

EMOTIONAL INTELLIGENCE AND LEADERSHIP SKILLS

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ABSTRACT

This paper highlights the concept of Emotional Intelligence and its relation with leadership. The success of a person solely depends on the art of managing emotions which includes practical skills and the ability to handle people. This paper also explains the components of Emotional Intelligence like self awareness, managing emotions, motivating oneself, empathy and handling relationships along with highlighting the approaches and strategies to be followed to develop effective leadership qualities & skills.

It is very important to understand that emotional intelligence is not the opposite of intelligence, it is not the triumph of heart over head. It is the unique intersection of both (David Caruso)

The success of a person solely depends on the art of managing emotions which includes practical skills and the ability to handle people, said Daniel Goleman (1995). He referred to this as emotional intelligence .

Emotional Intelligence is the silent partner of Rational Intelligence – equal in importance, yet frequently overlooked and rarely schooled or tested. Emotional Intelligence is a very recently described intelligence form. It is the ability to sense, understand and effectively apply the power and acumen of emotions as a source of human energy, information, connection and influence. The skills that belong to the highly developed emotional intelligence include: to be independent of own feelings, ability to adjust yourself to them, ability to recognize, name and direct your feelings. We have two minds-one that thinks (rational mind) and one that feels (emotional mind) one acts according to his / her emotional and rational mind.

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Components

Personal components: - It refers to how we manage ourselves. It includes self-awareness, self regulation and motivation.

Social competence:- It refers to how we manage relationships. It includes empathy and social skills.

Components of emotional intelligence Salovey and Mayer (1990)

Emotional Intelligence comprises components like self awareness, managing emotions, motivating oneself, empathy and handling relationships.

1. **Self Awareness:** Observing own self and recognizing of feelings as it happens.
2. **Managing emotions:** Handling feelings, so that they are appropriate to realize what is behind a feeling, finding way to handle fears and anxieties, anger and sadness.
3. **Motivating oneself:** channeling emotions in the service of a goal; emotional self controls, delaying gratification and shifting impulses.
4. **Empathy:-** Sensitivity to others feelings and concerns and taking their perspective, appreciating the differences in how people feel about things.
5. **Handling Relationship:-** Managing emotion in others , social competence and social skills.

Thus emotionally intelligent persons are better able to distinguish between their emotional states and express their emotions effectively. They are also to cope up with set backs and difficulties effectively as compared to others who have limited repertoire for emotional responses.

Need and Importance of EI

At present, life is more emotionally troubled. So there is an increasing need to address the emotional health of individuals.

Individuals with high EQ are more confident, are better learners, have higher self esteem, have fewer behavioral problem.

People with well developed emotional skills are more likely to be

content and effective in their lives, mastering the habits of mind that foster their own productivity.

Emotional Intelligence not only enhances job performance and leadership but also augments profit.

EQ needs to be developed to be a truly effective teacher.

Relationship between EI and leadership

There is connection between ones EI and his ability to lead. Those who have higher than average EQ tend to be very skilled in personnel management, putting people at ease, and finding a balance between work and their personal lives.

To understand the role of EI within leadership, it is crucial to become familiar with the phenomenon known as participative management .This is a style of management that emphasizes the importance of developing initiative at the beginning of a project.

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

- Participative management.
- Putting people at ease
- Self-awareness
- Balance between personal life and work
- Straightforwardness and composure
- Building and mending relationships
- Doing whatever it takes
- Decisiveness
- Confronting problem employees.
- Change management

In today's employment scenario, this type of relationship-building is quite important, because many institutions value the interdependency that exists

among groups. Today more attention is paid to a managers ability to listen, cooperate with others and relationship building.

While IQ has its place, EQ should never be underestimated in the work place .A strong leader is an individual who is able to control their impulses .One of the strongest components of a leader is a person who can put others at ease. In order to develop effective leadership qualities in individuals, they have to be trained to adopt the following approaches and strategies :-

Be a problem solver

Be a positive team player

Adopt a philosophy of optimism

Understand the internal and external politics

Ability to commit

Have fun, genuinely like others around you

A thirst for knowledge

Adaptability

Vision to create something unique

Ability to listen

Effective communication

Balanced life

IQ, EQ and leadership

Leadership and power is not just about IQ. With the growing emphasis on social capital, self awareness, appropriate and inclusive behavior, the concept of EQ – emotional intelligence – has found its place. When IQ and EQ are pulled together, there is true leadership.

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