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Course
On
Education leadership

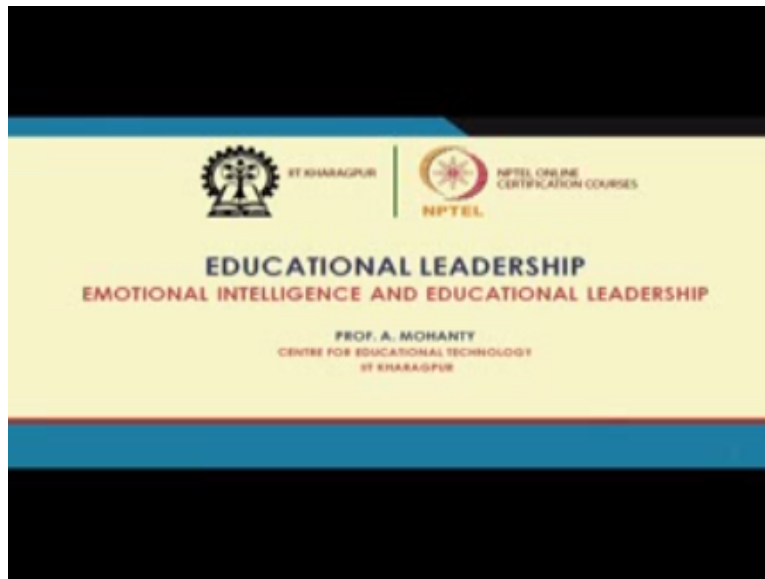
By
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Lecture 14: Education Intelligence and
Education Leadership

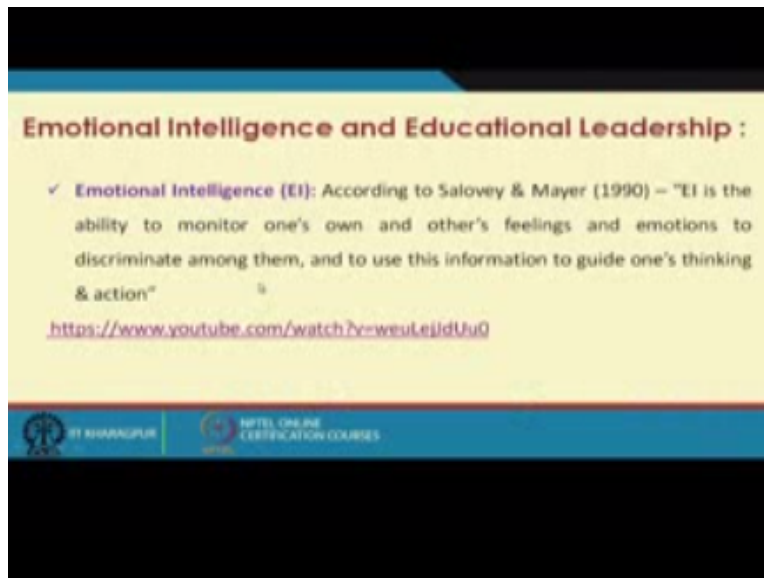
Welcome viewers once again to NPTEL course on educational leadership.

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Today we will discuss about emotional intelligence and education leaders in how emotional intelligence is going to help educational leaders in performing their jobs and in and I am saying that capabilities and you know taking the institution term height to the level of high performance.

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So this before going to the definition of commercial intelligence I would like to say that emotional intelligence was very much component inherent in social intelligence prior to its identification in 1990s better than it was very much there in as a part of social intelligence and even in the solving intelligence test like where intelligence tastes and Raven scholars probably similar to the state etc.

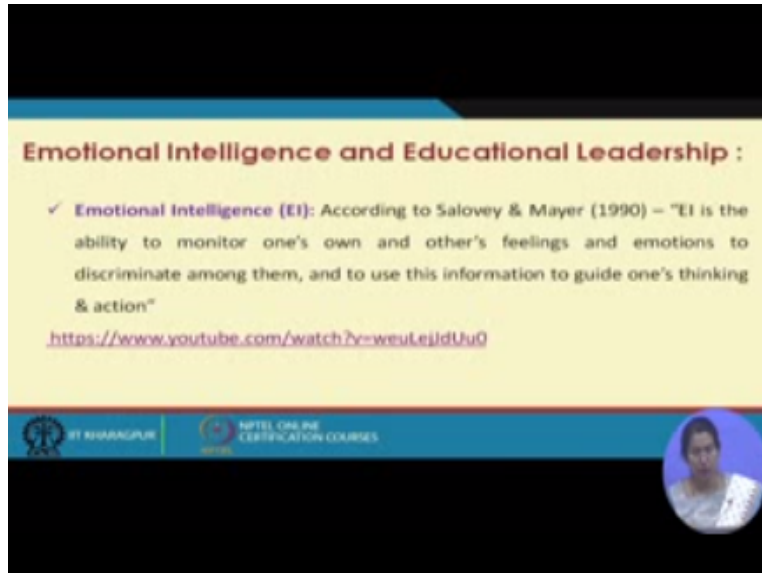
There is there are some kind of you known on verbal and non neon all numerical kind of test which measures this kind of on cognitive attributes like emotional components to those IQ tests also so it was very much there it was very much there in the traditional days in intelligence as a part of social intelligence etcetera but I 90 is only in 90s only.

It was highlighted by three or four second straight we prominent term education after prominent psychologists like Mayo Sullivan and Daniel Goldman so these are three authors you have this being adaptive brought in staff to the line light off for you know I follow this light to the line level how important this concept is so they have little Theory defined it early and precise do it and now brought it to the limelight as emotional intelligence as an having a independent you know attribute or a concert.

You know concept and more new emerged concept how it is important in all our academic and the professional performances so hence it became very prominent since 1991 onward but prior to that it was very much there it was very much their inherent social psychology social intelligence

and social psychology also so now we discuss about how it is being defined by various other authors and how it functions how it works in different workplace context.

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Emotional Intelligence and Educational Leadership :

✓ **Emotional Intelligence (EI):** According to Salovey & Mayer (1990) – “EI is the ability to monitor one’s own and other’s feelings and emotions to discriminate among them, and to use this information to guide one’s thinking & action”

<https://www.youtube.com/watch?v=weuLejldUu0>

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So mayor Sullivan he emphasized that emotional intelligence is the ability to monitor one's own and others feelings and emotion the first attribute is that emotional intelligence as the name implies first to identify our own emotions as well as others emotions and to discriminate among them and to identify to discriminate whether I am feeling a positive emotion negative emotion or happiness or sadness or you know you know of surprise or grief or you know frustration what kind of emotion actually.

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<https://www.youtube.com/watch?v=wesLejdUu0>

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We were experiencing discriminate among them and to use this information to guide one thing connections so when we become very much clear about our own experiences emotional experiences the feelings the emotions we are undergoing right now so it becomes easier for us you know to not only to articulate it very clearly to understand it and how to justify to rationalize it and how to perfectly blend it with our intellectual and processing and intellectual ability intellectual processing or the thinking process and thinking processes so that we can enhance our capacity.

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Emotional Intelligence and Educational Leadership :

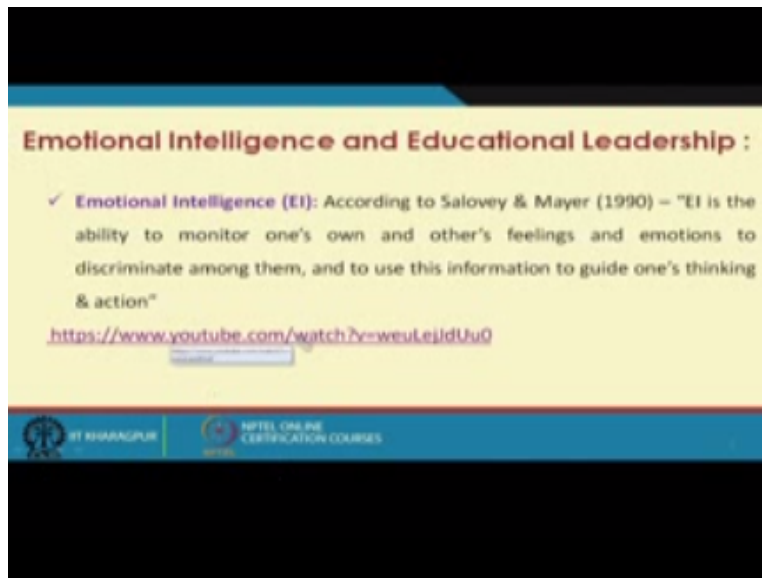
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So understand this concept we will go through this video which clearly explains this emotional intelligence in very simple way since the dawn of humanity the understanding of oil burning and rational decision expenses remain since the dawn of humanity the understanding of well-being of rational decision-making has remained relatively unchanged however recent discoveries in neuroscience and psychology may fundamentally change long-held fear ones about emotion and reasoning one recent study animal patients.

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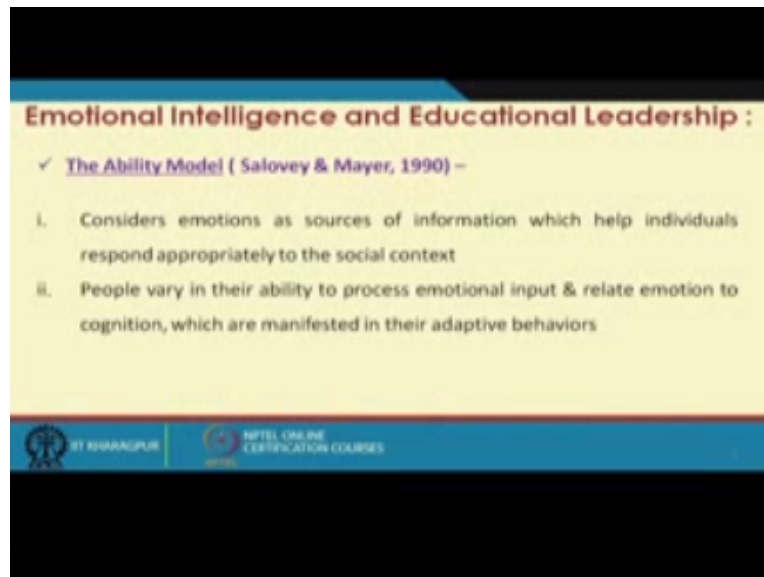
Who had experienced damage to the amygdale primitive part of the brain that typically regulates emotion what they discovered was that these patients often lost their ability to fear emotions and make basic divisions the implication of this discovery is that our decisions are not determined simply by logic ore motions alone but rather a combination of the two when we make a bad decision that effects our well-being it is typically caused by an imbalance between our reason and our emotion this processor understanding and facilitating emotions into rational thinking is known as emotional intelligence.

Originally developed in 1990 by John Mayer David Caruso and Peter salgothe theory of emotion one-time use can be broken down into four simple aspects one the ability to perceive emotion for human cues like facial expressions and gestures can indicate complex emotions that influence our understanding of other people but with happiness sadness anger and fear to understanding emotions convey information for example happiness usually indicates a desire to join with other.

People sadness indicates a desire to avoid people and so on each emotion conveys its own patterns of possible messages and actions associated to those messages 3 puking emotions to facilitate thought in recent years cognitive scientists have discovered that emotions prioritize our thinking therefore having a good system of emotional input can help you focus on things that truly matter for managing emotions managing emotions involves the ability to promote certain types of behavior through emotions.

And using them to your advantage for example if you are sad you are more likely to be reflective and analytical if you are happy you are more likely to be social and outgoing these four aspects that make up emotional intelligence inform our decisions help predict life outcomes and help us understand people in order to build healthy relationships since the dawn of human so as we can see from this video that emotional intelligence.

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It requires us to be aware of our own emotions as well as others so emotion to not only to identify but to manage our emotions like how to express it how to respond to different kinds of situations so both entities have asked ourself as well as others then add to regulate emotion to monitor regulate our own emotions then again how to use the emotions perfectly blend it with our cognition so that we can enhance not only a cognitive capacity but our performance so we can say that.

So emotional intelligence you can say it includes takes into account both our interpersonal intelligence and interpersonal things because as you known order to be emotionally intelligent we need to understand our own emotions similarly understand others emotion so unless and until we understand our own emotions own feeling own you know our own expressions etched we cannot understand order.

So both say takes into account both interpersonal that is Vedic individual instant what is going on and that interpersonal between the people between two individuals in a within a group etcetera

among the groups both intrapersonal and interpersonal so here in this concept as we have already discussed Salovey and Mayer they have developed a model that's called the ability model and how do they interpret emotional intelligence sort of the required competencies what are the personality traits attributes they have explained it in their ability model similarly Daniel Goldman has also expressed.

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Emotional Intelligence and Educational Leadership :

✓ **The Ability Model (Salovey & Mayer, 1990) –**

- i. Considers emotions as sources of information which help individuals respond appropriately to the social context
- ii. People vary in their ability to process emotional input & relate emotion to cognition, which are manifested in their adaptive behaviors

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Has also explained these things in their in his own model so that will go into the Daniel Goldman's model now the ability model of Salovey and Mayer in 1990s because that emotional intelligence considers emotional sources of information which help in if usual respond appropriately to the social context again first of its motion gives us the source of information like when we observe the motion in case of our self or others.

It we just want to assume something predict something that we are what is going on in his mind indeed in their thoughts on how do they feel and what they are thinking it's alone so it acts like a source of information for prediction making assumptions and with helping difficult to respond appropriately according to the social context of the situation so emotion acts as a prediction L it gives us a source of information to gives us some use of clues for prediction predicting certain kind of situation and planning our actions accordingly. Secondly plan people vary in their ability to process emotional input and relate emotion to the combination.

So there as because there are individual differences among us so and we know as the in degree as well as we grow up we grow up in the process of social license some people that linear or socially intelligent they're very acting understanding others emotions their feelings etc because maybe because of their personality traits attributes or maybe because of their exposure they have got for the part of the socialization process.

So that they are very in their ability to process emotional inputs then whenever they see the observe how quickly they can capture these clues and cues and process it so the very in terms of their emotional input and relate these emotions to the cognition then they immediately process with information and try to understand it try to get the meaning out of it which are again manifested in their adapted behaviors so again according to a plan and then they respond to persuasion situation.

So always ultimately that means manifested their adopted behaviors in a particular social context so some people actually very those all delicious narrator those who are socially intelligent very good they are very intelligent in social perception social cognition so they can quickly take the input emotional inputs processes to properly accurately more accurately then blend it with their thinking process and the perfectly respond to the environment in a very adaptive manner.

So and according to mayor and Sullivan there are four GI abilities for emotional tennis abilities what are you think but feeling emotion as normally discuss specific emotions the ability to detect and read the emotions in self show accurately how you can say how accurately we can understand our own emotions whether we're feeling depressed or frustrated or angry or you know or you can say bored or what kind of feeling we are going through right now who have to correctly analyze it.


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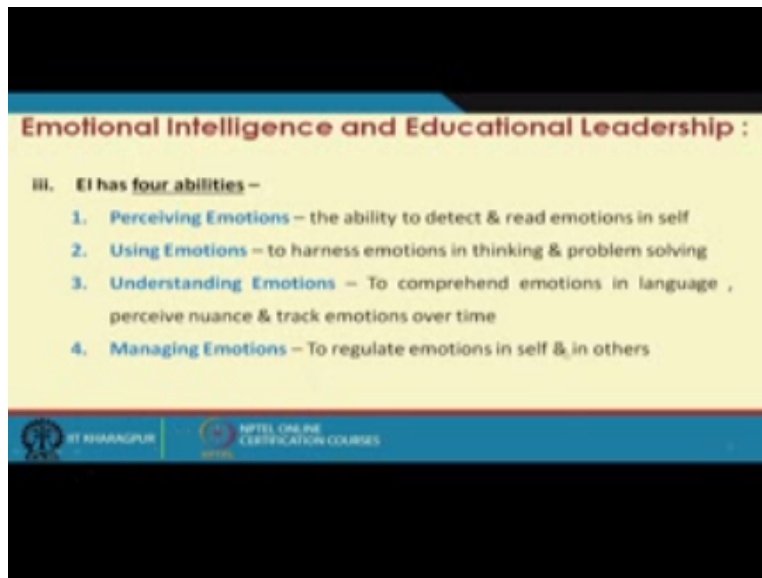
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And interpret in a proper way the ability to detect and read our own emotions whether exactly am feeling angry or frustrated or hopeless or depressed or what kind of feeling right now I still I am undergoing so I have two identical we want to identify our cell very accurately second is using emotions to harness emotions in thinking and problem-solving so then again how to blend these emotion Northridge these emotions group is not the motion in teaching and problem-solving that.

How can suppose I am feeling very happy ready good in mode and saying you're joyful my mood is way I am very joyful right now so I want to put this or blend this the positive emotions in my work in my thinking and my problem-solving as apposite spirit as well as an energy sousing the emotions first is identifying accurately leveling Lee properly ok then using these emotions in our thinking and problem-solving behavior then understanding emotions.

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That misunderstanding emotion to comprehend the emotions in language that means going to be clearly articulate clearly say that yes my feelings I'm feeling this emotion that emotion that reason behind this is like but see the nuances and track the emotions over time if I am happy then if I'm happy then yes probably I could find out this be that the some of the reasons why I am happy then properly some unhappy some very angry then I have to find it out why I am unhappy.

Why I am angry for what reason and what to where the regions are located what are the causes so to pursue to confirm two motions over a puritan then I have to observe myself monitor myself like how long I am being angry on remaining very angry and being in testate of anger for a long period of time whether for few hours of the days or thematic set also has to monitor also mown emotions over a period of time okay.

Then managing emotions to regulate emotion in itself any others so always whatever abilities were talking about glazed papers hidden using understanding them so we have to understand in our tapes as well s it will help us in understanding others emotion also so managing the emotions to regulate the emotions in self and others if we can regulate our own motion perfectly then definitely we are going we can we can skillfully you know understand and I determined articulate and you manage the emotions of others or regulate their emotions in case of other.

So however we saw with the lack of emotional awareness now like for example with the lack of emotional awareness will be only suppose we are only analyzing anything from the intellectual

perspective into less cognitive ways that are ignoring the some you know totally the emotional aspect affective aspect then we may I ultimately land up you know land up ingesting boarding board without getting aspirin or energy of being motivated towards a particular kind of old equipment or the positive spirit of the song got deeper motivation towards her you know the desire to achieve desire to succeed in life etcetera so emotion is Avery essential component.

So emotion is Avery essential component or you can face it you know at it to act so you know it ask and it has color and flavor in our experiences which we can positively utilize it for our problem-solving for our cognitive growth for our intellectual you know intellectual prosperity success as a toaster the interpersonal aspects of VI are more than just comprehensive and as we have already described intrapersonal and interpersonal this interpersonal aspects of VI like going on.

The standing understanding our own emotion knowing our own motion articulating these emotional language explaining these by sitting is one sales are managing the emotions and blending it with the thoughts no cognitive processes thoughts and thoughts and in problem-solving behavior all these interpersonal aspects are not just some of the competencies what is the D on that even though emotional competencies are fundamental to social intelligible ready discussed is that.

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Emotional Intelligence and Educational Leadership :


- IV. Intrapersonal aspects of EI are more than just competencies even though emotional competencies are fundamental to social intelligence
- V. EI involves the ability to carry out accurate reasoning about emotions & the ability to use emotional knowledge to enhance thought (Crawford 2010)

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It was like it was a very much essential component of social intelligence which you are there in the past but which are only identified in 1990s by Mayor and fellow back then later on by Daniel so these interpersonal intrapersonal competencies are not just some of the competencies but it goes beyond that it goes beyond that so we all involve the ability to carry out accurate reasoning we do with the help of emotion also when we perfectly blend emotion with cognition.

Then we also sometimes carry out more or carry out more accurate reasoning analysis of other's behavior particular situations the causal factors the background the implications and how-to you know how to solve those problems' it helps us in formulating strategies also so accurate reasoning about the emotions and the ability to use emotional knowledge and NL to enhance of course so it helps on in different ways not only to understand in the particular situation contact the causal factor the Bragg background.

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Emotional Intelligence and Educational Leadership :

- ✓ **The Mixed Model : Daniel Goleman (1998)-**
- ◆ "One does not need a high IQ to be successful"
- ◆ Goleman defines – "EI as a capacity for recognizing our own and others' feelings, for motivating ourselves and for managing our emotions, both within ourselves & in our relationships"

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And you know there member the individual member sort of our people got people who are involved in a particular there is you know conflict situation or in a emotionally tone situation to understand their feelings emotion and from there to draw certain conclusion and accordingly formulate certain action plans are setup implemented to Billy the petition so it helps yeah it helps

both inaccurate making accurate reasoning about the particular kind of behavior particular kind of causal factors in a particular zone social context and how to solve it.

How to resolve the conflicts and other issues so there are two comes a mixed model of Daniel Goldman and in Daniel Goleman says that one does not need high-rise I will see to be successful tea contains anisilikal term don't let Dante century I see is a very you know a very significant common component like in intelligent questions and username verso many tests and have been developed in little measure the intelligence quotient like 90 to 100 and attained in the recover comes under the average category above this category and 140 is the you know is the highest level of intelligence service.

Because the biscuits are being considered to possess the 140 I see various level so they are only now there are so many scale measurement tools to pay a suspected to measure the item so I - I saw as a tilde dicey was thought to be a very important component for determining your academic software professional success etc.

But Daniel Goldman said that no I think not just enough so one does not need very high IQ that one in order to be successful in life one does not need to have a 120 above I - or high very high key is not our liquid gold Golemon defined AI as a capacity for recognizing our own and others feelings okay so yeah I will be Kohl important even equally important to bring succession our life and I too is not the sufficient and for being successful in life until.

We do not need only I see you are a very high IQ rather if you can perfectly blend IQ retail motion intelligence in pure then a person can achieve sub self so he defines VI as the capacity for recognizing our own another feeling the training how to understand our own feelings so that we can also understand others feeling for motivating our sense then we can motivate our self I need to do this thing.

I have to put more effort or I have to make these action plans these and hypothesize they die or to the leg the resources or we can we can plan accordingly to motivate our self for motivating our son and for managing our own emotion similarly optimal like how-to reduce the negative motion how to rationalize our emotion show to arrest justify our emotional experiences and again how to convert it transformative to the positive emotions.

So that we can motivate yourself we can motivate other and so both within ourselves and in our relationship so we can motivate the ourselves as well as others for role equipment bringing success in light so it also helps us immensely in maintaining our interpersonal relationship so our relationship management is also be done by emotional intelligence and high ET I can make a difference between business and the public success and failure grouping the competition to 5 double.

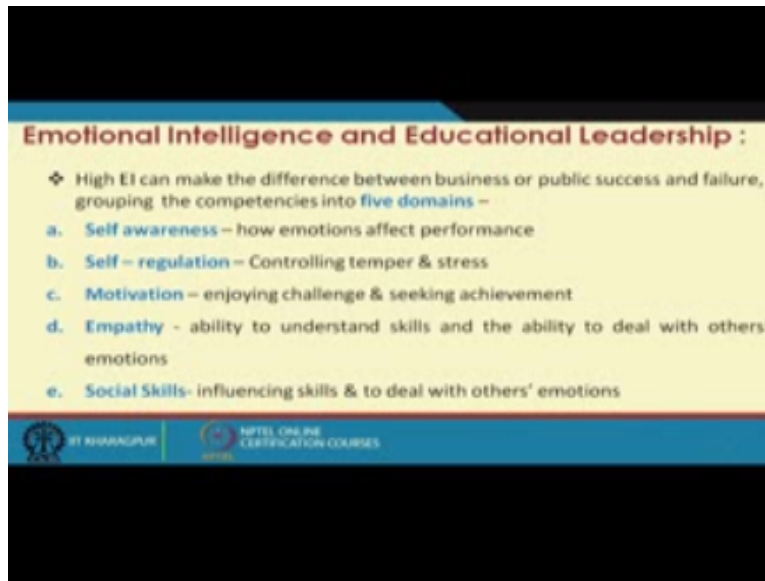
So daniel goleman says that is not only into or it is not required to have an higher rather average or above-average IQ with the you know normally the normal and optimum level of VI emotional intelligence so which can bring different public success and now it determines that a large extent upon the success and failure business success and failure and accordingly has tried to group the competences into five domains.

So what are the domain self-awareness as we have already discussed alpha one is how the emotions affect a person first when we identify when we identify and our emotions like I am feeling bad or good or anger or hopeless unified or you know pain let us what about kind of then we have to not only when a identify it we also evaluated how these emotions affect my performance how these emotions are affecting my performance.

So how the emotions affect my performance that is the self-awareness you need to develop second is the self-regulation that is the controlling the temper and self-regulation is that we should not that means we should not come under the power of emotions so that it will overpower us so we have to control monitor control our own emotions within if we're very angry even if were very sad we have to control taken to control these emotions or that means heightened emotions control it regulated and regulate.

It inexpressive need to press it but as forth requirement as accurately appropriately as for the situation demands not that will outburst it or will just go throw the temper tantrum after in any situation that that is not the GI symptoms so self-regulation controlling the emotion and the stress then next comes to motivation motivations that again is the capabilities I billet motivating that enjoying the challenge and picking the achievement it is suppose whenever we face any kind of challenge any kind of impediment to any kind of problem.

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Emotional Intelligence and Educational Leadership :

- ❖ High EI can make the difference between business or public success and failure, grouping the competencies into five domains –
 - a. Self awareness – how emotions affect performance
 - b. Self – regulation – Controlling temper & stress
 - c. Motivation – enjoying challenge & seeking achievement
 - d. Empathy - ability to understand skills and the ability to deal with others' emotions
 - e. Social Skills- influencing skills & to deal with others' emotions

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You know goal achievement term process well if we take it as a positive challenge if we take it as a chance to prove ourselves if we take it as inopportunity to enhance our abilities and talents and capabilities so we will definitely enjoy that team so the duck challenge so it will add oneself-motivated it will strengthen yourself esteem self-efficacy our capacity and so and in that process we will enjoy these kind of challenges and will move forward move ahead go ahead or with the goal achievement behavior.

So enjoying the challenge and seeking the achievements of the more and more the challenge we face and when we take it as an opportunity to yourself to learn new things that the experience the new learning situations is better than indefinitely it will give us a little to take off versus achievement and success when expertly so empathy again input is another tribute significant tactical component of emotional intelligence or empathy is the ability to understand the skills and the ability to deal with others emotions.

So electron will discuss about the empathy and sympathy and different emotional regulation filter for input is that yes I can understand what kind of feelings the others they are undergoing

right now they're feeling right now I can understand it and I canfield fully bill with this situation by either responding to them or reacting to the situation a very appropriate way is a very desirable way.

So that nobody would-be hot on also by interpersonal relations well maintained so to deal with above emotions like if other soreness you know for example you take an example of any kind of disaster disasters happened because the victims are there how to deal in the disaster distance vehicle there is there in the very first offstage very distraught days our emotions are indicted you know they are in utter hopelessness butter for station or the shock and how to deal with that emotion.

I have to very patient very careful very intelligent in understanding their emotions to handle them properly to offer them the solution to rehabilitate them so Scioscia we need their we need the help earthy yes we need the empathies empathy helps us a lot in dealing with this kind of you know just expectation traumatic situation disaster situations etc then the social scale honorable is a social skill influencing skill to deal with others emotion.

Now where are talking about like we have to manage our emotions we have to manage others emotions we have to regulate our own emotion we have to regulate others emotions so regulating others emotion does not mean that we are going to control their emotions no that is not the meaning so rather we by understanding their own emotions and feelings how can we influence them how can we influence them.

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We convince them can persuade them towards the work versa positive direction or towards the normal case they are not feeling very good Armand there are in order for Kordich based situation orchestrated how to bring them back to the normal fallout to motivate them towards work so it is an SS key influences need to deal with others emotions with utter care and caution and how to bring them back to the normality and thereafter how to motivate them towards the positive direction so later on golden here summarize again these things the five components into again four components.

So you can say this is the final four component Daniel Goldman has advocated for so after summarizing everything say that four important component that self-awareness self-management that emotions as we observe the manners eat within ourselves self awareness and self management and social awareness and relationship management emotions how we can understand others emotion regulate monitor their emotion manage our relationship manage and influence them influence them to motivate them etceteras it's our about the social awareness and relationship management.

So we can support with four domains an important one is a self-awareness self-management similarly social awareness and relationship management in the social context so here's a summarize these are all your competences into four domains as we have discussed self-awareness self-management social awareness and for relationship management so now we'll continue this a second in the next part but how different little things going to help us finish in our

leadership in our petition carrier in our day-to-day transactions and up in the next lecture okay
thank you.