

**Emotional Intelligence: The Key to Effective Leadership**

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**Author Note**

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**Abstract**

The purpose of this research is to highlight the importance of emotional intelligence in leadership. Emotional Intelligence is focused awareness of one's own emotional state and of the emotional signal's others are exhibiting in the fluid situation of an interaction. Remaining aware of the emotional state of others and oneself during a contentious exchange enables one to navigate that particular situation effectively. The highest form of interaction that people can experience is a mutual feeling of understanding and a state of mutual understanding is most rapidly reached one can remain aware of emotional intelligence dynamics. The research will analyze the positive outcomes of leaders with emotional intelligence for followers and organizations.

*Keywords:* emotional intelligence, leadership, self-awareness, self-management, social awareness, relationship management

**Table of Contents**

Abstract -----	2
Introduction-----	4
Literature Review-----	5
Framework for Analysis-----	17
Conclusions and Recommendations-----	18
References-----	23

### **Emotional Intelligence: The Key to Effective Leadership**

The purpose of this paper is to study the four dimensions of emotional intelligence and demonstrate how they relate to effective leadership. Doctor Daniel Goleman once said, “*People with well-developed emotional skills are also more likely to be content and effective in their lives, mastering the habits of mind that foster their own productivity; people who cannot marshal some control over their emotional life fight inner battles that sabotage their ability for focused work and clear thought.*” (Goleman, 1995). I will further explain who Daniel Goleman is below however, this quote is a great transition into my research and study on the impact emotional intelligence has on leadership.

The term “emotion” specifies affective component while “intelligence” indicates cognitive component (Kanesan & Fauzan, 2019). According to Mayer and Salovey (1997), emotional intelligence is a persons’ capability to perceive, express, understand, use, and manage emotions in oneself, personal intelligence, and in others, social intelligence, which lead to adaptive behavior consequently, resulting in effective leadership.

A primary indicator of leadership effectiveness is the ability to create a state of “willingness to be influenced” in others (Goleman, 1998). This is a state in which the led are willing to act in a manner that perhaps they would have not otherwise acted, or they choose a course of action that furthers an end. There is a certain kind of leader who elicits this state in others almost effortlessly. In the majority of these instances the sentiment expressed by followers of these supervisors is that a leader *cares* about those who are following on an emotional level.

Before the term “emotional intelligence” was common parlance, leaders were exhibiting it. For them it was a natural tendency. So why is it important? When a leader exhibits emotional intelligence, eliciting in followers a sense that “my boss cares about me,” those followers will

naturally gratify this leader. They will stay within the organization longer, they will be more highly engaged with the vision and goals of the organization, and will themselves begin to exhibit similar behaviors themselves, thus creating a more positive organizational climate (Adiguzel & Uygun, 2020).

Goleman (1995) narrowed emotional intelligence down to four components: self-awareness, self-management, social awareness, and relationship management. This paper will demonstrate the four dimensions of emotional intelligence and determine the influence they have on leader effectiveness. There is special and certain kind of connection that leaders need to have with their followers that fit their individual needs. This paper is going to highlight why this relationship is in fact important and necessary to be an effective leader and maximize organization performance.

Emotional Intelligence is focused awareness of one's own emotional state and of the emotional signal's others are exhibiting in the fluid situation of an interaction. The highest form of interaction that people can experience is a mutual feeling of understanding and a state of mutual understanding is most rapidly reached when leaders remain aware of emotional intelligence dynamics (Goleman, 1995). The results that emerge from awareness of emotional intelligence are high levels of subordinate engagement and open channels of communication. This is where the tire meets the road from a leadership perspective.

Before I dive into the literature review, I would like readers to think about a leader that they really appreciated and enjoyed working for. In contrast, please think about a leader that you may not have been particularly fond of and couldn't wait for a leadership role change. As you read through the research, I think you will find that the leaders you enjoyed working for demonstrate if not all, at least one dimension of emotional intelligence.

### Literature Review

The term emotional intelligence was first introduced by Wayne Payne in 1985. Payne introduced this term in his doctoral dissertation called "A study of emotion: developing emotional intelligence; self-integration; relating to fear, pain and desire (theory, structure of reality, problem-solving, contraction/expansion, tuning in/coming out/letting go)." Payne, 1985, finds evidence that concludes the mass suppression of emotion throughout the civilized world has muffled our growth emotionally, leading us down a path of emotional obliviousness. Therefore, Payne (1985) indicates that many of the problems facing society are the directly linked to emotional ignorance: depression, addiction, illness, religious conflict, violence, and war. Payne stresses in his writing that humans, too often, deny their true and emotional nature. Payne states, "Whatever our motivation, however, we have not done this out of any inherent evil nature. We've done this because we have had the wrong idea altogether about the nature of emotion and the important function it serves in our lives." (Payne, 1985). This is an extremely powerful quote introducing this new term, emotional intelligence. Payne's work offered the following guidance: (1) by raising important issues and questions about emotion; (2) by providing a language and framework to enable us to examine and talk about the issues and questions raised; and (3) by providing concepts, methods and tools for developing emotional intelligence (Payne, 1985).

However, Peter Salovey and John D. Mayer coined the term 'Emotional Intelligence' in 1990 describing it as "*a form of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action*" (Fianko, Afrifa & Dzogbewu, 2020). Although the term may be new, the elements that make up this term should be familiar. This term still did not become

popular until later years. It was not until 1996 where an article was published “Emotional Intelligence and Emancipation” in which a group of women who were supposed to be at low levels of emotional intelligence rejected their social roles as mentioned (Adiguzel & Uygun, 2020). Yet, anyone acquainted with the term emotional intelligence may inevitably think of the name Daniel Goleman.

Daniel Goleman, best known for his worldwide bestseller *Emotional Intelligence* published in 1995 in fact popularized the term Emotional Intelligence.” (Perla, Giovanni & Joel, 2019). Goleman, a psychologist, and science writer who has previously written on brain and behavioral research for the *New York Times*, discovered the work of Salovey and Mayer in the 1990s (Fianko, Afrifa & Dzogbewu, 2020). Goleman breaks down emotional intelligence into four elements self-awareness, self-management, social awareness, and relationship management. Let’s break down these four dimensions to lay out a clear and precise definition of emotional intelligence and its correlation to leadership.

### **Self-awareness**

Self-awareness is defined by the conscious knowledge of one's own character, feelings, motives, and desires. What does self-awareness have to do with leadership? “Knowledge of self has been considered to be at the very heart of human behavior and Management. Self-awareness in general denotes subjective and accurate knowledge of one’s inner self, e.g., mental state, emotions, sensations, beliefs, desires and personality” (Showry & Manasa, 2014). Dr. Tasha Eurich, an Organizational Psychologist and author, conducted a scientific study on thousands of people spanning several years to better understand “what self-awareness is, why leaders need it and how they can increase it. She discovered that 95% of people think they’re self-aware, but only 10-15% actually are.” She calls self-awareness “the meta-skill of the 21st century, meaning

that it sets the upper limit for so many of the skills we need to be successful in the world right now. Things such as communication, influence, emotional intelligence, and collaboration (Jastzabski, 2020). Evolving emotional self-awareness is a vital first step in effective leadership because it lays the groundwork upon which emotional and social intelligence is built. Emotional self-awareness also helps leaders link their emotions to the effectiveness of their interactions with others (Jastzabski, 2020).

According to Church (1997) self-awareness a person's ability to evaluate his/her own behavior and skills. Leaders who make comprehensive judgment about their proficiencies, are more cognizant of their jobs, and interpret how others view them can manage or modify their behaviors which enhances their leadership skills. In Church's he compares high-performing and average performing managers competencies. What Church (1997) found was that high-performing managers were more managerially self-aware compared to average-performing managers. Taking performance criterion put of the equation, high-performing leaders are more precise in evaluating their workplace behaviors and demonstrate a strong association between self-awareness and awareness of how others see them. Baron and Byrne (1991) explain that self-awareness is an exceptional representation that consists of self-knowledge that individuals possess, this is something more systematized than any other information and profoundly processed. Goleman (1998) describes a leader as someone who is aware of areas that their people may fall short but helps followers to develop knowledge and expertise in that area. "According to a study, self-awareness of one's goals, values, beliefs, traits, competencies, time horizons, and ways of acting, thinking, and feeling, etc. are the self-resources that guide effective leaders." (Showry & Manasa, 2014). Dr. Travis Bradberry, (Bradberry & Greaves, 2009) author of *Emotional Intelligence 2.0*, describes self-awareness as one of the core components of

emotional intelligence. He defines emotional intelligence as your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships.

### **Self-management**

Leaders need to manage their behavior and appropriately as they are the setting the standards for the ones they are leading. Self-management is merely the capability to control your emotions. Goleman explains “The goal of self-management is to be able to recognize these feeling as a hijack and bring the brain back to mental clarity and concentration to the task at hand. It is important to learn strategies to allow your brain to do this before responding to the negative emotions” (Goleman, 1995). Leaders are setting the example for others, therefore, to be able to control one’s emotions is crucial in a leadership position. Self-management involves an individual take responsibility for her/his own behavior and welfare (Decker & Cangemi, 2018). Bradberry and Greaves (2009) admit individuals have the power to take control of difficult situations. Dr. Bohdi Sanders said “*When you react, you let others control you. When you respond, you are in control.*”

Unmanaged emotions from leadership not only comprise attitudes toward matters but can also negatively impact employees. (Eberly & Fong, 2013). According to Ashkanasy and Daus, (2002) their research has shown that employees behaviors are directly influenced by their superior’s emotional state. Liu, Song, Li, and Liao (2017) found that positive/self-managed emotions in leaders is positively correlated to voice behavior in employees (Li, Xiao, Wang, He & Wang, 2020). This research is crucial for leaders to understand because not only are leaders upholding the standards for followers, but their emotions, attitudes and behaviors clearly have a direct impact on how others behave.

Interpersonal emotion regulation (IER) refers to the deliberate and precise actions by which a person pledges, preserves, or changes the manifestation, intensity, or timespan of others affect and involves the use of strategies to improve or worsen followers feelings (Niven, Totterdell, & Holman, 2009). Vasquez, Niven & Madrid (2020) conducted a study that involved a multisource survey study with a retail organization in Chile. Employees responded to a survey providing ratings of their leader's IER and their own affect. Their findings indicated that leaders IER had a profound impact on followers' affect. Further their results indicated there was a more distal influence on follower's task performance. "Leader affect-improving IER was positively related to followers' positive affect, which in turn was positively related to their task performance." Vasquez, Niven & Madrid (2020). On the contrary, leader affect worsening IER was positively related to followers' unpleasant feelings. However, they did not find a significant relationship between follower's negative affect and their task performance. (Vasquez, Niven & Madrid, 2020).

One example that comes to mind, rather extreme, but Officer Derek Chauvin who is responsible for the death of George Floyd. This was a man in a leadership position who lost complete control of emotions and behavior which, sadly, costed someone their life. Another example, less extreme, would be in 2009 when Kanye West lost control and marched on stage to Taylor Swifts award because he thought Beyonce deserved it. Both are examples of leaders, people that others look up to, that had zero self-management.

Leadership is a skill that requires work and practice. One of the main areas that leaders need to have the most control over is their emotions, leaders should develop and cultivate. Leaders require the ability to inspire, direct, and guide others but control over one's emotions, who is going to follow?

### **Social Awareness**

Social awareness consists of a few factors; empathy, service orientation and organizational awareness (Kanesan & Fauzan, 2019). Social awareness is correctly and quickly picking up emotions of other people. It is also is the act of distinguishing how others are thinking and feeling *without* intrusion from your feelings and thoughts. Kanesan & Fauzan (2019) advise active listening and observing in order to fully develop these skills successfully. This is a skill that requires patience, it takes practice to learn how to sense how others are thinking and feeling. “A socially aware person adjusts to different situations by reading the feelings and emotions of others and uses them while interacting with them” (Kumar, Adhish & Chauhan, 2014).

Social awareness is related to the social relationships and influences within an organization. The empathy component to this piece gives leaders an awareness of other emotions, concerns, and needs. Therefore, the leader can read other emotions and can cue in on nonverbals such as the tone of voice or facial expressions (Cherniss & Goleman, 2001). In terms of service, social awareness is important when it comes to dealing with customers. Someone who is socially aware is able to understand a customer’s requirement and/or concern. Goleman (1995) emphasizes the importance of this dimension by explaining, “Insight into group social hierarchies require social awareness on an organization level not just an interpersonal one. Outstanding performers in most organizations share this ability; to read situations objectively, without distorting the lens of their own biases and assumptions’, allows them to respond effectively.” (Cherniss & Goleman, 2001).

According to Martinovski, Traum, and Marsella (2007), social awareness plays a significant role in evolving trust in leader-employee relationships. Furthermore, being an effective leader requires the capability to listen to others perspective (Fianko, Afrifa &

Dzogbewu, 2020). Fianko, Afrifa & Dzogbewu (2020) further explains that the ability to take the perspective of others means that leaders should be able to “*see the world through other eyes.*” Leaders must obtain empathy to encourage behaviors that are necessary for operative global leadership. In Martinovski, Traum, and Marsella (2007), research there was a study comparing emotional and cognitive competencies as a basis of how subordinate- perceived effective leadership. “The results concluded that perceiving others state of mind and empathizing with them may establish an affective bond that is beneficial for leadership.” (Fianko, Afrifa & Dzogbewu, 2020). According to Pinos, Twigg & Olson (2006) the social-awareness dimension of emotional intelligence indicates that a heightened state of awareness in a leader’s communication abilities is crucial to understanding both the situation and the follower’s level of comprehension. Goleman (2001) suggests that out of the all dimensions of emotional intelligence, empathy is the most easily recognized. Fianko, Afrifa & Dzogbewu (2020) explains that empathy is a critical skill for both getting along with diverse workmates, employees and doing business with people from other cultures. “Cross-cultural dialogue can easily lead to miscues and misunderstandings. Empathy is an antidote that attunes people to subtleties in body language or allows them to hear the emotional message beneath the words and have a deep understanding of the existence and importance of cultural and ethnic differences.” (Fianko, Afrifa & Dzogbewu, 2020).

### **Relationship Management**

Lastly, let’s explore relationship management. Many researchers believe emotional intelligence has high importance and positive impact on one’s life but even more directly when it comes to leading people (Krén & Séllei, 2021). Emotional intelligence is can be examined in connection with interpersonal relations, such as leader-employee relationships. Daniel

Goleman (1998) describes it as concerning “the skill or adeptness at inducing desirable responses in others. “Relationship management is considered an integral skill for any successful manager or leader, especially in those cultures that value the behaviors encompassed by the concept of relationship management.” (Engle & Nehrt, 2011). Goleman (1995) also breaks out relationship management into competencies:

- Developing others
- Inspirational leadership
- Change catalyst
- Influence
- Conflict management
- Teamwork and collaboration

Krén & Séllei (2021) conducted research that analyzed the emotional intelligence of leaders working in successfully performing organizations and the contribution of their emotional intelligence to performance. What they found was aligned with Goleman’s theories “proved that knowing our own emotions, regulating them, the awareness of others and empathy toward them help leaders to build a positive, inspiring and motivating atmosphere for subordinates.” (Krén & Séllei, 2021).

One aspect of relationship management is being capable of building relationships with people that one may not be fond of. Leaders need to maintain a professional relationship with all employees because again, leaders are setting the standards. Leaders who are not able to control their stress transmit their own stress to others around them (Kumar, Adhish & Chauhan, 2014). Relationship management is going to be unique for each person so this is where I would like to introduce the importance of transformational leadership.

### **Transformational Leadership**

Although the term transformational leadership is not directly captured under the term emotional intelligence, these two types of leadership skills have an impact on the relationship management aspect when connecting it to emotional intelligence. Transformational leadership is a leadership style in which leaders encourage, inspire, and motivate employees to innovate and create change that will help grow and shape the future success of the company (Hussien & Yesiltas, 2020). This type of leadership really focuses on inspiring employees, keeping them motivated and encourages high communication. This is why being emotionally intelligent in this type of leadership style is important.

Transformational leadership requires a high level of emotional intelligence because it is the backbone of understanding strengthens within individuals, team building, productivity, morale, and much more (Kouzes & Posner, 2003) This is substantial in being an effective transformational leader. Leaders need to know what motivates and inspires the team to learn to get the most results from his/her team. To truly understand these concepts the leader would have to invest a good amount of time into his/her employees. Instead of dictating goals, deadlines, and workloads a transformational leader will help create a vision for the whole team based off of the team's ability to perform, this is what transformational leaders provide to their employees. In turn, this can make employees feel appreciated, worthy and a sense that the leader cares about him/her which help create less of a turnover for the organization.

According to, Alston, Dastoor & Chin-Loy (2016), true leadership matures from those whose main motivation is the deep desire to help others. Bass (1985) introduced a leadership model that outlines the correlation between follower's success and accomplishments are improved by a transformational leader. The study shoes that the leaders influence on their values

and needs and encourage them to work towards more accomplishment than what they considered possible. Further, the follower's attitudes, beliefs, and values are altered by transformational leader to be in line with the attitudes, beliefs and value of leader and organization (Alston, Dastoor & Chin-Loy 2016). The followers are also better directed to self-development by a transformational leader, and subsequently, to higher stages of success (Alston, Dastoor & Chin-Loy 2016). Similar to Goleman's model of emotional intelligence, Bass's (1985) leadership model consists of four dimensions, charisma, inspiration, individualized consideration, and intellectual stimulation. Over a decade of research, Kouzes & Posner (2003) found that "credibility is the foundation of leadership". Kouzes & Posner (2003) defined leadership as "a relationship that was built from a foundation of trust, which enables leaders and followers to seize opportunities and take risks to effect change within an organization ultimately influencing organizational effectiveness while fostering corporate sustainability." (Kouzes & Posner, 2002). Leadership is about practice; and a leader that can improve their understanding on the function and influence of emotions in their place of work, can successfully instill meaning and impact into their followers (Alston, Dastoor & Chin-Loy 2016).

It is clear that transformational leadership is a leadership style that followers are receptive too and have a positive impact on not only themselves, but the organization as a whole. This is important to highlight because to be a transformational leader, one would have high emotional intelligence. As discussed, and highlighted above, this leadership style is primary focused on relationship management, which is the fourth dimension in Goleman's theory of emotional intelligence.

## Summary

To recapitulate, emotional intelligence is broken down into four dimensions. As previously discussed, it consists of the following:

**Self-awareness:** conscious knowledge of one's own character, feelings, motives, and desires. It includes gaining an understanding of and insight into one's strengths, qualities, weaknesses, defects, ideas, thoughts, beliefs, ideals, responses, reactions, attitude, emotions, and motivations (Venera, 2019).

**Self-management:** The ability to manage those emotions when one has recognized them. The ability to control impulsive feelings and behaviors, manage your emotions in healthy ways, take initiative, follow through on commitments, and adapt to changing circumstances. Also, important to note, self-awareness and being able to recognize one's own emotions and how they impact one's thoughts and behavior (Goleman, 1995).

**Social awareness:** The ability to take the perspective of and empathize with others, including those from diverse backgrounds and cultures. The ability to understand social and ethical norms for behavior and to recognize family, school, and community resources and supports (Cherniss & Goleman, 2001).

**Relationship management:** The ability to inspire and influence followers. The ability to communicate effectively and build bonds with individuals. The ability to help followers change, develop and grow (Goleman, 1995). The competencies associated with relationship management are developing others, inspirational leadership, change catalyst, influence, conflict management, teamwork, and collaboration.

The four dimensions of emotional intelligence result in effective leadership and also provide positive affective states in an organization. Leaders with emotional intelligence will use

these tools at the right time and in an appropriate manner. Such leadership creates an atmosphere of enthusiasm and flexibility, in which people feel invited to innovate and give their best. As a result, such a working climate, given the present realities of the business, gives added value due to the human ingredients essential for organizational performance (Venera, 2019).

### **Framework for Analysis**

The purpose of this study was to clearly identify why emotional intelligence is needed for effective leadership. Literature demonstrates that indeed the four dimensions of Goleman's (1995) theory on emotional intelligence is crucial to leading others effectively. The research also suggests that leaders who have high emotional intelligence not only have a more positive impact on employees but there are is also a positive effect on the whole organization (Alston, Dastoor & Chin-Loy 2016). Effective leaders understand the importance emotions play in leaderships and the workplace. Leaders with emotional intelligence understand that, not only in terms of tangible aspects, such as the better results and performances of the organization and the preservation of values, but also in relation to extremely significant intangible elements such as high morale, motivation, devotion and career progression for followers. (Venera, 2019). There is certainly a strong association between emotional intelligence and leadership that creates a heightened interest in academia with significant contributions found in the relevant literature.

The study conducted by Hussien & Yesiltas (2020) proves that emotional intelligence has a direct and indirect effect on counterproductive work behavior and organizational commitment. Their study heavily supported Goleman's (1995) theory that explain the significant impact that emotional intelligent leaders can have on their followers. It also supported transformational leadership impacts their follower's ability to create a sense of direction beyond the day to day

work duties, develop vision for the future and armed with ability of managing relationship through honesty (Hussien & Yesiltas 2020).

The primary audience for this research and study is for anyone who is interested in becoming an effective leader and anyone in a leadership position. However, this research could be directed towards any working employee to get a better grasp on what leadership *should* look like. I believe there needs to be more awareness the impact emotional intelligence has on leaders and overall, an organization, to help promote a better culture. The research I have captured, and the knowledge gained by the studies I have read, it is my hope to enhance my leadership skills and impact my followers in a positive direction.

I intend to use the information and knowledge gained from my research and incorporate it into my day to day work. More importantly, I intend to use the knowledge gained and apply it to the relationships I form as a leader. I am strong believer that anyone can have emotional intelligence, not just leaders, this concept is a two-way road from leader to follower or vice versa, follower to leader.

### **Conclusion**

So, why is emotional intelligence so crucial to leadership? Leaders who are cultivated in emotional intelligence may feel that the attitude and behavior of the employees towards the organization is based on an environment of mutual understanding and trust formed by establishing quality relationships with employees. High-quality relationships between leaders and employees have been reported to provide various advantages for organizations, leaders, and employees (Adiguzel & Uygun, 2020).

People want to learn and feel empowered. Empowering leaders share management responsibilities with their employees, give decision-making authority, and express their

confidence in the ability of employees to do their jobs autonomously (Spreitzer, 1995). This will build trust and better relationships throughout leader's teams.

Emotional intelligence in the leadership is critical to managing unified, high-performing teams. Emotional intelligence has a direct impact on how leaders communicate with their teams and how their team members interact with them and others on the team. For this reason, employees develop a sense of goodwill towards those leaders who give empowerment and allow employees to not only feel confident in their autonomy but also fairly treated in their important tasks which would indicate they are being led by someone who has high emotional intelligence (Adiguzel & Uygun, 2020).

Emotionally intelligent leaders and managers know how to manage their emotions and behavior at work therefore fostering a safe environment for exchanging ideas and feedback, productive teamwork and performance, high morale, employee engagement, and job satisfaction. Leaders with high emotional intelligence will manage employee and workplace stress and conflict cautiously. As leaders set the example, they are mentoring their team members to do the same.

There was a lot of study and research on emotional intelligence, specifically the correlation to high performing organizations. However, there did seem to lack the underlying question of whether or not emotional intelligence does, in fact, make leaders more effective. Nonetheless, with that research and the study's that were out there it is clear that emotional intelligence does make leaders more impactful both to the organization and the people.

A common trend I found while conducting my research was most people referred and cited Daniel Goleman, as did I, however, his research could technically be defined as a little outdated. His latest books were written in early 2000s and the workforce has changed quite a bit

since then. For example, even just this past year with the pandemic many people are now working from home. Therefore, the study on social awareness and relationship management would likely to bring new results.

The research and the studies make it abundantly clear that emotional intelligence is so important for leaders to have. Further, it is needed in leadership for leaders and followers to be effective. The research also proved the significance it plays not just for leaders and followers but as an organization as a whole

So far, I have identified the elements of emotional intelligence; let's look at two recent real-world examples. These two people could not be less alike: one engineered a comeback in a contest witnessed by over 100 million people worldwide while the other led a small nation's response to a worldwide pandemic.

One does not need to be a fan of American football to know the name Tom Brady. He is, perhaps, the best and most successful player in the history of what many consider the most demanding sport on earth. The question is: how did a player described as, "scrawny, who runs like a gawky teenager who can't throw much of a deep ball" and who 199<sup>th</sup> in the 2000 NFL draft become the greatest of all time? The answer is: emotional intelligence. Brady was a leader for 20 seasons on the New England Patriots and is still leading as the quarterback on the Tampa Bay Buccaneers. Brady is a leader that possesses no sense of entitlement while simultaneously always remaining confident and humble. Brady not only understand the definition of teamwork but demonstrates this term so successfully. He understands and can appreciate the saying "you are only as strong as your weakest link, which why he strives everyone to be their absolute best and take one play at a time. Brady also is very open to constructive criticism and has been known to be able to admit shortcomings openly and honestly.

Another relative example of someone who demonstrates emotional intelligence in their leadership is Jacinda Ardern. Ardern is in her first term as Prime Minister of New Zealand. While not the country's first female head of state, at 37 she was the youngest in over 160 years. Her response to the COVID-19 outbreak, specifically her superb use of media, was described in the Washington Post as a "masterclass in crisis communication." She is well known for delivering a world-leading response to COVID-19, fighting to close the gender pay gap and put free period products in schools, the first Prime Minister to march in a Pride Parade. Ardern really showed her emotional intelligence by her reaction to the COVID-19 pandemic. First of all, Ardern successfully demonstrated her self-awareness to the situation which is the foundation upon which all else is built. Second, she had a strong and clear purpose keeping her followers anchored and focused. Not only did she have a remarkable ability to fight the Corona Virus but during a live television broadcast, the parliamentary building she was located in was hit with a mammoth natural disaster. Ardern managed to remain calm, gather her thoughts and address the people that everything was going to be alright. Ardern showed her human side and fostered the public's trust by acknowledging the emotional aspect brought on by the crisis. She set out throughout the unfolding of the pandemic. This demonstrates on both a conscious and sub-conscious level that the guidelines were manageable, and that no one person was exempt from rules. As a result of her leadership there were only 2,644 confirmed cases and 26 deaths, ranking the lowest number of deaths worldwide.

These are both examples of successful leaders who have impacted so many people around them in a positive way, these are two great examples of how high emotional intelligence having separates you from just being a mediocre leader.

Dr Mark Slaski, concluded in his research that leaders with higher emotion perception lead teams with a greater sense of voice and togetherness at work (Nupur & Minshi, 2020). Consequently, if leaders are able to recognize emotional responses of others and adjust their behavior accordingly in order to motivate their team, they will be able to enable trust and collaboration. This can ultimately result in a more beneficial work environment where employees are likely to express their thoughts, sentiments and openly ask questions. The role of a leader is not limited to merely influencing and mentoring their teams but in parallel being able to really establish a connection with their people. (Nupur & Minshi, 2020). Indisputably, in order for leaders to be effective, they need to be in tune with emotional intelligence.

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