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NPTEL ONLINE  
CERTIFICATION COURSE

# LEADERSHIP AND TEAM EFFECTIVENESS

## LECTURE - 17

Emotional Intelligence and Leadership

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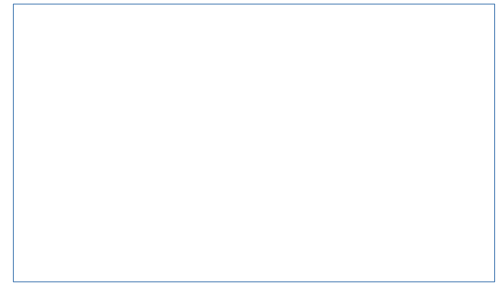
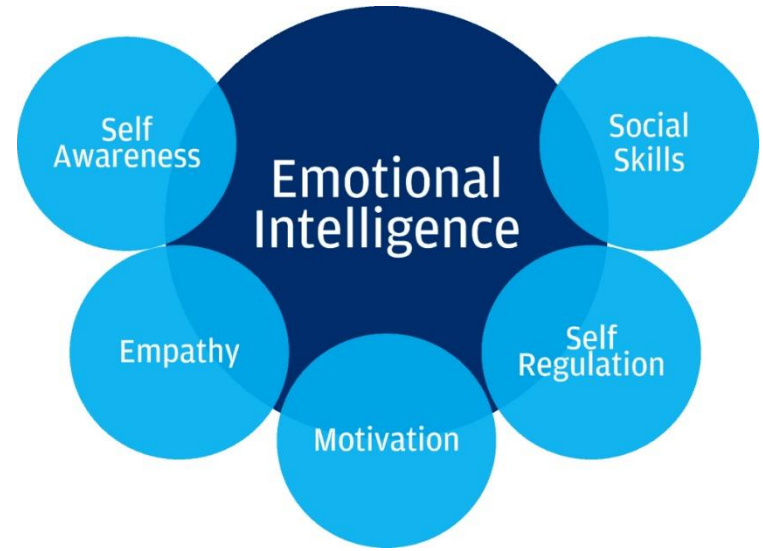


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What really matters for success, character, happiness and lifelong achievements is a definite set of emotional skills – your EQ – not just purely cognitive abilities that are measured by conventional IQ tests.

**Daniel Goleman,  
EQ researcher**



# Affect, Emotions and Moods

- **Affect:** A broad range of feelings that people experience
- **Emotions:** Intense feeling that are directed at someone or something
- **Moods:** Feelings that tend to be less intense than emotions and that lack a contextual stimulus

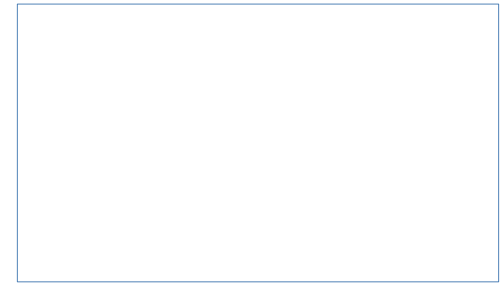
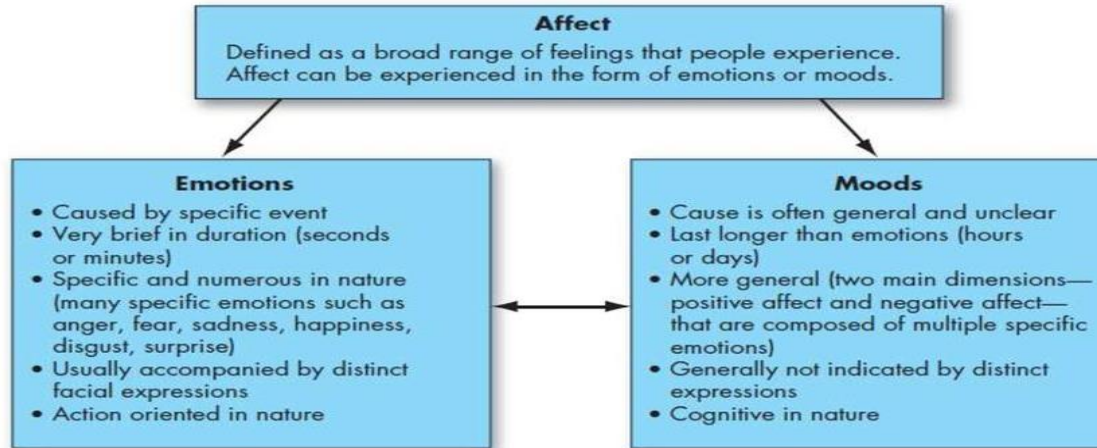


Image Source: <https://cf2.ppt-online.org/files2/slide/i/IZS2bEkCGat6ORDimDB8VfH5A7hMx4wpLUjurJ1n/slide-4.jpg>

# Basic Emotions

- There are dozens, including anger, contempt, enthusiasm, envy, fear, frustration, disappointment, embarrassment, disgust, happiness, hate, hope, jealousy, joy, love, pride, surprise, and sadness.
- Numerous researchers have tried to limit them to a fundamental set. Many researchers agree on **six essentially universal emotions**—anger, fear, sadness, happiness, disgust, and surprise.

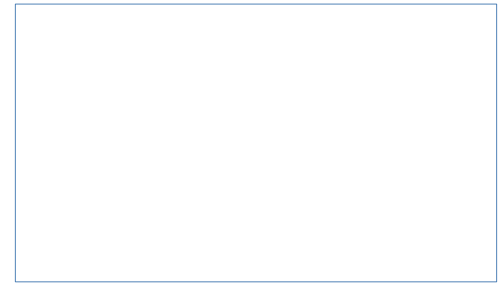
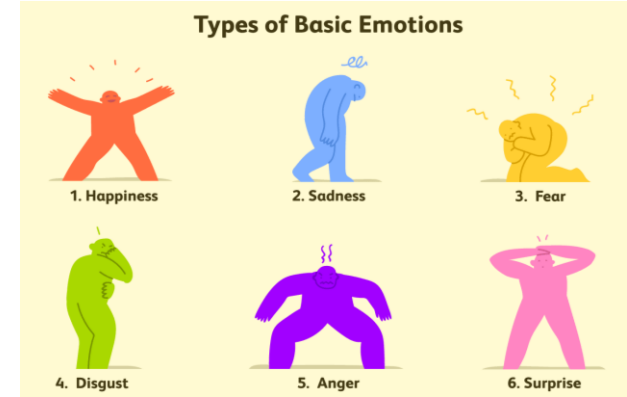


Image Source: <https://www.verywellmind.com/an-overview-of-the-types-of-emotions-4163976>

# Basic Moods: Positive and Negative Affect

- **Positive affect:** A mood dimension that consists of specific positive emotions such as excitement, self-assurance, and cheerfulness at the high end and boredom, sluggishness, and tiredness at the low end.
- **Negative affect:** A mood dimension that consists of emotions such as nervousness, stress, and anxiety at the high end and relaxation, tranquillity, and poise at the low end.

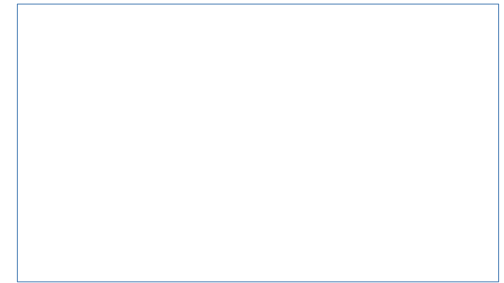
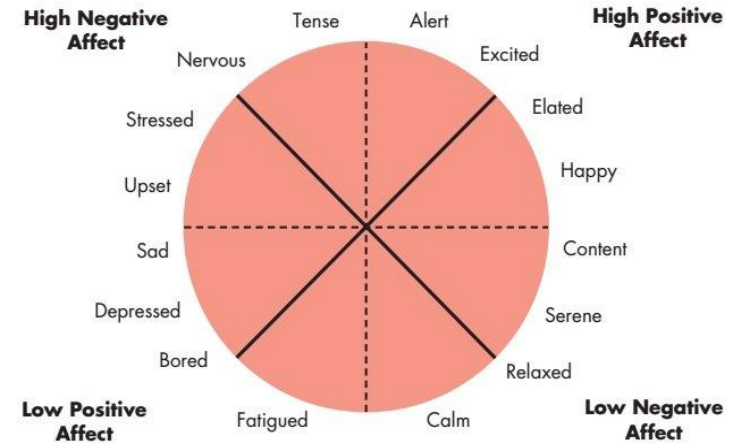


Image Source: [https://www.researchgate.net/figure/The-structure-of-mood-reused-from-Robbins-et-al-2010\\_fig5\\_321019668](https://www.researchgate.net/figure/The-structure-of-mood-reused-from-Robbins-et-al-2010_fig5_321019668)

# Sources of Emotions

- Personality
  - Age
  - Weather
  - Stress
  - Exercise
  - Sleep
  - Gender
  - Social Activities
  - Day of the Week and Time of the Day
- 
- **Felt emotions:** An individual's actual emotions.
  - **Displayed emotions:** Emotions that are organizationally required and considered appropriate in a given job



# Affective events theory

- **Affective events theory (AET)** A model that suggests that workplace events cause emotional reactions on the part of employees, which then influence workplace attitudes and behaviors.

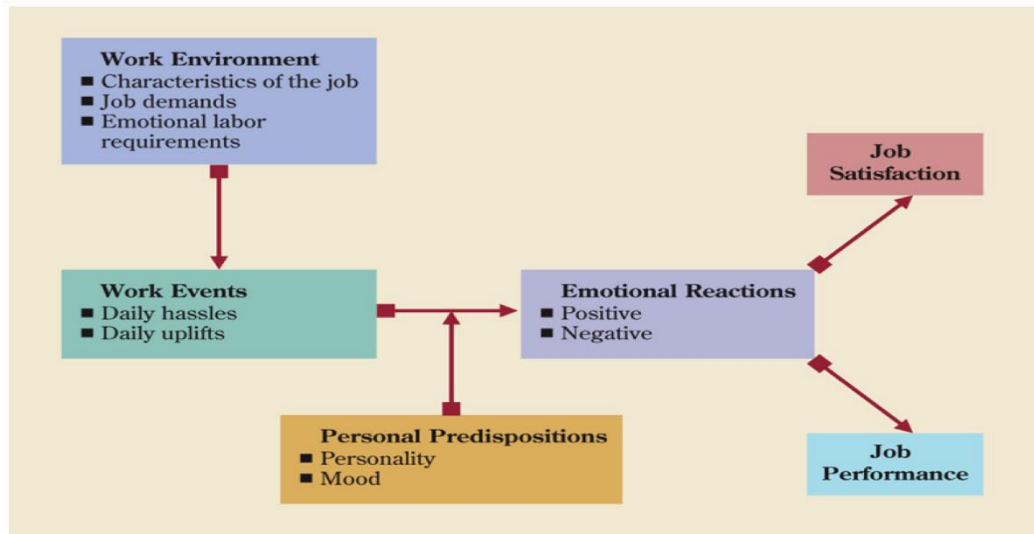
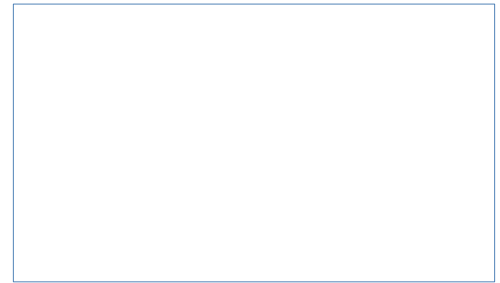


Image Source: <https://in.pinterest.com/pin/518406607081524686/>



# Definition of Emotional Intelligence

Author	Definition
Peter Salovey and John Mayer	Defined emotional intelligence as a group of mental abilities that help people to recognize their own feelings and those of others.
Reuven Bar	He believed that emotional intelligence was another way of measuring human effectiveness and defined it as a set of 15 abilities necessary to cope with daily situations and get along in the world.



# Definition of Emotional Intelligence

Author	Definition
Rick Aberman	Defined emotional intelligence as the degree to which thoughts, feelings, and actions were aligned. According to him, leaders are more effective and “in the zone” when their thoughts, feelings, and actions are perfectly aligned.
Daniel Goleman	Success in life is based more on one’s self-motivation, persistence in the face of frustration, mood management, ability to adapt, and ability to empathize and get along with others than on one’s analytic intelligence or IQ.

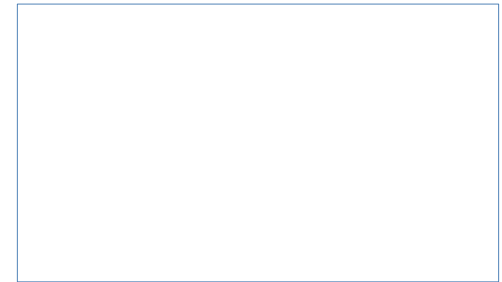


# Two Models of Emotional Intelligence

**Four major definitions** of emotional intelligence can be broken down into two models:

1. The **Ability Model** focuses on how emotions affect the way leaders think, decide, plan, and act.
2. The **Mixed Model** provides a broader and more comprehensive definition than the ability model because it includes more leadership qualities.

Ability Model	Mixed Models	
Mayer, Salovey, and Caruso	Emotional Competencies Model (Daniel Goleman et al.)	Bar-On Emotional- Social Intelligence model

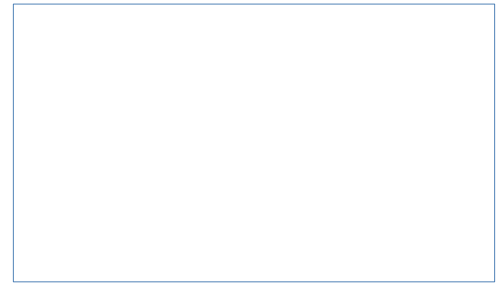


# Ability Model of Emotional Intelligence

- Developed by **Peter Salovey and John D. Mayer**

## **Assumptions of Ability Model:**

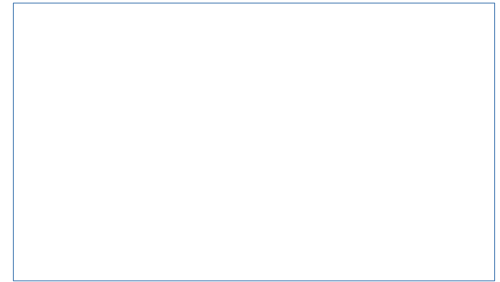
- Emotional intelligence defined within the confines of the standard criteria for a new intelligence
- Emotions are useful sources of info that help one to make sense of/navigate their social environments
- Individuals vary:
  - In their ability to process information of an emotional nature.
  - In their ability to relate emotional processing to a wider cognition.
  - These abilities manifest in certain adaptive behaviors.



# Ability Model of Emotional Intelligence (EI)

## Four Abilities of Ability Model of EI:

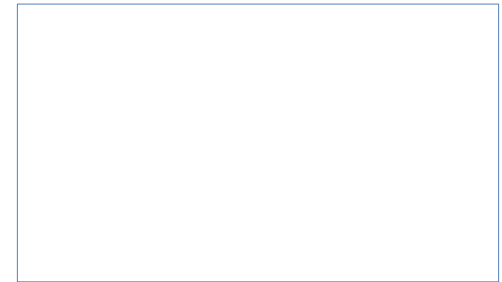
- **Perceiving Emotions** - ability to decipher emotions in faces, pictures, voices, and cultural artifacts.
- **Understanding Emotions** - ability to comprehend emotion language and to appreciate complicated relationships among emotions.
- **Using Emotions** - ability to harness emotions to facilitate various cognitive activities, such as thinking and problem solving
- **Managing Emotions** - ability to regulate emotions in both ourselves and in others



# Mixed Models of EI: Emotional Competencies

- Developed by **Daniel Goleman et al.**
- People are born with general emotional intelligence that determines their potential for learning emotional competencies
- These competencies are learned capabilities that must be worked on to achieve outstanding performance

Personal Competence	Social Competence
<ul style="list-style-type: none"><li>• Self Awareness</li><li>• Self Regulation</li><li>• Motivation</li></ul>	<ul style="list-style-type: none"><li>• Empathy</li><li>• Social Skills</li></ul>



# Mixed Models of EI: Emotional Competencies

## Personal Competence

### Self-awareness

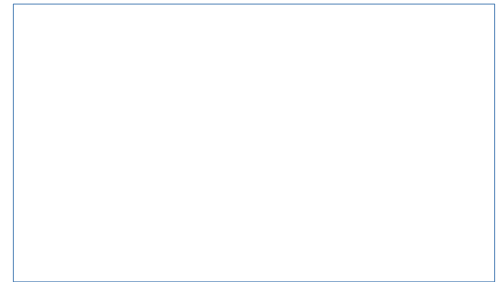
- Emotional awareness
- Accurate self-assessment
- Self-confidence

### Motivation

- Achievement
- Commitment
- Initiative
- Optimism

### Self-regulation

- Self-control
- Trustworthiness
- Conscientiousness
- Adaptability
- Innovation



# Mixed Models of EI: Emotional Competencies

## Personal Competence

### Social skills

- Conflict management
- Change catalyst
- Team capabilities
- Communication
- Leadership
- Building bonds
- Influence
- Cooperation

### Self-awareness

- Understanding others
- Developing others
- Service orientation
- Diversity
- Political awareness

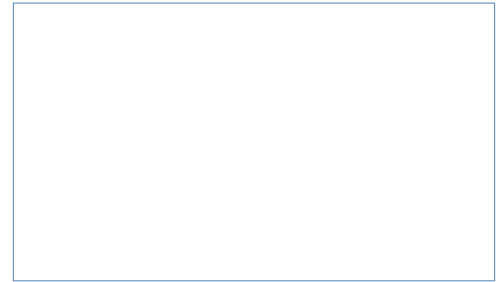


Image Source: (Hughes, Ginnett, & Curphy, 2015)

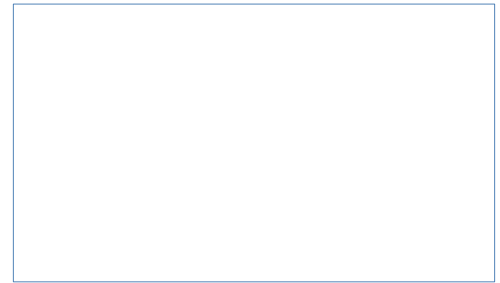


# Mixed Models of EI: Bar-On Model of Emotional-Social Intelligence

- Developed by **Reuven Bar-On**. He was first one to use the term: Emotion Quotient

## Bar-On EI Model: Assumptions

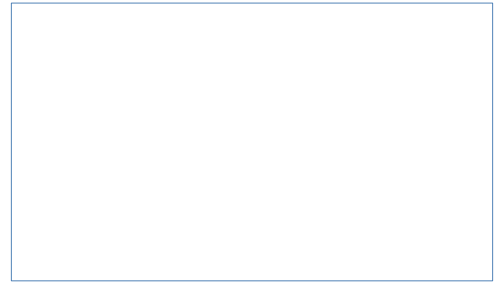
- Emotional intelligence develops over time.
- Can be improved through training or therapy.
- Emotional intelligence and cognitive intelligence contribute equally to a person's general intelligence, which then indicates one's potential to succeed in life.
- Individuals with higher-than-average EQ's are in general more successful in meeting environmental demands and pressures
- Deficiency in EQ can mean a lack of success and emotional problems



# Bar-On Model of Emotional-Social Intelligence

## Bar-on Model Factors:

<b>Intrapersonal</b>	<ul style="list-style-type: none"><li>• Emotional self-awareness</li><li>• Assertiveness</li><li>• Independence</li></ul>	<ul style="list-style-type: none"><li>• Self-actualization</li><li>• Self regard</li></ul>
<b>Adaptability</b>	<ul style="list-style-type: none"><li>• Adaptability</li><li>• Reality testing</li></ul>	<ul style="list-style-type: none"><li>• Flexibility</li><li>• Problem solving</li></ul>
<b>Stress management</b>	<ul style="list-style-type: none"><li>• Stress tolerance</li><li>• Impulse control</li></ul>	



**Sources:** R. Bar-On, *Emotional Quotient Inventory* (North Tonawanda, NY: Multi-Health Systems, 2001); D. Goleman, *Working with Emotional Intelligence* (New York: Bantam Doubleday Dell, 1998); D. R. Caruso, J. D. Mayer, and P. Salovey, "Emotional Intelligence and Emotional Leadership," in *Multiple Intelligences and Leadership*, ed. R. E. Riggio, S. E. Murphy, and F. J. Pirozzolo (Mahwah, NJ: Lawrence Erlbaum Associates, 2002), pp. 55–74

# Bar-On Model of Emotional-Social Intelligence (Cont.)

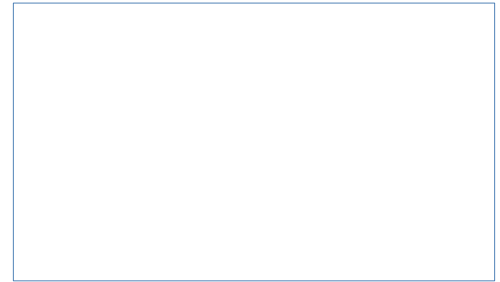
## Bar-on Model Factors:

### Interpersonal

- Social responsibility
- Interpersonal relationship
- Empathy

### General mood

- Optimism
- Happiness



**Sources:** R. Bar-On, *Emotional Quotient Inventory* (North Tonawanda, NY: Multi-Health Systems, 2001); D. Goleman, *Working with Emotional Intelligence* (New York: Bantam Doubleday Dell, 1998); D. R. Caruso, J. D. Mayer, and P. Salovey, "Emotional Intelligence and Emotional Leadership," in *Multiple Intelligences and Leadership*, ed. R. E. Riggio, S. E. Murphy, and F. J. Pirozzolo (Mahwah, NJ: Lawrence Erlbaum Associates, 2002), pp. 55–74

# Implications of the Emotional Intelligence

- People can be extremely ineffective when their thoughts, feelings, and actions are misaligned.
- EQ literature has helped bring emotion back to workplace.
- Research indicated that EQ moderates employees' reactions to job insecurity and their coping ability towards job-loss related stress.
- It appears that EQ attributes would be difficult to change as a result of training intervention.



# Research Paper

# Emotional intelligence of leaders: a profile of top executives



Leadership & Organization  
Development Journal  
Vol. 30 No. 1, 2009  
pp. 87-101

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Received March 2008  
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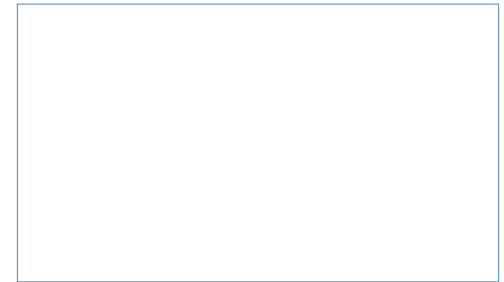
*University of Toronto, Toronto, Canada, and*

Gill Sitarenios

*Multi-Health Systems, Toronto, Canada*

## Purpose

The purpose of this paper is to examine the emotional intelligence (EI) scores of two high profile executive groups in comparison with the general population. Also the study aims to investigate the executive group's EI scores in relation to various organizational outcomes such as net profit, growth management, and employee management and retention.

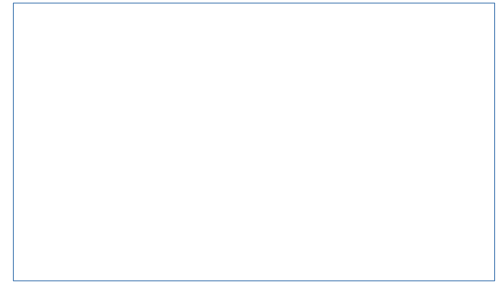


## Design/methodology/approach

The Emotional Quotient Inventory (EQ-i) was administered to a sample of 186 executives (159 males and 27 females) belonging to one of two executive mentoring associations, the Young Presidents' Organization (YPO) and the Innovators' Alliance (IA).

## Findings

The results showed that top executives differed significantly from the normative population on the EQ-i in eight of the 15 EQ-i subscales. Executives who possessed higher levels of empathy, self-regard, reality testing, and problem solving were more likely to yield high profit-earning companies, while Total EQ-i was related to the degree to which a challenge was perceived as being easy with respect to managing growth, managing others, and training and retaining employees.

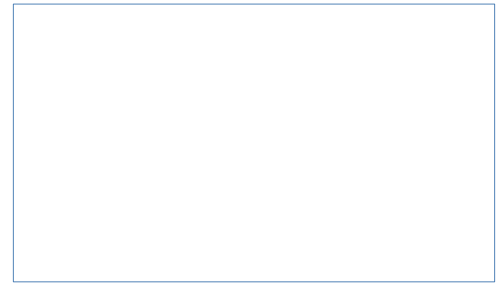


## Practical implications

The findings enable researchers and practitioners to better understand what leadership differences and similarities exist at various organizational levels. These profiles further aid in human resource initiatives such as leadership development and personnel selection.

## Originality/value

Despite empirical evidence supporting the relationship between EI and leadership, research with high-level leadership samples is relatively sparse. The study examines EI in relation to two unique, yet high functioning executive groups, which will enable further exploration into the emotional and psychological structure of these high-performing groups.



# Case Study: Happiness Coaches for Employees

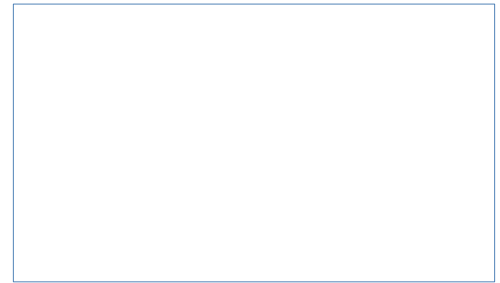
- We know there is considerable spillover from personal unhappiness to negative emotions at work. Moreover, those who experience negative emotions in life and at work are more likely to engage in counterproductive behaviors with customers, client, or fellow employees.
- Increasingly, organizations such as American express, UBS, and KPMG are turning to happiness coaches to address this spillover from personal unhappiness to work emotions and behaviors.
- Srikumar Rao is a former college professor who has nickname, “the happiness guru”. Rao teaches people to analyze negative emotions to prevent them from becoming overwhelming. If your job is restructured, for example, Rao suggests avoiding negative thoughts and feelings about it.





# Case Study: Happiness Coaches for Employees

- Instead, he advises, tell yourself it could turn out well in the long run, and there is no way to know at present.
- Beyond reframing the emotional impact of work situations, some happiness coaches attack the negative emotional spillover from life to work (and from work to life). A working mother found that a happiness talk by shawn actor helped her stop focusing on her stressed-out life and instead look for chances to smile, laugh, and be grateful.
- In some cases, the claims made by happiness coaches seem a bit trite. Jim smith, who labels himself “The Executive Happiness Coach, ” asks: “What if I told you that there are secrets nobody told you as kid-or as an adult, for that matter-that can unlock for you all sorts of positive emotional experiences?”



# Case Study: Happiness Coaches for Employees

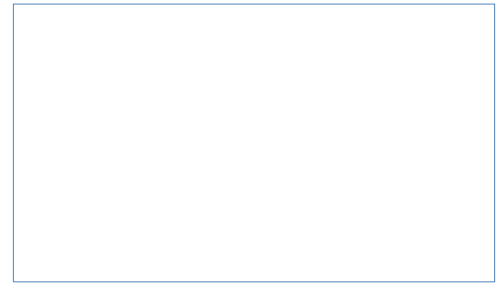
- What if the only thing that gets in the way of you feeling more happiness is – YOU?! What if you can change your experience of the world by shifting a few sample things in your life, and then practicing them until they become second nature?”
- If employees leave their experiences with a happiness coach feeling happier about their jobs and their lives, is that not better for everyone? Says one individual, Ivelisse Rivera, Who felt she benefited from a happiness coach, “if I assume a negative attitude and complain all the time, whoever is working with me is going to feel the same way.”
- But what if you can’t afford a happiness coach and your employer doesn’t want to foot the bill? Recent research suggests a do-it-yourself opportunity to increase your good mood at home.



# Case Study: Happiness Coaches for Employees

## Questions:

- Do you think happiness coaches are effective? How might you assess their effectiveness?
- Would you welcome happiness training in your workplace? Why or why not?
- Under what circumstances– if any-is it ethically appropriate for a supervisor to suggest a happiness coach for a subordinate?



# BOOK RECOMMENDATION

## Primal Leadership, With a New Preface by the Authors: Unleashing the Power of Emotional Intelligence

**Authors:** Daniel Goleman, Richard E. Boyatzis  
**Publisher:** Harvard Business Review Press;  
Anniversary edition (8 August 2013)  
**Language:** English  
**Paperback:** 336 Pages  
**ISBN:** 1422168034

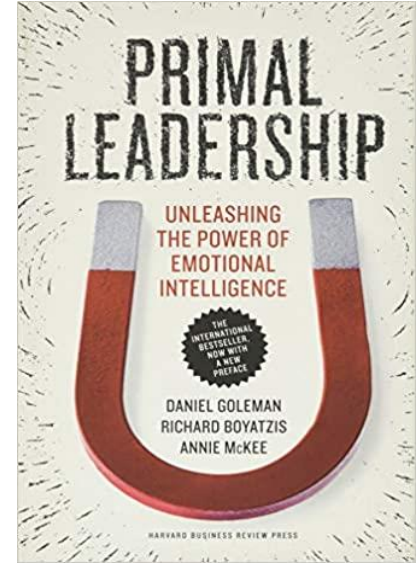
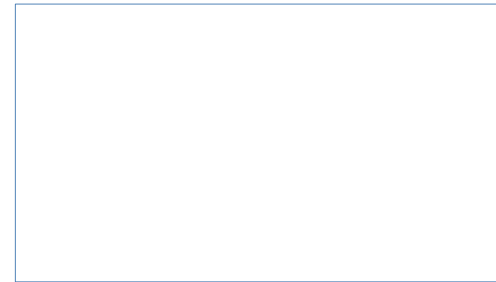
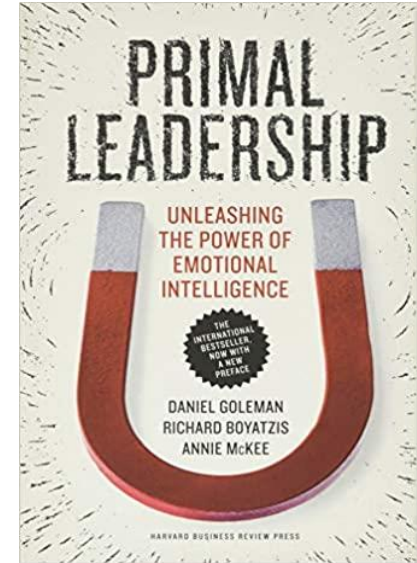


Image Source: <https://www.amazon.in/Primal-Leadership-New-Preface-Authors/dp/1422168034>

## BOOK RECOMMENDATION

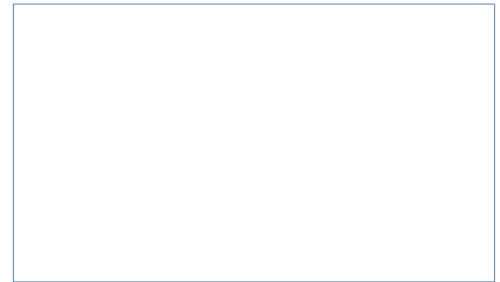
This is the book that established "emotional intelligence" in the business lexicon and made it a necessary skill for leaders. Managers and professionals across the globe have embraced Primal Leadership, affirming the importance of emotionally intelligent leadership. This refreshed edition, with a new preface by the authors, vividly illustrates the power and the necessity of leadership that is self-aware, empathic, motivating, and collaborative in a world that is ever more economically volatile and technologically complex. From bestselling authors Daniel Goleman, Richard Boyatzis, and Annie McKee, this ground-breaking book remains a must-read for anyone who leads or aspires to lead.

Image Source: <https://www.amazon.in/Primal-Leadership-New-Preface-Authors/dp/1422168034>



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- <http://www.eiconsortium.org>



# Thank You

