

WHAT ROLES DOES EMOTIONAL INTELLIGENCE PLAY IN LEADERSHIP 1

What Roles does Emotional Intelligence Play in Leadership

Xueyun Zhang (Sharon)

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Professor Kathleen Norris

MS-Leadership- Granite State College

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Abstract

This study focuses on the relationship between EI and leadership. The main study is related to how EI influences leadership in both positive and negative ways. The study explores the definition of EI, and how EI influences leadership behaviors which includes how the four factors of EI affect Katz' Three Skills. The study also discusses how EI affects leadership behaviors and outcomes positively and negatively. EI plays an important role in leadership, and the study explains that EI significantly facilitates leaders to be effective leaders if they are able to balance both positive and negative influences of EI. Most articles study the positive side of EI, though some articles explain the negative side of EI. However, an effective leader needs to obtain the abilities to balance both sides of EI in leadership. For further discussion in the future, a question to consider is how can leaders keep a suitable balance of these positive and negative aspects of EI in leadership?

Keywords: EI, Leadership, Effective leader, Influence, Positive and negative side, Balance.

Instruction and Literature Review

The three models that define the meaning of emotional intelligence are the ability model, mixed model, and trait model. These three models of EI pave the way to explain how EI influences people's behavior with positive influence in leadership and biases in

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leadership. They relate to how EI influences leadership outcomes from both positive and negative perspectives. The article focuses on the relationship between emotional intelligence and leadership.

The definition approach of EI

Emotional intelligence has been a debatable topic for a long time. There were three different groups of scholars defining EI from different perspectives. Three representative models of EI are the ability model, mixed model, and trait model.

1. Salovey and Mayer defined emotional intelligence by applying “ability-based” models which support EI as “the ability to monitor one’s own and other’s emotions, to discriminate among them and to use the information to guide one’s thinking and actions” (p. 189).” (Kanesan 2019 p2) This model also expanded on the definition of EI with four factors in mind, namely reflectively regulating emotions, understanding emotions, assimilating emotion in thought, and perceiving and expressing emotion.
2. The representatives of the mixed model are Bar-On, Maree and Elias who “argues that there is something missing from the definition offered by the ability-based models. They suggest that it is incomplete, or possibly lacking in depth. The mixed-model definition of emotional intelligence does not discriminate between emotional intelligence and the broader concept of social intelligence, but combines them as one, Emotional-Social Intelligence.” (McClellan 2017 p2). Kanesan summarized “Bar-On viewed emotional intelligence as non-cognitive

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capabilities, competencies, and skills that influence an individual's ability to cope with environmental demands and pressures successfully" (Kanesan 2019 p2).

3. With the Trait model, "Petrides and Furnham (2001) defined emotional intelligence as a trait and it is a constellation of emotional self-perceptions located at the lower levels of personality hierarchies." (Kanesan 2019 p2).
Nowack also mentioned, "Based on K.V. Petrides, Ria Pita, and Flora Kokkinaki's 2007 British Journal of Psychology article, "The Location of Trait Emotional Intelligence in Personality Factor Space," this model is thought to include four aspects: sociability, self-control, well-being, and emotionality." (Nowack 2012 p3)

Also, a popular model has centralized emotional intelligence as a set which contains four components: self-awareness, self-management, social awareness, and social-relationship management. This concept has been built based on a Harvard Business Review article written by Daniel Goleman and Richard Boyatis. Different models' approaches develop from different perspectives to define the meaning of EI. However, the definition of EI should not be limited, and although there are the different models of EI, the reaction and reflection that leaders have are all part of the capabilities of emotional intelligence which influence and inspire leaders to make decisions based on different situations. EI drives us to have the ability to perceive, understand, manage and use emotions to react, reflect and interact with others. It may cause both positive and negative influence in leadership in an organization. Ultimately, EI plays a crucial role in leadership.

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El influences leadership behaviors

1. Behaviors are affected positively through conscious and unconscious biases.

Kunnanatt (2004) In discussing emotional intelligence, he observed “that people with high emotional intelligence would produce a win-win relationship and people with low emotional intelligence would produce a win-lose relationship. The emotional intelligence training programs would change both the inside and outside relationships of participants and better attitudes, clearer perceptions and productive affiliations in life.” (Raheja 2020, p3)

In contrast, “According to this definition, emotional influences, in for example decision-making processes, can be both conscious and subconscious as well as somewhere in between. For instance, a decision maker may be aware of feeling anger or fear, but he/she is not necessarily conscious of how these emotions may make him/her motivated to reach certain conclusions rather than others.” (Moa 2020)

“Ben-David et al. (2006) have postulated that an extreme appeal to confidence mechanisms is likely to result in the loss of effectiveness.” (Azouzi 2020 p5) “confidence excess would certainly encourage 120 Iranian Journal of Management Studies the leader to overestimate his proper projects” (Azouzi 2020 p6)

Emotional Intelligence influences our decision-making process and behaviors which may cause positive influence or some conscious or unconscious biases.

2. Katz’ 3 Skills: technical skills, interpersonal (or human) skills, and conceptual skills.

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From my perspective, I observed a positive connection between EI and Katz's skills. Emotional intelligence helps us to have the ability to be aware of not only our strengths and limitations but also others. EI drives us to learn and gain the knowledge and skills that aim to enhance our strengths and decrease our weaknesses. For instance, from a technical skill perspective: "A technical skill is defined as a learned capacity in just about any given field of work, study, or even play." (Katz Three Skills)

Emotional intelligence helps leaders to be able to recognize their own leadership capabilities and employees' competencies, then manage all capabilities and competencies in order to build a better foundation for their leadership. Also from a conceptual skills perspective, after we have increased awareness and management of ourselves and others' strengths and weaknesses, EI will drive us to be aware of perceiving an entire picture or strategy to structure and motivate to gain better leadership ideas. "Conceptual skills are important in empowering leaders in all levels of an organization to observe the operations of an organization and frame them conceptually as an aspect of that organization's strategy, objectives, and policies. Conceptual thinking allows for accurate and timely feedback and organizational adaptability." (Katz Three Skills)

From an interpersonal perspective, "team leaders who are admired and loyally followed are those who show concern for the team members as individuals with real needs and who place their team above their own personal agendas." (Katz's Three Skills) This highlights how we interact and communicate with others. EI helps leaders to

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gain higher social-awareness and social relationship management which drive leaders to care about employees' needs, and balance the relationship among individuals, teams, and organizations.

Effective leaders must obtain higher emotional intelligence to be aware, learn, and gain competencies and leadership capabilities. EI is also needed to be aware and manage the relationship with others which drive them to behave and perform positively. In other words, as claimed by Pinos "emotional intelligence helps an organization commit to a basic strategy, build relationships inside and outside that offer competitive advantage, promote innovation and risk taking, provide a platform to shared learning, maintain balance between the human and financial side of the company's agenda, and develop open communication and trust building among employees and leaders." (Pinos 2013 p2)

Leadership Outcomes with EI

"Leadership is intrinsically an emotional process whereby leaders recognize followers' emotional states, attempt to evoke emotions in followers and then seek to manage followers' emotional states accordingly (Humphrey, 2002)." (Ramchunder 2014 p3)

Organizational outcomes:

"George (2000) suggests that emotional intelligence plays a vital role in leadership effectiveness and can promote effectiveness at all levels in organizations." (Ramchunder 2014 p3)

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“In short, organizations that choose EI as a real framework to achieve goals will get returns on their investment. The more comprehensive skill sets a leader uses, the better environment to work will be created, thereby, benefits will also appear as a real consequence. Employees not only will be happy to share their own emotions, but also to contribute their best effort to accomplish the company’s objectives.” (Pinos 2013 p12)

Team and leading outcomes:

“A leader who has practiced EI for a considerable time is more able to reflectively search for awareness and learning while encouraging others to do the same (Akerjordet & Severinsson, 2004; Watson, 2004; Hurley, 2008).” (Kellner 2018 p8)

“A relationship between EI and leadership effectiveness was identified. A theme that surfaced in the literature was the importance of a supervisor’s role and the supervisor’s ability to effectively communicate and understand the emotions of subordinates. In having these traits, a leader is more capable of motivating and relating to his or her followers, thus increasing the morale, commitment, and job satisfaction of the followers.” (Kellner 2018 p8)

EI increases leadership effectiveness, creating and enhancing better relationships between leaders, teams, and organizations.

However, in contrast, in some studies “a growing number of researchers are debating about the potential that people who have high EQ can employ their abilities in more malignant and dishonest ways, to meet their 46 T. Lubbadah interests, even at the expense of others (Côté et al., 2011; Austin et al., 2014).” (Tareq 2020, p6). In another

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perspective, it was stated, “According to Goleman et al. (2002), several studies have shown that the leader's feelings and emotions are contagious to the others in the group. If the leader is in an “upbeat” mood, people will catch that mood, become more confident about their ability and skill to perform, creativity improves, and decision-making improves. In contrast, if the leader is in a “downbeat” mood, people will catch that mood, and performance goes down (Goleman, Boyatzis and McKee, 2002).” (Tareq 2020, p6)

Also, Alexander claimed in his article ‘The dark side of Emotional Intelligence’: “bosses with negative EI in mind may focus on their employees' emotions for a short time only, perhaps for the cynical purpose of gauging how to make them feel more like going the extra mile when quick results are needed. Whereas employees looking to profit by dark EI may constantly scrutinize their superiors' emotions, looking for ways to work their way up in their estimation by seeming mysteriously attuned to their state of mind.” (Alexander 2011)

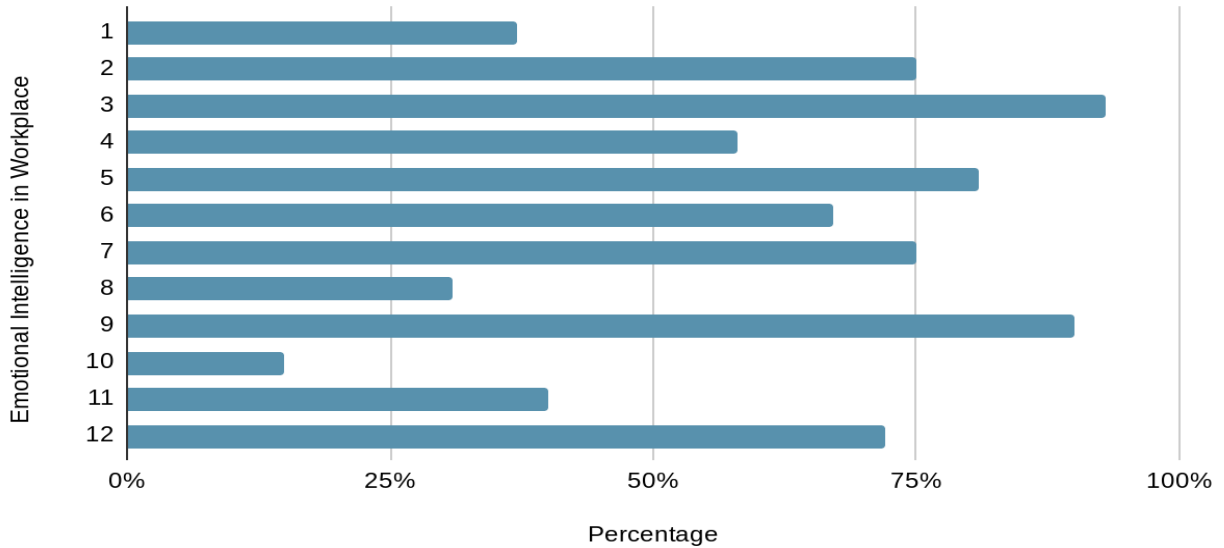
Limitation

This article did not explain the relationship between EI and leadership in specific leadership style or traits. The article is focused on studying the roles EI plays in leadership generally. For a future topic and study, an approach to study the influence of EI in a specific leadership style may help us to practice specific EI for corresponding leadership style.

Materials and Methods

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Percentage of Emotional Intelligence in Workplace



	Percent age	Emotional Intelligence in Workplace
1	37%	"37% of surveyed organizations use Emotional Intelligence assessments to help inform their leadership development programs."(Winter 2018)
2	75%	"75% of employers said they are more likely to promote a worker with high EI." (Winter 2018)
3	93%	"At a Motorola manufacturing plant, 93% of employees became more productive after the facility adopted stress-reduction and emotional-intelligence programs."(Winter 2018)

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4	58%	"TalentSmart tested emotional intelligence alongside 33 other important workplace skills and found that EQ was the strongest predictor of performance, explaining 58% of success in all types of jobs."(Winter 2018)
5	81%	"In a study of more than 2,000 managers from 12 large organizations, 81% of the competencies that distinguished outstanding managers were related to emotional intelligence. (Boyatzis, 7CM (1982) Hay and McBer)."
6	67%	"181 different positions from 121 organizations worldwide... 67% of the abilities deemed essential for effective performance were emotional competencies (cf Rosier, 1994) Hay and McBer)."
7	75%	"75% of careers are derailed for reasons related to emotional competencies, including inability to handle interpersonal problems; unsatisfactory team leadership during times of difficulty or conflict; or inability to adapt to change or elicit trust (The Center for Creative Leadership)."
8	31%	"There is a 31% gap in leadership development effectiveness between organizations where EI is valued, versus those in which it is not."(Winter 2018)
9	90%	"[Emotional intelligence] accounts for nearly 90 percent of what moves

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		people up the ladder when IQ and technical skills are roughly similar ("What Makes a Leader" in the Harvard Business Review, January 2004)."
10	15%	"According to research by organizational psychologist Tasha Eurich, 95 percent of people think they're self-aware, but only 10 to 15 percent actually are, and that can pose problems for your employees." (Landry 2019)
11	40%	"Global leadership development firm DDI ranks empathy as the number one leadership skill, reporting that leaders who master empathy perform more than 40 percent higher in coaching, engaging others, and decision-making." ((Landry 2019))
12	72%	"In a recent survey by the Society for Human Resource Management, 72 percent of employees ranked "respectful treatment of all employees at all levels" as the top factor in job satisfaction." (Landry 2019)

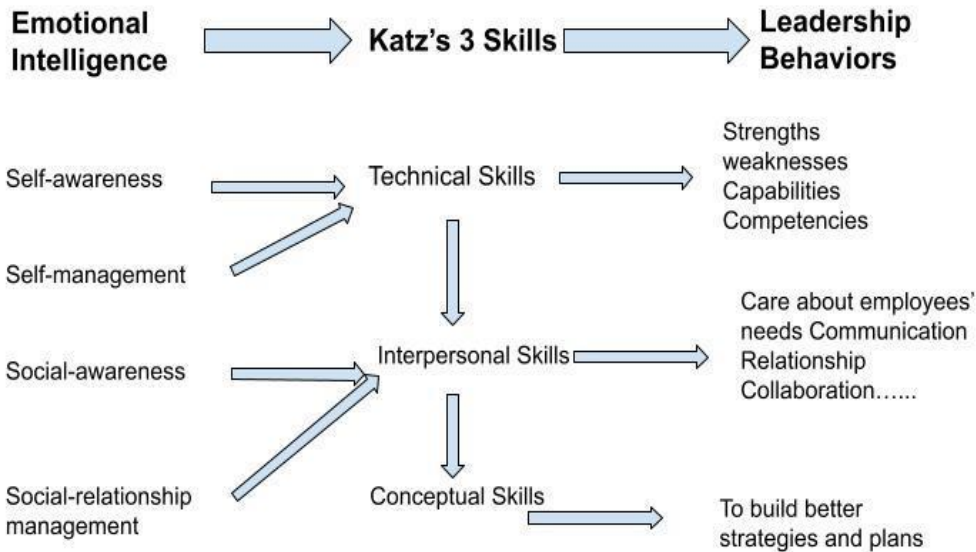
According to the statistics of articles by Landry from 'Harvard Business School Online' and Winter from 'Human Performance Technology by TDS', emotional intelligence has a significant influence on leadership, behaviors, management, and leadership outcomes in both positive and negative perspectives.

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Emotional intelligence plays a number of very important roles in the workplace:

1. Leadership development increase 37%
2. Employees with higher EI helps to increase better performance and behaviors. such as promotions, motivation, efficiency, competencies (58%-93%).
3. Leadership outcomes: it's estimated 67%-81% of outstanding leaders from larger worldwide organizations embrace high EI.
4. Only 10%-15% of people have higher self-awareness which can stimulate more problems in both personal and professional life.
5. EI helps to increase about 72% job satisfaction. Otherwise, most people will suffer from increased job dissatisfaction.

Emotional intelligence influence behaviors from Katz' 3 Skills perspective:



---Flow graphic made by Xueyun Zhang

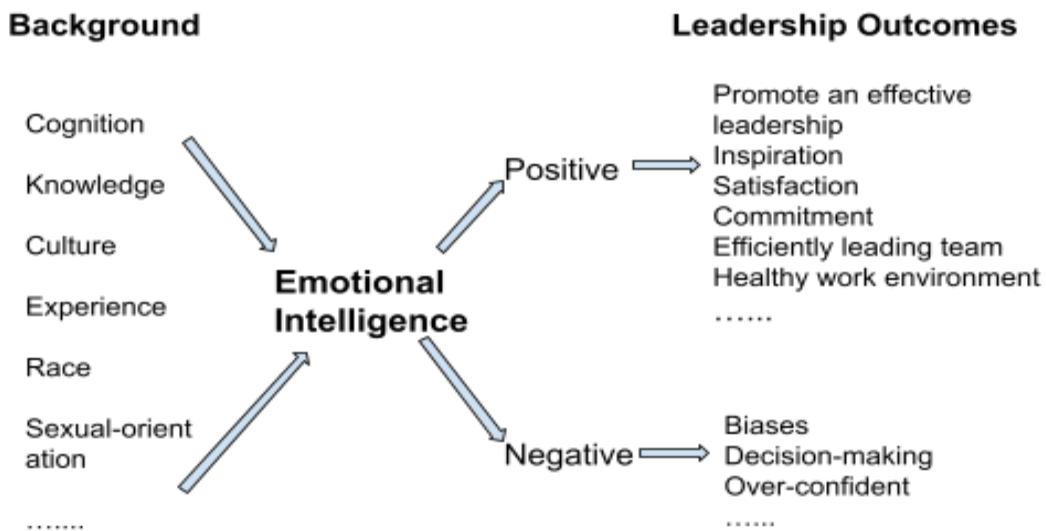
Connecting four factors to Katz's 3 skills; Four EI factors influence people to gain Katz's 3 skills in different stages in leadership:

1. Basic stage, also technical skills: leaders need to gain high self-awareness and management to be able to observe themselves and others' strengths and weaknesses. Those abilities lead them to take action to keep learning more skills and knowledge to be competent in their roles and able to teach others to gain their technical skills for their basic roles.

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2. Higher stage, also interpersonal skills: Leaders need to embrace high social-awareness and social relationship management abilities which motivate them to care about employees' different needs, and motivate employees efficiently. Also help to apply suitable and effective leader style communication and build better relationships with individuals, teams and organizations.
3. Highest stage--conceptual skills which high management and leaders need to gain: the four EI factors help leaders to pave a foundational way to have different abilities to be aware and manage their and others behaviors and reaction. They have a high chance to see the entire picture of development trends, and be able to have a healthy social relationship to build up a better strategy and plan.

EI with Leadership outcomes:



Flow graphic made by Xueyun Zhang

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The presence of a diverse background directly influences how people instruct their emotional intelligence which causes both effectiveness and limitations for leaders to make decisions.

Positive outcomes:

“Subordinates are more satisfied when their leader demonstrates the characteristics portrayed by an emotionally intelligent leader (Mast, Jonas, Cronauer, & Darioly, 2012).” (Kellner 2018)

1. EI helps to build a healthy work environment and stronger social relationships. It also helps leaders to gain others' commitment and work engagement. EI helps leaders to adopt the suitable leadership styles needed based on the different situations in order to be an effective leader.

Some negative outcomes:

1. Biases: some leaders gain the wrong impression of an employee due to a different culture.
2. Leaders could have poor social-awareness regarding the diverse environment which contributes to making wrong decisions.
3. Leaders who believe to have high emotional intelligence can lead them to be overconfident in some situations. Or they could use their power of EI to pursue their personal interests.

Discussion and Conclusion

To circle back, the main question to consider is, what roles does emotional intelligence play in leadership? The study concludes that EI plays a significant role in leadership in the workplace. EI influences leadership behaviors and outcomes in both positive and negative perspectives. Most research shows EI has a positive influence, however, it contains negative influences or can gradually steer us wrong in some situations if we lack awareness. An effective leader needs to obtain abilities to balance both the positive and negative influences of EI. However, how can we control the degree of this balance in order to avoid slipping into bad behaviors or making poor decisions, especially in a diverse workplace? Everything has two sides, even leaders, and we need to utilize critical thinking and inspire employees to improve their critical thinking skills as well. To keep EI influenced leadership positive, we have to keep a rule in mind: decisions have to be made with the benefit of most people (employees) in mind. This rule will drive us to be more open-minded, to practice and gain higher suitable emotional intelligence, and allow us to be able to think and make decisions from different perspectives in leadership. In the future, there should be more and more findings and practice that help people to keep a good balance of the two sides of EI in leadership.

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