolting against him</li> </ul> </li> <li>• <b><u>Low Flexibility/Adaptability</u></b> <ul style="list-style-type: none"> <li>✓ Not available to team mates</li> <li>✓ Not able to support management decisions</li> </ul> </li> </ul>	<p><b>Low Social skills/People Management Skills</b></p> <ul style="list-style-type: none"> <li>✓ <b><u>Rapport building</u></b> <ul style="list-style-type: none"> <li>✓ Did Favoritism</li> <li>✓ People started avoiding him</li> </ul> </li> <li>• <b><u>Lack of Interpersonal communication</u></b> <ul style="list-style-type: none"> <li>✓ Only few formal meetings with students</li> <li>✓ No influencing to followers</li> </ul> </li> <li>• <b><u>No Teamwork</u></b> <ul style="list-style-type: none"> <li>✓ Low collaboration</li> <li>✓ No synergy development</li> <li>✓ People started avoiding him</li> <li>✓ People revolting against him</li> </ul> </li> </ul>

**Table 4 : Interpretation from AMANDEEP's Case Study**



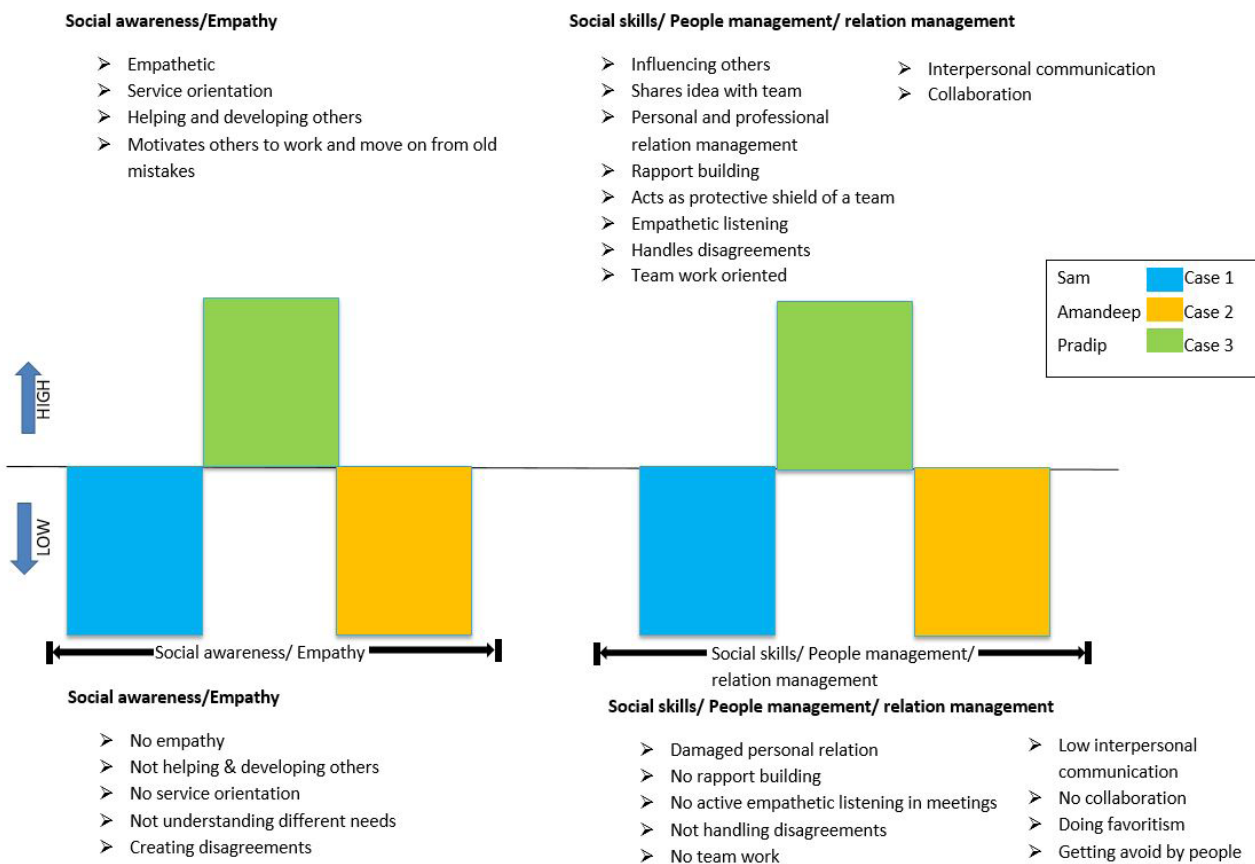
## C. Pradip

Personal Competence	Social competence
<p><b>High Self – awareness</b></p> <ul style="list-style-type: none"> <li>• <b><u>High Emotional self – awareness</u></b> <ul style="list-style-type: none"> <li>✓ Understand his emotions</li> <li>✓ Successfully identifies emotions</li> <li>✓ Manages emotions well</li> </ul> </li> <li>• <b><u>High Accurate self – assessment</u></b> <ul style="list-style-type: none"> <li>✓ Set core value, lives with different motto</li> <li>✓ Does not criticize others</li> <li>✓ Understands and avoid negative emotions</li> </ul> </li> </ul>	<p><b>High Social awareness/understanding Others</b></p> <ul style="list-style-type: none"> <li>• <b><u>Highly Empathetic</u></b> <ul style="list-style-type: none"> <li>✓ Understanding Others</li> <li>✓ Available always to listen others</li> </ul> </li> <li>• <b><u>High Service orientation</u></b> <ul style="list-style-type: none"> <li>✓ Understand needs of others</li> <li>✓ Handles disagreements</li> <li>✓ Manages differences</li> </ul> </li> <li>• <b><u>High on Helping and Developing Others</u></b> <ul style="list-style-type: none"> <li>✓ Motivates others to learn from mistakes</li> <li>✓ Consider himself fortunate to help others</li> </ul> </li> </ul>
<p><b>High Self- control/Management</b></p> <ul style="list-style-type: none"> <li>• <b><u>High Emotional self-control</u></b> <ul style="list-style-type: none"> <li>✓ Pause/delay emotions by displaying emotions in private with seniors</li> <li>✓ Never feels annoyed or irritated</li> </ul> </li> <li>• <b><u>Highly Trust worthy</u></b> <ul style="list-style-type: none"> <li>✓ Acts as protective shield for his team</li> </ul> </li> <li>• <b><u>Highly Flexible</u></b> <ul style="list-style-type: none"> <li>• Available 24*7 to his employees and family members</li> </ul> </li> <li>• <b><u>Adaptability</u></b> <ul style="list-style-type: none"> <li>✓ Ready to listen others anytime</li> <li>✓ Ready to work on new thoughts</li> </ul> </li> <li>• <b><u>Self-motivation</u></b> <ul style="list-style-type: none"> <li>✓ Self – confidence</li> <li>✓ Positivity always rubbed on others</li> <li>✓ Works with Positivity and Optimism</li> <li>✓ Initiator,Creative,Happy Person</li> <li>✓ Setting goals and trying them, doesn't believe in setbacks</li> </ul> </li> </ul>	<p><b>High Social skills/People management Skills</b></p> <ul style="list-style-type: none"> <li>• <b><u>Highly Influencing</u></b> <ul style="list-style-type: none"> <li>✓ Happy go lucky person</li> <li>✓ Large fan following</li> <li>✓ Many friends across various offices of his organization</li> <li>✓ Head of large team</li> </ul> </li> <li>• <b><u>Team work</u></b> <ul style="list-style-type: none"> <li>✓ Sharing ideas with team</li> <li>✓ High collaboration</li> <li>✓ Acts as protective shield of a team</li> <li>✓ Accepts team mates mistakes and tell them to learn from it</li> </ul> </li> <li>• <b><u>High Personal &amp; Professional Relation management</u></b> <ul style="list-style-type: none"> <li>✓ High Rapport building</li> <li>✓ Active empathetic listening</li> <li>✓ High Interpersonal communication</li> <li>✓ Highly trustworthy</li> </ul> </li> </ul>

**Table 5 : Interpretation from PRADEEP's Case Study**



**Figure 3 : Findings from all Case Studies on Self-Awareness and Self-Management**



**Figure 4 : Findings from all Case Studies on Empathy and Social Skills**



## V. CONCLUSION

1) From the research it can be concluded that the today's workforce does not accept an autocratic leadership style as they have now far more options and choices. In addition, there is a growing sense of democracy and independence in the workforce. (Pahl)

2) Emotional Intelligence has become a vital and more and more important part of how today's leaders meet the significant challenges they face. Emotions play important role in dealing with the situation. EI helps leaders to handle such situations in efficient manner by gaining self control over the emotions.

3) It seems that Emotional Intelligence can help leaders in an even more difficult leadership role, one that fewer and fewer leaders seem capable of fulfilling. And especially in the higher levels in organizations Emotional Intelligence can give developing leaders a competitive edge. (Pahl)

4) Leaders with a great skill at transmitting emotions and a high degree of optimism and enthusiasm retain their people and also attract talented people.

Therefore emotional intelligence is managing relationships, leading in a way that allows a connection with the people who are working hard to achieve a goal in a way that makes them feel supported and appreciated.

## VI. SUGGESTIONS

Becoming 'Emotionally intelligent is a journey, which starts 'Inwardly' and shows impact both internally and externally. It is important for leaders to understand that it can begin at any stage of life. Leaders can undergo various trainings and learn emotional intelligence. They can practice of being emotionally intelligent leader.

According to the Daniel Goleman's model, for each parameter certain suggestions can be provided to leaders to be an emotionally intelligent :

**A. Self reflection by using a journal (Self Awareness)** - Leaders need to spend 5 minutes with self reflecting on your strengths and behaviors during the day and make a notes

of them in a journal. They need to be honest with themselves for writing their reflections if they can notice, understand their feelings and reasons, they will definitely be able to handle/cope up with the problems during the course of time.

**B. Self Regulation and Self Motivation-** Leaders should improve their ability to self-control by knowing their values, practicing holding/delaying emotions, making themselves accountable, not to put blame on others be defensive – accept them and take charge. Another principle of self control is shifting 'locus of control' from external to internal. For example – you irritate me Vs. I get irritated

Self-motivated leaders work consistently toward their goals, and they have extremely high standards for the quality of their work. Motivation can be improved by becoming optimistic, by visualising success and happiness, having perseverance and result oriented approach.

**C. Social skills/ People Skills/ Relation Management-** Leaders who have good social skills are also good at managing change and resolving conflicts diplomatically. They set an example with their own behavior. Social skills can be build by learn to praise others genuinely, this will further enhance their self esteem, by build good relations with other, by focusing on team working, by learning conflict management

**D. Empathy/ Understanding Others/ Social Awareness-** For leaders, having empathy is critical to managing a successful team or organization. They help develop the people on their team, challenge others who are acting unfairly, give constructive feedback, and listen to those who need it. It can be improved by understand diversity and appreciating differences by listen actively and welcome discussions/suggestions and becoming sensitive towards others.

## VII. LIMITATIONS AND SCOPE FOR FUTURE STUDY

This paper is restricted to study the behavior of leaders with or without emotional



intelligence classified on the basis of Daniel Goleman's EI model. Likewise there are other models also which can be studied. Further more study can be on areas such as Emotional intelligence and organizational performance. Emotional intelligence and organizational performance, Emotional Intelligence at workplace for everyone, Emotional intelligence and transformational leadership etc.

### **Bibliography**

#### **Books-**

- Mittal, R. (2015). *Leadership : Personal Effectiveness and Team Building*, second edition. Vikas Publishing House Pvt. Ltd.

#### **Online sources-**

- Ball, J. (2017, February 7). *Emotional Intelligence: Why EI can be more important than IQ*. Retrieved March 14, 2018, from <https://www.irishtimes.com/life-and-style/health-family/emotional-intelligence-why-ei-can-be-more-important-than-iq-1.2953573>
- Gleeson, B. (2015, June 2). *5 aspects of emotional intelligence required for effective leadership*. Retrieved March 12, 2018, from [www.inc.com](http://www.inc.com/brent-gleeson/5-aspects-of-emotional-intelligence-required-for-effective-leadership.html): <https://www.inc.com/brent-gleeson/5-aspects-of-emotional-intelligence-required-for-effective-leadership.html>

- Gleeson, B. (2014, December 29). *Forbes*. retrieved March 14, 2018, from *Forbes*: <https://www.forbes.com/sites/brentgleeson/2014/12/29/the-use-of-emotional-intelligence-for-effective-leadership/#63e993fe6d1e>
- Management, M. G. (n.d.). *Leadership : Identity, Influence and Power*. Australia.
- Pahl, N. (n.d.). *The role of emotional intelligence in leadership*. Retrieved March 12, 2018, from [www.grin.com](http://www.grin.com): <https://www.grin.com/document/124628>
- Rude, D. A. (2013). *Leadership and Emotional Intelligence: A Phenomenological Study on developmental Experiences of Effective Federal Government leaders*. United States: ProQuest.
- Scuderi, R. (n.d.). *Sorry, but EQ is way more important than IQ these days*. Retrieved March 14, 2018, from <http://www.lifehack.org/articles/communication/emotional-intelligence-why-important.html>
- Wagner, b. (2013). *Impacts of Emotional Intelligence on Leadership Effectiveness*. Latvia.
- [https://www.mindtools.com/pages/article/newLDR\\_45.htm](https://www.mindtools.com/pages/article/newLDR_45.htm) retrieved on March 30, 2018