

**NPTEL**  
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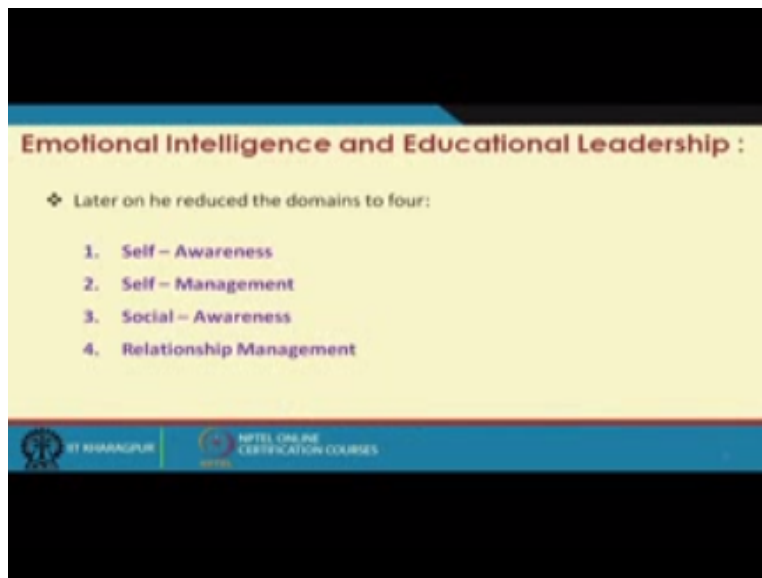
**Course**  
**On**  
**Education leadership**

**By**  
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**Lecture 15: Emotional intelligence and**  
**Educational leadership**  
**(contd.)**

Welcome viewers once again to this lecture on emotional intelligence till now we have discussed about the mix modal and ability model of Daniel goal men and mellow solvent so as for the last conversation discussion I like Daniel goal men has did used of all these domain, important domains into 4 aspects that is self-awareness self-management social awareness relationship management.

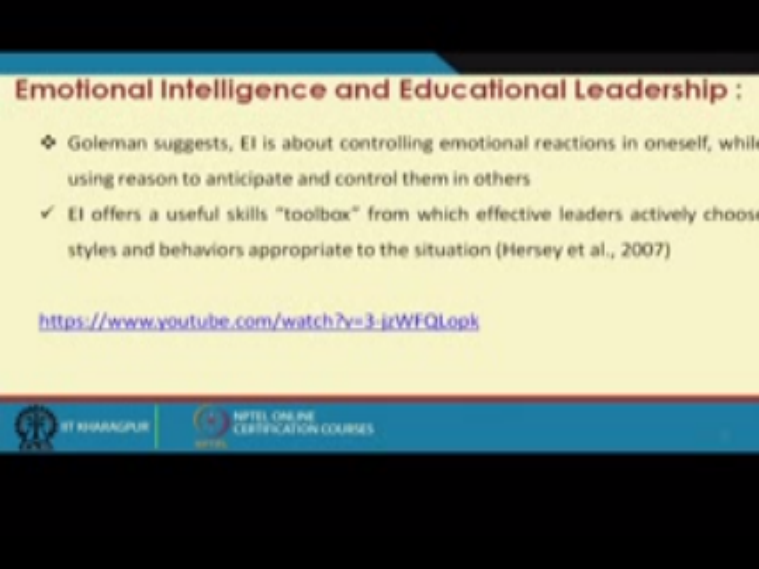
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How we are going to use emotion in case of ourselves inquire ability monitoring our own behavior as well as how we can use it in understanding others emotion and influencing them

mentioning our relationship management so now goal men suggest that EI is about controlling emotional reaction in oneself.

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**Emotional Intelligence and Educational Leadership :**

- ❖ Goleman suggests, EI is about controlling emotional reactions in oneself, while using reason to anticipate and control them in others
- ✓ EI offers a useful skills "toolbox" from which effective leaders actively choose styles and behaviors appropriate to the situation (Hersey et al., 2007)

<https://www.youtube.com/watch?v=3-izWFQlopk>

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Like for example when we even though we are going through positive emotion negative emotions very offend and we are you now we are deeply influenced by it, but we cannot exactly we cannot instantly you know respond to react a particular situation with a same intensity and the same degree so we need to control our emotion reactions in our self because it should be a preoperative contextual it should be desired as for the requirement a situation hence we need to control our own emotional reactions.

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EI is all about these controlling emotion reactions while using reason to anticipate and control them in others so when we are trying to regulate and influence others regulate others emotion understand their emotions and influence their behaviors and emotions. So we have to justify we have to rationalized it so what would could be the proper reason for these how I should do it because here are we have it to bland we have to use our intellect ability to rationalize it to find out the reasons and how to influence them to formulate the strategy to influence the to control their own emotions and again to channelize their emotions in very positive and constructive so their emotional intelligent is such a tool it is offer the useful skills.

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It act like a tool box from which effectively leaders actually they actively chose the styles and behaves up properly to the situation so emotional intelligence it offers a set of skills in that tool box from which the effective leaders you know very intelligent leaders influences leader transformation leaders all kinds of leaders they selectively very appropriate selectively they choose the styles different styles the strategy and use it appropriately as for the requirement of situation.

Here I just want to say that unlike intelligent quiescent intelligent quiescent is also you know partly it is inherited and partly it is acquired so but we believe that there is a lifelong process intelligent quiescent is you know we its primarily develops usually the initially initial formative years but unlike IQ, EQ or EI can be developed at any stage of our life at any point of our life style we can develop EI.

So there is no age limit there is no constrain like that 60yrs old men cannot improve his EI or a 16yrs old boy cannot improve his EI.EI can be learned EI can develop throughout our life panel at last stage of our you know till our last movement of the life also so EI is the continues process it is an life long process and anybody at any point of time can improve his EI throw some excise throw some training throw some you know individual element throw some effort throw some experiences so that is all about it and now we watch an video which can better explain about these emotional intelligent and how we can develop it .

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
So now we can see that how we can use EI competences to maintain a healthy inter personal relationship with all our stake holders those who are as associated to our directly or indirectly like students our staff or Qualex u know what community people, people who are in network. EI not only helps in relationship management but at the same time we can utilities these we can use our EI to motivate each and every professional our staff or Qualex our students for chewing their excellence academy excellence professionals excellence to nature their talents to maximize their potentials and to achieve their carrier goals.

So how the next thing is that how the leader education leader is going to use this EI competency not only to develop the EI competency among stake holders among the student among the staff among the Qualex but how to utilities this EI for achieving the larger goal for fulfilling his vision and mission for the institution for achieving the higher goal carrier goal academy goal institutional goal for the larger benefit of the society.  
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**Emotional Intelligence and Educational Leadership :**  
**Figure: Six Styles of Leadership**

Leadership Style	Key Features/Leader	Message	Impact on People/Institution
Coercive	Demands Compliance	Do what I tell you	Negative Impact: People resent and resent
Authoritative	Mobilizes People towards a vision	Come with Me...	Positive Impact
Affiliative	Creates Harmony and builds emotional bond	People Come First	Positive Impact
Participative	Forges Consensus through Participation	What do you think?	Positive Impact
Performance-oriented	Sets high standards for performance	Do as I do not	Negative: People get overwhelmed & burnt out
Coaching	Develops people for the future	Try this...	Positive Impact

Source : Mc Kimm & Held (2009)

So then as we have already discussed about that means we will discuss about it that leader ship. leader ship is very competitive significant component and the different styles patter of the led leader ship like it is again we can say it is individual list in nature in the way that the every individual leader has some strength weakness potential personality trade attribute etc..... And how skill fully how efficiency he uses this strength its positive attributes to lead people to guide people and fulfill his vision and mission and to enhance the institution effectiveness or increase the productivity in educational context, so primarily will be acquainted.

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**Emotional Intelligence and Educational Leadership :**  
**Figure: Six Styles of Leadership**

Leadership Style	Key Features/Leader	Message	Impact on People/Outcome
Over-Drive	Demands Compliance	Do What I Tell You	Negative Impact: People Resist and Resent
Audacious	Mobilizes People towards a Vision	Come with Me	Positive Impact
Affectionate	Creates Warmth and builds Emotional Bond	People Come First	Positive Impact
Democratic	Forges Consensus through Participation	What do you think?	Positive Impact
Face-Setting	Sets high standards for performance	Do as I do now	Negative: People get overwhelmed & burnt out
Coaching	Develops people for the future	Try this	Positive Impact

Source: Mc Kimm & Held (2009)

These kind of you know these six kind of leader ship styles as per the MC KIMM & HELD so there are different styles of educational leader ship which features are like this and it has some significant impact with the positive and negative on the people on its stake holders let us take 1<sup>st</sup> thing is the queasy kind of leader ship.

Queasy kind of leader ship it demands complaints like we can see it in case of regular administrative or the task master like who expects people to comply with the requirements of the institutions and fulfill all the responsibility duties within the time line etc..... So the demand complains by giving instruction clear instruction that do what I tell you like he all is want that everything should be you know should be complete everything should be perfect everything should be complete within the stipulated time within the frame work within the you know guide lines etc.....

So hence he expect the stake holder to the staff and the Qualex to complies with his instructions so like the measures he Conway's do what I tell you that means he expects that all the subordinates or the staff or the Qualex they suppose to fulfill his wishes or Carrey out his instructions straightly as per the guide lines to complains with the requirements of the instaurations.

Hence its impact is not very positive its impact is negative because in these process caring out the order straightly follow the instructions that means people offend resist because they often resist some time they also resent because they won't like these kind of approach dictate approach

of highly authority command of you know though as I said these is my order so it shows a kind of high structured you know buarocritive kind of structure highly you know that means vertical structure kind of organizations so it doesn't have a positive impact.

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**Emotional Intelligence and Educational Leadership :**  
**Figure: Six Styles of Leadership**

Leadership Style	Key Characteristics	Message	Impact on Followers/Students
Directive	Commander/Controller	Do what I tell you	Negative Impact - People Resent and Rebel
Authoritative	Address Issues, Establish a Vision	Come with Me	Positive Impact
Participative	Establish Consensus and Build a Mutual Bond	People Come First	Positive Impact
Consultative	Engage Consensus through Participation	What do you think?	Positive Impact
Permissive/ Laissez-faire	Set High Standards for Performance	Do as I demand	Negative - People get disinterested & loose will
Coaching	Develop people for the future	Try Me	Positive Impact

Source: Mc Kimm & Held (2009)

Next is authorities is also you can say the leader claims to be you know authority and but however he mobilizes the people towards the reason so how does he infill's others personate others by making them familiar with reason and mission of the institution. So he motivates them mobilize them then towards the reason so they motivate them towards the reason and mision of the institution by making them familiar with narating them again and again conducting different kinds of meeting to you know to induce them towards the goal achivenments to enersise.

The so mobilize the people towards the reason by regaress pratise exploser and formal and informal meeting expected to motivate them towards the achivenments and he measures actually says that come with me Im also moving hahead Im also going hahead and you come with me and let us achive our targets or goals or missions together so it has a positive impact even though the hears authoratative but he can take his task he can make the task done by others by motivating others enersing others by taking them together with him and movind hahead in a positive directions.



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**Emotional Intelligence and Educational Leadership :**  
**Figure: Six Styles of Leadership**

Leadership Style	Key Features/Leader	Message	Impact on People/Outcome
Directive	Demands Compliance	Do What I Tell You	Negative Impact: People Resist and Resent
Audacious	Mobilizes People Towards a Vision	Come with Me	Positive Impact
Affiliative	Creates Harmony and builds Emotional bond	People Come First	Positive Impact
Democratic	Forges Consensus through Participation	What do you think?	Positive Impact
Force-Setting	Sets high standards for performance	Do as I do now	Negative: People get overwhelmed & burnt out
Coaching	Develops people for the future	Try this	Positive Impact

Source: Mc Kimm & Held (2009)

So then comes the another cut out that I affiliated kind of leadership style so which creates more harmony and build emotional bond so these affiliated kind of leaders are more you know they are more dependent or more believe in developing a kind of healthy emotional bond relationship actually they impose more and interpersonal relationship they give imposes more to the group harmony institutional harmony and that is the 1<sup>st</sup> thing developing the emotional bond then he motivate towards the work .

He messages that people come 1<sup>st</sup> that means let us build a relationship 1<sup>st</sup> so usually in collective society like you know in some of the same countries we give more importance to relationship than our academic success of the professional success so we spend in a time in building the relationship maintaining group harmony building the group so for us group dynamic is more important and then only we move towards the work.

So here people come fast and it has again It has a positive significant impact on others on the employ on the staff to be committed to the work then comes a democratic leader, democratic styles of leadership is that it forces the consent through participate like

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**Emotional Intelligence and Educational Leadership :**  
**Figure: Six Styles of Leadership**

Leadership Style	Key Features/Leader	Message	Impact on People/Outcome
Coercive	Demands Compliance	Do what I tell you	Negative Impact: People resent and resist
Affiliative	Mobilizes People towards a Vision	Come with Me	Positive Impact
Participative	Creates Harmony and builds Emotional Bond	People Come First	Positive Impact
Democratic	Forges Consensus through Participation	What do you think?	Positive Impact
Force-Testing	Sets high standards for performance	Do as I do now	Negative: People get overwhelmed & burnt out
Coaching	Develops people for the future	Try this	Positive Impact

Source : Mc Kimm & Held (2009)

It gives enough of chance of freedom kind of environment so that anybody and everybody can you know can express their own ideas views or opinion etc... anybody can ventilate their anger emotions etc. So at the end when ever taking any decision it has to be consistencies that means even if you have the any kind of you know if you do not agree or if you have an disagreement any comment any remark any you know any kind of you know negative analyze all kinds of similar interpretations then let us discuss it debate on the have a diglots have a conversion and discuss these issue in the thread bear way but at the end the consent has to be driven unless until the consent is driven the discussion cannot be taken.

So it forces the whole members team members the participants to draw come to the conversation through concuss through active participants dialog conversation etc... It keep equal chance to everybody to express the thought views and ideas that is what do you think that means if the message of the leader towards the team members like what do you think everybody has an equal rights chance to get to express his thought and at the end when the concealment I drawn then the decision is been taken and implemented so that ultimately it has also positive impact on others.

Then paste a team some leaders are taskmaster so they set the goals 1<sup>st</sup> the target you know the target and goals the stranded of performance has already bedsit by the leader and the leader expects that the everybody should follow it and achieve it within the time. So do as I do now so the movement he begins others should also begins and the movements he expects they should

finish they should also finish so like in case of joy you know like marketing kind of insurance all kind of marketing jobs.

So there is an competitions they are usually the staff them the employs used to get the target know within these month and that month they want to achieve this target you know they have to admit these many clients as such the target have already been set by the leader and with the high standard and the very speed performer. But ultimately people get fed up people get you know exposed with these target because all the time it is not possible for everybody to achieve the target because there is so many situation factor.

So many environment factors not within our control or not within the control within professional because we cannot control the human behavior we cannot control the situation behavior it is very difficult for them to achieve the targets. That is why it has a negative impact on the people sometimes people are very at the initial stage they become very over work with the target these and that very become very while later on get burned out they got existed, so there is an another kind of solid leadership that is coaching that we already discussed about the mentors, mentoring, coaching so the coaching kind of leadership is developed people for the future.

So that is the coach, the mentors, the nurturers, the grooms the employees. They not only give individual attention to their strength and weakness, their needs their requirements they impart training to them to develop their skills competencies they give individual attentions they appreciate them, pro time to time they conduct different kinds of informal meetings to know each and every individual employee.

Their strengths and weaknesses what are their needs what do they need at this moment , what are their personal lives stories , are the happy or not, what are their constraints that they are facing in life, their set back facing in life, the experience their life experiences, so they try to understand each and every individual employees background their strength weaknesses their need accordingly they provide free trainings.

Again individually they attend to them their requirements by empathizing them then by giving and by constant communication dialogue with them by appreciating their behavior, by appreciating their strengths so without criticizing their poor performances etc. how to encourage them by appreciating their potentials abilities, so ultimately they emphasizes on how to enhance

their self esteem, self efficacy, their commitment ultimately it brings commitment and citizenship behavior among the employees.

So this coaching kind of leadership style, the mentoring kind of leadership style, or we can say ultimately we say it the transformational kind of leadership style it develops each and individual employee for making him prepared for the future, so develops the pupil for the future, he does not only focus on the present or achieving the present goals and suggestion goals but he is just visualize for the future leaders after 20 years down the line 30 years what would be the kind of institutional we have, and how our future generation leaders will behave and achieve.

What would be the stage and he has the different kind and a different level of self actualized goal higher level of reasons and missions and he prepared the existing staff each an individual employee for that future so he every movement he encourage all his employs and staff for trying out the new approach innovative approach for that matter he has he himself has to be you know very creative very innovative and he himself should be very collaborative and be a participate within the team.

It has a Menes positive impact, impact in others behaviors in this content we can say that all these attributes are for you know can say for the transformation leaders who bring the complete transformation of their institution their educational institution organization by you can say they want to bring 360` pass the transformation for the organization.

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**Emotional Intelligence and Educational Leadership :**

❖ **Transformational Leadership** aims to bring about change in individuals and systems, creating positive change in followers and developing them into future leaders. Four "Intelligence Traits" of them are –

1. Idealized Influence
2. Inspirational Motivation
3. Individualized Consideration
4. Intellectual Stimulation

(Bass & Avolio, 1994).

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The transformation leaders aims to bring about the change in individuals and the systems creating positive changes in the follows developing them into the future leaders so all these, so transformation leaders they do not just enforces on one aspect like on productivity or the performance the learning out comes or the components of the teachers or the administrative they do not just embosses on one components but the total transformation of each and every aspect of the institution.

They are very reticular in giving individual attention each and every you know aspect of often they do micro management as well as macro management so they give specialized attention to each and every aspects of the individual activities, so often conduct informal meetings with the staff just to know out just to oppress himself about what is going on and what is the problem they are facing they may not be very you know openly sharing their problems the hurdle they are facing.

Very often he conduct informal meeting just to know more about their staff their students to get the feedbacks from the grass wood table then how to blend these feedbacks in the action plan how to make the action plans more robots kind of thing how to you know encourage each individual staff or student etc.....

So in these contact of being a transformational leader also we need a intelligent we have to perfectly blend both the intelligent question IQ that means demine knowledge academic knowledge as well as your manager intelligent or the emotional intelligent, so here in this context of for being the transformation leader we need 4 types of intelligent trades only important types of intelligent trade which are very much required for being a transformation leader and bring the total transformation to the institutional aspect in any of the institutional organizations, so we will discuss elaborately in our next session, thank you.