
Emotional intelligence and effective leadership

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Abstract

Emotional intelligence has become increasingly popular as a measure for identifying potentially effective leaders, and as a tool for developing effective leadership skills. Despite this popularity, however, there is little empirical research that substantiates the efficacy of emotional intelligence in these areas. The aim of the present paper was to explore the relationship between emotional intelligence and effective leadership. Emotional intelligence was assessed by a modified version of the Trait Meta-Mood Scale in 43 participants employed in management roles. Effective leaders were identified as those who displayed a transformational rather than transactional leadership style as measured by the multifactor leadership questionnaire. Emotional intelligence correlated with several components of transformational leadership suggesting that it may be an important component of effective leadership. In particular emotional intelligence may account for how effective leaders monitor and respond to subordinates and make them feel at work.

Introduction

During the last decade interpersonal skills have become more integral to effective leadership (Goleman, 1998a). 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 (Hogan *et al.*, 1994). 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 (Pulmer, 1997). As a result, research has been exploring the underlying attributes and behaviours of leaders who successfully perform these contemporary leadership roles in order to identify leadership selection and training criteria for the recruitment and development of effective leaders (Church and Wacławski, 1998; Pratch and Jacobowitz, 1998; Ross and Offerman, 1997; Sternberg, 1997).

One variable that has recently gained much popularity as a potential underlying attribute of effective leadership is the construct of emotional intelligence (EI) (Sosik and Megerian, 1999). EI is described as a set of abilities that refer in part to how effectively one deals with emotions both within oneself and others (Salovey and Mayer, 1990). 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

employees, and makes them "feel" at work (Goleman, 1998b). Today's effective leadership skills have been described to depend, in part, on the understanding of emotions and the abilities associated with EI (Cooper and Sawaf, 1997; Goleman, 1998a; Ryback, 1998).

Exactly how, and to what extent EI accounts for effective leadership is currently unknown. Despite much interest in relating EI to effective leadership there is little research published that has explicitly examined this relationship. Popular claims regarding the extent to which EI accounts for effective leadership skills are at present misleading. For example, one search firm claims "Emotional Intelligence accounts for more than 85 percent of exceptional performance in top leaders" (HayGroup, 2000). This finding is unlikely – there has never been a psychological variable that has made any such prediction in a century of research in applied psychology (Mayer *et al.*, forthcoming).

Despite the misleading nature of such claims, popular literature has sought to highlight the utility a priori, of this potential relationship, and drawn important theoretical links between EI and leadership performance. Knowledge regarding exactly how EI relates to leadership may lead to significant advances in leadership training and development programs, and the ability to select potentially effective leaders. The aim of the present study was to explicitly examine the relationship between EI and effective leadership.

The transactional/transformational leadership model (Bass, 1985; Bass and Avolio, 1990; 1994) and the "ability" model of

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Research Paper Leadership Styles

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Research Paper Leadership Styles:

Transformational Leadership Styles, Management Strategies, and Communication for Global Leaders Roache, Darcia Ann Marie, 2023-08-31 The impact of transformational leadership styles management strategies and communication for organizational effectiveness and employee performance within organizations cannot be overemphasized Leadership as a concept has evolved over the years based on situations practices and change management approaches in organizations The evolution of transformational leadership in organizations is imperative to examine in order to motivate and encourage others to collectively support and work to achieve organizational effectiveness or vision and mission Leadership needs a paradigm shift to influence opportunities and challenges in organizations such as organizational behavior motivation communication and management functions Transformational Leadership Styles Management Strategies and Communication for Global Leaders aims to provide relevant theoretical conceptual procedural and the latest empirical research findings frameworks that critically examine the areas of leadership leadership styles management studies and communication for leaders globally It is designed for multi sectoral interests in business and educational organizations chief executive officers executive members team leaders industry leaders human resource directors personnel leadership and management leaders and practitioners

The impact of leadership styles on academic performance in selected secondary school in Arusha City Council, Tanzania Philip Eric Akech, 2017-10-09 Research Paper postgraduate from the year 2016 in the subject Pedagogy The Teacher Educational Leadership grade A 5 0 course Personal Research Project Report language English abstract A study was done on the Impact of Leadership Styles on Academic Performance In Selected Secondary Schools and aim of the study was to find out the Impact of Leadership Styles on Academic Performance in Selected Secondary Schools The aim of this study was to investigate the impact of leadership style on the secondary schools heads on their academic performance in selected secondary in Arusha city council Theoretical framework was grouped on the types of leadership and the academic performance the study used survey design assessing the impact of leadership style on academic performance in secondary schools in Arusha City Council It involved seventy 70 respondents in selected secondary schools in Arusha City Empirical data was collected using questionnaires and SPSS was used as a tool to analyze data The findings indicated that there is significance relationship between leadership style and the academic performance The findings further indicated that the types of leadership style used in selected secondary used in secondary school was participative and encourage relationship among the teachers The study discovered that teachers are involved in decision making There was positive impact of participatory leadership style of school heads that dominates the area on the academic performance in selected secondary Arusha City Council In the light of this study it is recommended that the authorities are responsible for making educational policies and design to provide training and development programmes to head of schools to serve as reference policy decision on leadership

Examining Cultural Influences on Leadership Styles and Learning From Chinese

Approaches to Management: Emerging Research and Opportunities Zhu, Valerie, 2017-03-23 This title is an IGI Global Core Reference for 2019 as it is one of the best selling reference books within the Business and Management subject area since 2017 providing the latest research on cross cultural communication management styles and business practices Authored by a leading research from Xi an University of Science and Technology in China this publication is ideal for academicians professionals practitioners managers and business owners Examining Cultural Influences on Leadership Styles and Learning From Chinese Approaches to Management Emerging Research and Opportunities is an informative scholarly reference source that examines the cultural aspects of management styles and techniques Highlighting relevant topics such as leadership development value systems validity tests and organizational communication this publication will benefit all academicians professionals practitioners managers and business owners that are interested in discovering a more inclusive way to hone their leadership skillsets *FACTORS AFFECTING LEADERSHIP EFFECTIVENESS: THE CASE OF SOME SELECTED SECTORS OF BAMBASI WOREDA, ASSOSA ZONE ETHIOPIA* Mr. Yirga Goraw Tigre, Mr. Namomsa Bekele Namera, 2023-04-28 This research deals with assessment of leadership effectiveness and its contributing factors the case of Bambasi Woreda The main objective of this study was to assess the factors affecting leadership effectiveness in some selected public sectors in Assosa Zone Beneshengul Gumuz Regional states of Ethiopia In this study descriptive research design was employed by using multi stage random sampling method data was collected from 271 respondents Data analysis was carried out by descriptive statistics using SPSS software version 20 It is concluded that relationship building leadership style empowerment and motivating of staffs are found to be the major factors affecting leadership effectiveness Accordingly training and best practice sharing with empowering employees relationship building increasing employee motivation and working on leadership style are identified as key areas for improvement Finally it recommended that in order to enhance leadership effectiveness in selected public sectors of the study area continuous the concerned body should organize leadership capacity building programs *Brain Dominance and Leadership Style* Arul Lawrence A. S., 2012 A research work carried out to find out the relationship between Brain Dominance and Leadership Style of the High School Teachers The book gives a clear conceptual framework of the work that lays the rationale base to pursue research explaining the theories concepts and facts with supportive illustrations and evidences Inferentially justifying the study considering its significance a scientific and systematic approach in tune with the norms of research proceeds to formulation of objectives and hypotheses An extensive review of literature is surveyed to make this work unique and original The standardized Brain Dominance tool and the self constructed Leadership Style tool pave the path for exploring the relationship of these two variables among the high school teachers The arrived at findings based on computations will indeed throw a lightning of spark to succeed and shine in the track of education and if judiciously also in the field of corporate sectors *Business Environment and Technological Innovation- Emerging Trends - volume II* Dr C Suresh, Dr K. Sujith, Dr.P. Dhanalakshmi, Arthy Infanta. A,

Nirma University Journal of Business and Management Studies Ranjeet Kumar, Samir Gopalan, Dharmil Patel, Booma V Halpeth, Deepika Iyer, Lucas M, S. Rajamohan, 2020-12-31 The Nirma University Journal of Business and Management Studies NUJBMS is the flagship journal of the Institute of Management Nirma University It provides conceptual empirical and case based research tailored to the needs of management scholars and practitioners researching and working in business schools and in industry ISSN Print 2249 5630

Creating a Successful Leadership Style Charles A. Bonnici, Bruce S. Cooper, 2011-05-16 Creating a Successful Leadership Style gives practical applications supported by real experiences It presents the actual situations a principal or assistant principal faces on a day to day basis and provides strategies to address them These strategies derive from a leadership style that is people oriented and designed to elicit positive outcomes and responses Charles A Bonnici presents several principles of educational leadership which taken together help the school leader develop a leadership style that is people oriented humane and effective In the course of the regular school day a school leader is rarely asked what management theory is being implemented in a school Instead the principal and assistant principal are faced with a multitude of immediate and long range problems and issues that need real life solutions

Antecedent Predictors of a "full Range" of Leadership and Management Styles, 1996 This report examines relationships between the leadership of entering leaders and antecedent measures of personality ability temperament interpersonal style experience and physical fitness The data described a sample of cadets students during their first 2 1 2 years of education and military training at a state military college The primary purpose was to track longitudinally leader development and emergence and in this reporting of the data to identify antecedents which differentiate cadets characterized by a transformational leadership style from those cadets more characterized by transactional styles of leadership Results suggested potential discriminators but more definitive trends will possibly appear as the cadets progress in education and transition into positions with greater leadership discretion DTIC

Servant Leadership Styles and Strategic Decision Making Mughal, Yasir Hayat, Kamal, Shahid, 2018-10-22 Today it is essential for leaders to interact closely within an organization s community to effectively promote its organizational development Understanding trust at the individual level allows for business improvement Servant Leadership Styles and Strategic Decision Making provides the relevant theoretical framework and the latest empirical research on servant leadership styles and cognitive styles from an Eastern perspective Featuring coverage on a variety of topics including autocratic leadership leadership effectiveness and organizational support this book explores decision making theories as moderators and mediators for leadership effectiveness This book is designed for managers professionals researchers educators and administrators seeking current research on participative leader decision making and philosophy

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