

## Relevancy of Demand for Emotionally Intelligent Leaders in Contemporary Scenario

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### ABSTRACT

*While organizational and analytical skills are necessary for project managers, there has been an increasing demand for emotional intelligence in recent years. The Future of Jobs report by the World Economic Forum supports the increasing demand by employers for emotional intelligence and other social skills. This is relevant for project managers since, in essence, their work involves having a deep understanding of people. To lead projects to success, they must manage their people resources more effectively and to do so, they must understand those people first. The ability to connect and empathize with others has become a lot more important due to one of the other project management trends: the rise in remote working. An excellent example of leveraging emotional intelligence for the greater good comes from Dave Birdsall, senior manager at The Parker Avery Group. He has noticed the interesting project management trend of scheduling daily touch point meetings for more than just work. The agendas for these daily stand-ups are no longer just about work. These meetings not only serve as means to keep tabs on work items but also give people an outlet to socialize. I have found by doing this, I am able to stay on top of what people are working on and ensure that their work-life balance is not suffering."*

**Key Words:** Emotional Intelligence, Self Awareness, Self management, Social Awareness, Relationship Management

### I INTRODUCTION

Emotional intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships. Emotional intelligence describes ability, capacity, skill, or self-perceived ability to identify, assess, and manage the emotions of one's self, of others, and of groups. The theory is enjoying considerable support in the literature and has had successful applications in many domains. The intelligence quotient, or IQ, is a score derived from one of several different standardized tests to measure intelligence. It has been used to assess giftedness and sometimes underpin recruitment. Many have argued that IQ, or conventional intelligence, is too narrow: some people are academically brilliant yet socially and interpersonally inept. We know that success does not automatically follow those who possess a high IQ rating.

Wider areas of intelligence enable or dictate how successful we are toughness, determination, and vision help. But emotional intelligence, often measured as an emotional intelligence quotient, or EQ, is more and more relevant to important work-related outcomes such as individual performance, organizational productivity, and developing people because its principles provide a new way to understand and assess the behaviors, management styles, attitudes, interpersonal skills, and potential of people. It is an increasingly important consideration in human resource planning, job profiling, recruitment interviewing and selection, learning and development, and client relations and customer service, among others. Emotional intelligence describes the ability, capacity, skill, or self-perceived ability to identify, assess, and manage the emotions of one's self, of others, and of groups. People who possess a high degree of emotional

intelligence know themselves very well and are also able to sense the emotions of others.

At the workplace, emotional intelligence is very important. It is believed that while cognitive skills help to get a job, it is emotional intelligence that helps to get promotions. Those who are in the higher levels of the organizational hierarchy require more emotional intelligence than those in the lower levels. It is believed that at the workplace, emotional intelligence is twice as important as analytical and technical skills.

### II BENEFITS OF EMOTIONAL INTELLIGENCE

- (a) **Emotional Intelligence and career development -** Emotional intelligence is one important characteristic that determines the career development of a person. A person with emotional intelligence possesses qualities like self-awareness, self-control, empathy, and social skills. Those with a higher degree of EQ have a better chance of getting a job offer. These qualities help a person select the career that suits him/her and to excel in it. Persons with high emotional intelligence have the ability to identify the needs of people who deal with them and therefore be able to maintain healthier relationships with them. The emotional intelligence of current employees is also analyzed on a regular basis to determine who amongst them has leadership potential. EQ is often factored into the decision regarding pay rises and promotions.

**(b) Emotional intelligence and leadership** - To be effective leaders in the workplace, managers, supervisors, and other authority figures must be able to function productively with people under their charge. High emotional intelligent leaders are able to use their social skills to foster rapport and trust with their employees. They tend to view their team members as individuals with unique abilities, backgrounds, and personalities. A good leader is able to create the type of work environment where each person feels relevant and motivated to succeed. An emotionally intelligent leader will be able to clearly understand the various situations that take place in the organization and to anticipate the likely emotional outcome of each situation. For leaders, the ability to understand and be aware of their own emotions and also those of others helps to keep those who work under them emotionally balanced. Leaders with high emotional intelligence manage relationships with others more effectively and this, in turn, will help to enhance the productivity of the organization. When conflict arises, leaders with high emotional intelligence may be better able to control their own

impulses, view the situation from all perspectives, and seek mutually beneficial solutions. Effective leaders are transparent and are not afraid to admit when they are wrong. They are also more likely to try to improve work relationships.

**(c) Emotional intelligence and team building** - In many organizations, work is accomplished on the basis of teams and the emotional intelligence exhibited by team members is crucial to the team's performance. This emotional intelligence helps team members to unite and be efficient in operations. A team which does not show signs of emotional intelligence cannot succeed in its operations. The team members should get chance to know each other before work begins. If there is any negative behavior, the reason should be identified and corrective action taken. Decisions should be made on the basis of the opinion of each member in the team. Each member should be supported in his/her activities. His/her contributions to the team should be commended. In case any problem arises, the attention should be on solving the problem and not on finding fault with each other.

### III FOUR AREAS OF EMOTIONAL INTELLIGENCE

	Internal or Recognition	External or Regulation
Personal Competence	Self-Awareness: ability to accurately perceive your own emotions in the moment and understand your tendencies across situations (Bradberry & Greaves, p. 24).	Self-Management: ability to use your awareness of your emotions to stay flexible and direct your behavior positively (Bradberry & Greaves, p. 32).
Social Competence	Social Awareness: ability to accurately pick up on emotions in other people and understand what is really going on with them (Bradberry & Greaves, p. 38).	Relationship Management: ability to use your awareness of your own emotions and those of others to manage interactions successfully (Bradberry & Greaves, p. 44).

**(a) Self-Awareness and Emotional Intelligence**

The strength of one's beliefs and attitudes may greatly impact the degree to which a person is committed to a specific set of actions. Those intentions may, nonetheless, be affected by unanticipated obstacles or barriers that make the performing of intended behaviors difficult to accomplish. The strength of the intention, reflecting the combined strength of the cognitive and affective factors, can result in a highly motivated person to endure, to push on, and to fulfill one's intentions . . . or not. Factors of external control, intervening unanticipated events, and changes in one's personal circumstances often influence intentions and make performing as one intended difficult or impossible. The ability to anticipate such factors and to control for them may vary from person to person and, although intentions are the best indicator of future behaviors, the intent to act does not always equate with actual performance. The degree of control that a person has about his intentions is taken into account when

anticipating how one seeks to act and reflects their objective insight in assessing a situation.

Emotionally intelligent individuals recognize that the context of a situation and their ability to anticipate or control external factors will often play a major role in determining their ultimate ability to act. Recognizing that reality, individuals with self-awareness will often identify contingency plans to honor obligations or may develop the ability to communicate with others to clarify their intentions, or communicate how they will honor obligations in the event that unexpected intervening factors arise. By so doing, such individuals are far more effective at their ability to maintain successful relationships as a result of their high level of personal and situational awareness.

**(b) Self-Management and Emotional intelligence**

Self-management, more often called Self-control, has been defined as follows: A person displays self-control when in the relative absence of immediate external constraints, s/he engages in whose previous probability has been less than that of alternatively available behaviors. (Thrones & Mahoney, 1974). Self-control can be said to include major characteristics; the existence of two or more response alternatives, different consequences for the alternatives and usually, the maintenance of self-controlling actions by longer-term external consequences (Thrones & Mahoney, 1974).

Self-management behavior may include personal goals, self-instructions toward achieving goals, self-administered consequences, and plans for one's behavior patterns (Mischel, Ebbsen, & Zeiss; 1973). The self-management process may be encouraged and maintained by desirable long-term consequences. Self-management is defined here as the set of strategies a person uses to influence himself or herself. There are two general categories of self-management strategies; Behavioral Self-management, and Cognitive Self-management. Behavioral Self-management strategies deal with the action for instance, *Self-set goals, Self-observation, Self-reward, Self-punishment, Behavioral rehearsal* etc; while cognitive Self-management strategies deal with the thinking or patterns of thought for instance, *Positive Self-talk, Opportunities versus obstacles, Building natural rewards into the task, Self-job redesign, Development of self-efficacy etc..* The main idea is to focus on personal positive opportunities for improvement and accomplishment rather than negative external constraints. It suits to the aim of positive psychology. Self-management is a philosophy and a set of specific strategies. Other expressions that refer to self-management are self-regulation, self-control and self-leadership.

**(c) Social awareness and Emotional Intelligence**

Emotional Intelligence (sometimes called EQ as a counterpart to IQ), measures a different kind of intelligence. EQ is defined as someone's ability to recognize, understand and manage their own emotions, while also recognizing, understanding and influencing the emotions of others. Emotional intelligence, by its nature, requires an environment of respect and empathy to flourish. IQ (intelligence quotient) measures cognitive abilities like logic, reasoning, and problem solving, and we used to believe that a high IQ was the secret to success, but it is now clear that Emotional Intelligence has a far greater impact on your future opportunities and success than your IQ. No matter how smart you are, if you cannot understand and connect with other people, it is difficult to succeed.

**(d) Relationship Management and Emotional Intelligence**

The three broad dimensions of intelligence can be referred as social intelligence, intra personal intelligence & interpersonal intelligence. Social intelligence is defined as the capability to understand and manage men, women, for interaction and establishment of human relations. Intra personal intelligence concerns dealing with the self and symbolizing complex and highly differentiated sets of feelings within the self. Interpersonal intelligence relates to one's ability to deal with others and to notice and make distinctions among other individuals and, in particular, among their moods, temperaments, motivations and intentions. Emotional Intelligence combines an individual's intrapersonal and interpersonal intelligence. Relationship Management (RM) can influence major functions in an organisation like sales leadership, decision making, organizational change etc. RM is increasingly being considered as an important competence for leadership on account of the fact that at higher management level, the networking skill as well as relationship management of the leader greatly impact organisational outcome.

**(e) Demand for Emotional Intelligent Leaders**

Emotional Intelligence is the ability to be aware of your own emotions, and those of others -in the moment- and to use that information to manage yourself and your relationships. People with a high degree of Emotional Intelligence know what they are feeling, what their emotions mean, and how these emotions can affect other people.

Being Emotionally Intelligent is critical for leaders who want to be effective in their role. Research shows that Emotional Intelligence is the strongest predictor of performance. In fact, Emotional Intelligence accounts for nearly 90 percent of what sets high performers apart from peers with similar technical skills and knowledge.

**IV CONCLUSION**

In the coming years, as we all become accustomed to the 'new normal,' Emotional Intelligence will be the most critical component of exceptional leadership. It will foster engagement, resulting in increased concentration and productivity, enhanced collaboration between departments, lower turnover, and more agile businesses in the marketplace.

Indeed, Emotional Intelligence enables leaders to develop emotionally intelligent teams, which in turn enables companies to succeed in today's volatile, uncertain, complex, and ambiguous business environment and propel their organisation to greater heights.

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