

Emotional Intelligence
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Emotional Intelligence in Leadership

Well in this class we are going to examine the relationship between emotional intelligence and leadership. What is the relationship between human behavior and emotional competencies and emotional questions? So there is a notion in the recent years has developed out of research. Even Goleman's also claims that you know twenty percent of our cognitive abilities is responsible for our success in organizations or in our career while eighty percent of our attributes is related to non-cognitive abilities.

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Emotional Intelligence and Leadership

So keeping this in view we will examine what are those non-cognitive abilities or social emotional abilities that make leaders or managers or employees in organizations more successful than their counter parts. So before going into detail although by this time we are familiar with emotional intelligence concept but let's examine what is leadership and what exactly it talks about and what and what are the different characteristics of leader and why leadership is important in discussion of organizational affairs.

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Explosive growth of research on leadership because:

1. Multi-disciplinary research
2. More demand and less supply
3. Under same operating condition, it is the leader who can make or mar the organization. Leadership and business performance are related.
4. Leader is a change agent: adoption of innovation, plant modernization, marketing plan, mergers and acquisition, culture change, etc.

Keeping to this business scenario in view there is a growing multi-disciplinary research based on leadership characteristics, leadership issues, leadership challenges, leadership effectiveness. So leadership is such a behavior have been derived from both sociology, psychology, political science even history also witnesses the emergence of various leaders and their characters and their influences in the sphere of politics nation buildings, organization buildings, etc.

So leadership is important due to multi-disciplinary research and more and more numbering of growing research in the field of management, sociology, psychology, political science, anthropological studies, and then more demand and less supply. When there is a, more demand and less supply in the sense the organizations are frequently encountered with leadership deficits, in the sense that they are lacking appropriate or effective leaders to run their organizations.

So therefore the positive of effective leaders in the life of any organizations has prompted researchers and practitioners to discuss and debate upon these issues that how can we identify effective leaders or how can even you nurture in organizations so that the leadership aspect is taken care of very effectively.

So that is why there is more demand of leadership but supply is very less and under same operating conditions it is the leader who can make or mar the organizations. So sometimes people say that leadership is the (()) (03:37) of organizations. So the survival and success of

any organizations depends on leadership so if leaders are not effective organization may sink due to you know suffering the set back of productivity, suffering the set back of disorientation, etc.

So leadership and business performance are you know directly related to each other. So it is the leader that brings business performance in the lie of any organizations. Leader is a change agent sometimes people often say that you know leaders are the only people who can bring change in organization. Unless the leaders initiate any change activities it is very difficult to implement any kind of change.

So that is why leaders are otherwise known as the change agents' adoption of innovation, any innovative technology coming to the market is not easy to implement in a particular organizations. Because whenever any new is introduced in the life of any employee there is too much resistance. People are skeptical, are they competent to handle this technology, are they comfortable to embrace that chance.

So these are certain questions that come to their minds, so that is why it is not easy to implement any kind of innovation or innovative ideas, activities, technology anything else. So that is why it is the leader's challenge or a leaders who is courageous, who is you know competent to handle this kind of change, persuading his people and convincing the better side of it.

So, then you know suppose a planned or any industrial unit is going for modernizing its plan by introducing new technologies. Because you know many times these organizations are many particularly manufacturing organizations suffer from you know old technologies. Say for examples like, you know till yesterday years or last year's we were making use of Iphone6 or S6, in terms of Samsung phones. But this year you will find new versions.

So there are many people who have bought it but still confused how to use it, so that has created a lot of cause. Even while using note7's people found it too dangerous to carry in flight, it is causing fires. So, these are certain issues burning issues that creates suspense in the minds of people while making use of new technologies, new instruments. And yes, suppose there is market leader in marketing as recently taken over an industrial unit.

Say for example, the marketing of Iphone6 in Asia-Pacific regions, a new person has taken up, he has own plans, his own ideas, but when he says no let us stop manufacturing the in China, let us move towards India because we are getting cheaper level in India than China. So then it creates a cause in Chinese market, but suddenly moving the plan from one place to other place and changing the marketing strategy is not easy to survive in international market.

So, any plan whether in terms of products in marketing, selling, etc., or merger or acquisitions, you know. Say for example Tata has subsidiaries in UK. And suddenly the UK government wanted to please you move from our country or you merge with some of the engineers, steel producers. And that become a challenge for Tata companies because people those who are working there are very unwilling to merge with other companies because they are not well aware what is the culture, what is the lifestyle, what is the functional styles.

So these are challenges that organization often faces when they are trying to introduce any innovation any new policies plans or when they are trying to merge their subsidiaries with another units. So, (()) (07:57) are unexpected, expected very frequently in the lives of organizations. So it is only possible if the leaders are bold, brave, to mobilize their employees, like you know, recently what happened to India when demonetization policy was introduced in India everywhere still the cause is going on.

Still some opposition parties are saying completely reversal of the introduction of this system. But, the Modi leadership is saying no call back, we go ahead with this so that is what we call leadership influence. The leadership challenge that leaders often face in their life to bring success to their organizations.

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Leadership relies more on **personal power** than positional power. Its central concern is **coping with change, inspiring and motivating followers to realize the organization's vision**. It operates on the emotional and spiritual resources (values, commitment, aspirations) of subordinates (Kotter, 1990). Contrarily, management rests more on **positional** than personal power and deals with **organizing, budgeting, time scheduling, resource allocating and controlling**. It predominantly operates on physical resources (capital, human skills, raw materials and technology). First, it is a set of role behaviours needed to accomplish the task and maintain cohesion in the organization. Second, it is also an influential process, a set of strategies and tactics intended to influence the followers' values, behaviours and beliefs to realize the near and distant goals in terms of organization's vision.

So therefore, leadership lies more on sometimes personal power than positional power. So it is central concern that coping with change inspiring and motivating followers to realize organizational visions is very difficult.

So ordinary people cannot realize the long term benefit of a introduction of a new policy. That is the leaders who create its reasons. So therefore it becomes very difficult for a leader to convince the ordinary people about the extraordinary goals to be achieved in the long run. So therefore leadership is a very challenging task that needs to be you know very carefully practiced in organizations. It operates on the emotional as well as spiritual resources.

You know till the BJP government comes into power you know consecutively (()) (09:35) you know with a congress and its alliance parties they ruled. But, the economic growth interpersonal relations etc, drastically gone down nobody was knowing that yeah, Modi, a person like Modi will again emerge as the leader of the nation and he will completely change the face of you know diplomatic relation interpersonal relation, economic growth and development, you know technological advancements etc.

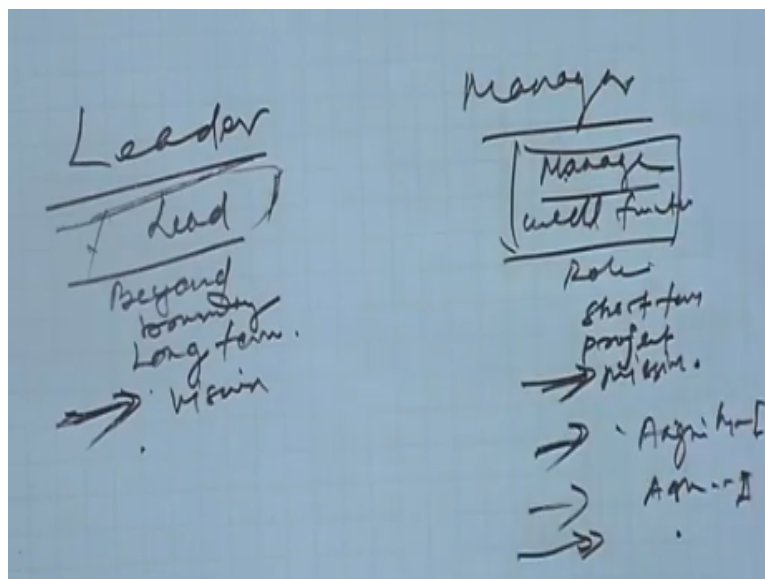
Now, you know people are feeling that yes, this is you know the emergence of new leadership in the life of India is getting momentum in terms of growth and development. So, that is where you need to create not only in political impact but technological impact or growth impact, you need to understand and tap the emotional and spiritual resources. You need to inject the values that one needs to exercise and needs to convey to its people.

That is very important so, sometimes management rest more on positional than personal power but as a leader people often define leaders as leader those who have followers. So you cannot be a leader without your followers. But people, often say no if you do not have power nobody obey you, nobody follow your orders. So, you cannot call me you cannot be called a effective leaders. But the real power of a leader lies in its ones strength and weaknesses that is what you call personal power.

Personal power does not only indicate ones positional power, it is the power that belongs to its inner resources. Like, you should act as a role model, like Gandhi, Nehru etc. so there should be a charisma within you that people will automatically attracted towards you as a leader. So that is what sometimes needs to be exercised in order to create impact in common mass. So resources also say that it is predominantly, leadership predominantly operates on physical resources sometimes.

But, the capital, human skills, raw materials and technology these are temporary assets. But the long lasting and enduring assets are the human resources. So human capitals, that needs to be tab properly in order to create an effective impact. First it is set of role behavior, leadership sometime is different has a set of role behaviors needed to accomplish task and maintain cohesion in the organizations. But this does not seem to be just like performing certain managerial functions so that is the basic difference between a leader and manager.

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Leader lead, this is the simple definition, conceptual definition. A manager only manage, so what does it mean, these are well defined functions, planning, organizing and executing you

have your roles are well defined. Leadership roles are beyond boundary in the sense managers always believes certain achievement. Leaders always believe long term. The leader wants to finish a project in time. Here, if the project is over what next, the leader fix that goals, so leader always believes in visions but manager always believe in missions.

Like you know, the vision is to make India self-reliant in defense technology. But the mission of the leader is those who are directors, their mission is to test a missile, so if the missile is successfully tested then their mission is fulfilled. But that is not enough, suppose you are testing Agni missiles, missile one, your next target is go for Agni two then ballistic missiles then integrated continental missiles. So they want to be the super then the aspiration is for super power to be chucked out.

So, that is how the leader actually influence but here the manager persuade to perform certain job and responsibilities. These are called daily transactions but leadership behaviors are not daily transactions. These are transactions for years to come so that is how the leader they vary from managers. But just like you know manager always believes in task accomplishments but, leaders always, managers always believe task accomplishments while leaders always believe achievement of you know future goals.

Like I want to see my organizations the top organization in the next five years that is the reason organization sets. But manager says I want to finish my project within the project time frame that is all, that is the difference. Second it is also an influential process, a set of strategies and tactics intended to influence the followers' values. Leadership behaviors are certain that it should impact your follower's behaviors.

People should believe that Oh, this is the leader we are looking for, what a person, he goes beyond the boundary line to help its people. So that sort of values needs to be inculcated. Leaders should be empathic, leaders should be you know interpersonally very effective, leaders should have emotional appeal to persuade you know the organizational values.

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1. Leader can be of any organized/unorganized group but there can be managers where organized structure create roles.

2. To be managers require qualifications which is not so in case of leaders. All managers are at least leaders but all leaders are not managers

Russy Modi, 3Cs: Competency, courage, compassion. A sense of mission, loyalty, urgency and action. Courageous, enthusiastic, tactful, decisive, loyal, intelligent, confident, policy-maker, gate-keeper, exemplar. Inflow and outflow of resources, distributes, rewards, allocates punishment, mediates in interpersonal relationship. Bandmaster of orchestra, captain of the ship.

Leadership styles vary according to the type of organization. Leadership at the top, middle, and lower levels differs because of the differentiated roles, authorities, and skill demands

So these are some of the finding that we have seen like you know like one of the examples from, people often say that traditional leadership always shows bold, brave and courage a leader should be. But in nowadays if you exercise (()) (16:35) behavior to persuade a people nobody will listen to him. People will say Oh my, he is living in fool's paradise; he is living in stone-age. This is the age of technology, age of software, age of super computer and this man is showing his hand to slap on our face.

So those things are getting obsolete rather you should be more empathic, more caring, more compassionate. So that is why Russy Modi even you know some year ago even he was there with Tata steel he says the thesis are (()) (17:13) very important. Competency, courage and compassion so these are three important characteristics that leaders see or any leader should possess. This gives rise to creation of the sense of mission. The leader should have loyalty, urgency and action.

So if you believe you knew a people you can delegate responsibilities. You can delegate responsibilities and achieve the urgencies you know suppose you need some urgently you need some action needs to be done, you have faith on your people so that could be done and yes, courageous, enthusiastic. Courageous means you should be a risk takers you do not display risk taking behavior many people will take everything casually.

So, leader should be tactful, decisive, loyal, intelligent, confident, he should be a good policy-makers, gate-keepers, he should be a watch man, watch man of the organization, not our watchman of the gatekeeper of the organizations. So why people say he also act as the

gatekeeper because he has always an eye on what is happening from not to, so from A to Z he has to keep record of everything, so inflow and outflow resources, distribution of resources, allocation of punishments all these are interpersonal relationship and bandmaster of orchestra like just like captain of the ship.

So these are certain characteristics I use one should display as a leader to lead a organizations. But over the years you have seen that there is no such you know a single leadership style that is effective across all culture, all organizations. Therefore, people instead of focusing on particular characteristics of leader, now these organizational experts are focusing on what kind of leadership style this person displays. Say for like is the leader is autocratic, is the leader democratic, or is the leader is liaisons-faire type of leader.

Liaisons-fairs are very causal. Easy-going peoples, so leadership style vary according to the type of organizations say for leadership at the top, middle and the lower level differs because of differentiated roles. Yes, the top leadership should be authoritative, middle leadership should be mediocre and the lower leadership should be liaisons-faire.

Because you are dealing with your contemporaries, so you should not be autocratic. So that is how, that should be the structure of leadership in an organization. So that you know there is a matching of frequencies of each other's mentality.

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Organizations have changed in new millennium. Machine does not dominate business. If machine dominates, then it could be designed, planned, monitored and controlled. But, work has become knowledge-driven, services likewise driven by right attitudes and skills.

The leadership needs change as the driver of the motor car changes the gear depending on road condition, weather, power of the car, and her/his driving ability.

Organizations have changed in new millennium. Machine does not dominate business. If machine dominates then it could be designed, planned, monitored and controlled. But work

has become knowledge-driven service oriented likewise by the right kind of attitude with right skills.

So you cannot display any mechanical leadership, or automatic leadership people often say the leadership needs change as the driver of motor car changes the gear depending upon the road condition or weather or power of the car and his or her own driving skills.

So you know leaders should be competent enough to identify who is a competent, who is a less competent, who is moderately competent accordingly there should be job assignments, resource allocations, power delegations. Otherwise, you know it will be very difficult to deal with people in the organizations.

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Theories of Leadership

Trait

Style

Situation

So depending upon these, there are different traits, there are styles which we talk about people possess different characteristics, and display particular behaviors. So after discussing all these characteristics and competencies let us examine how each of this characteristics of leadership behavior.

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When It Comes To Emotional Intelligence...

HOW SAVVY ARE YOU?

When it comes to emotional intelligence, how savvy you are? How savvy you are in the means, o you understand emotions of your own, you understand emotions of others, are you able to regulate your emotions appropriately. So how savvy you are then you go for emotional intelligence checkup, so that determines the leaders emotional intelligence.

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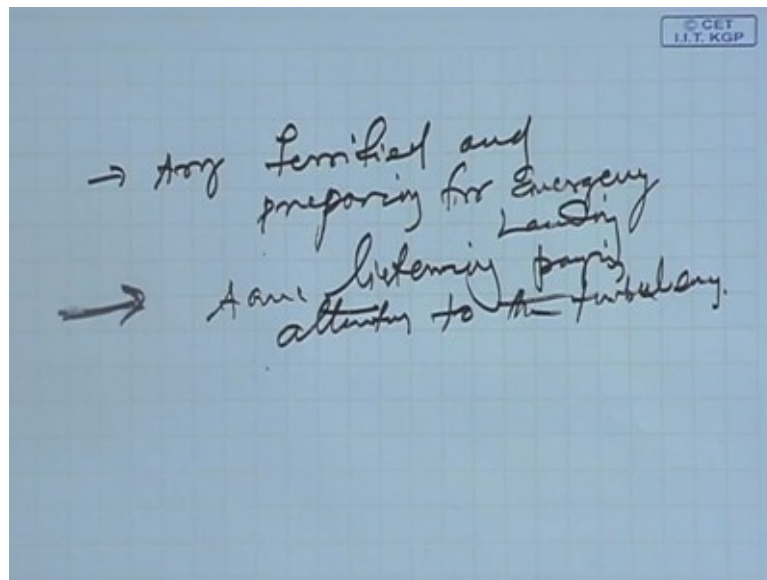
1. You are on an airplane that suddenly hits extremely bad turbulence and begins rocking from side to side. What do you do?

- A. Continue to read your book or magazine, or watch the movie, trying to pay little attention to the turbulence.
- B. Become vigilant for an emergency, carefully monitoring the stewardesses and reading the emergency instructions card.
- C. A little of both A. and B.
- D. Not sure – never noticed

So before knowing about anybody's or any leaders emotional intelligence we should go for x-ray or any kind of checkup, whether they are emotionally smart or not, say for example you are on an airplane that suddenly hits extremely hard turbulence and begins rocking from side to side. What do you do?

See there are four choices are given here continue to read your book or magazine or watch the movie, trying to pay little attention to the turbulence. Become vigilant of an emergency, carefully monitoring the stewardesses and reading the emergency instructions card. A little of both A and B, not sure, never noticed. So which one is the correct reaction if you are in the situations, can there be any more or other also.

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See are you feeling terrified, and preparing for emergency landing? There are people, they look at each other you know create turmoil so who is out of these four alternatives which one you think that the possible answers or is there anything beyond this that not noted. Or are you listening music without paying attention to the turbulence?

So it depends on it you know how vigilant you are towards the emergencies. How careful you are, what is the status of your emotional state? This is, if you are making or taking charge of all this situations then you are getting emotionally vigilant.

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2. You are in a meeting when a colleague takes credit for work that you have done. What do you do?

- A. Immediately and publicly confront the colleague over the ownership of your work.
- B. After the meeting, take the colleague aside and tell her that you would appreciate in the future that she credits you when speaking of your work.
- C. Nothing, it's not a good idea to embarrass colleagues in public
- D. After the colleague speaks, publicly thank her for referencing your work and give the group more specific detail about what you were trying to accomplish.

Let us go for the next situation you are in a meeting when a colleague takes credit for work that you have done. What do you do? Similarly you know I ask a question that suppose the teacher has given assignments to all students and suddenly the teacher found that one student's assignment is copied from students be completely.

So how do you react? Would you forgive him, would you react towards him, would you violently behave, or would you let him go simply like this without any warning? So these are certain situation we often face something like you know creating emotional emergencies. So how it takes charge of those decisions sometimes it displays our emotional reactions.

Immediately and publicly confront the colleague over the ownership of your work. After the meeting, take colleagues aside and tell her that you would appreciate in the future that she credits you when speaking of your work, alternative of choice three, C, nothing, it is not a good idea to embarrass colleagues in public.

After the colleague speaks publicly, thank her for referencing your work and give the group more specific detail about what you were trying to accomplish. So there are group who there are in this world, who are very reactive they cannot tolerate it anymore but that is the sign of immaturity you know, immediately publicly confront hey, how dare you to show my work in front of the public those who are you know little bit emotionally controlled and seems to be matured after the meeting.

They take the colleague aside and ask her that you would appreciate in the future that she credits you when speaking of your work. So if somebody is yes, you say I am very thankful to so and so that yeah, he, I am referring his work in here, in my presentation, third is noting, it is a good idea to impress colleagues in public. It is still better. But number 4 is the more, I think the best one you know after the colleague speaks publicly thank her referencing your work and give the group more specific so you know it brings the scope of to interpret the situation both for self and others.

So instead of reacting instantly, take a pause, take control of the situations, and deliver later. That is the way it shows that you are emotionally little mature. Then the third situation shows that if you are a customer service representative and have just gotten an extremely angry client on the phone. What do you do? Like you know, in your earlier classes I was showing a person's speaker that that he is overreacting over telephones.

You know if it continues for little more there maybe you know heart attack the person, who is receiving the phone maybe receiving a heart attack very soon. So it is a similar kind of situations you know, you are a customer service representative and have just got an extremely angry client on the phone. What do you do? Even in similar cases, you know call centers basically in call centers when the Indian call center executives deal with foreign customers like Americans and Europeans.

The most of the times they use to experience very abusive language because Indians pronunciations are not at par with Europeans and Americans, so they abuse over telephones, so in that condition as a client as a representative, executive who is providing services to their client organization. What would be the appropriate way to react over the telephones? We will come back and examine these four choices which one is the most appropriate. Thank you.