

Leadership and Team Effectiveness
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Lecture – 17
Emotional Intelligence and Leadership

In the last sessions, we have talked about the personality of these individuals and on basis of these personalities, we have talked about the so many attributes of personality also and when we talk about the cognitive component that is the emotional component of the leader, then definitely, in that case, the question arises that is, how much emotional a leader should be, whether he should be emotional or not, that is itself is a question.

And this particular session will talk about all these issues and what should be the emotional the status of the leader.

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Contents

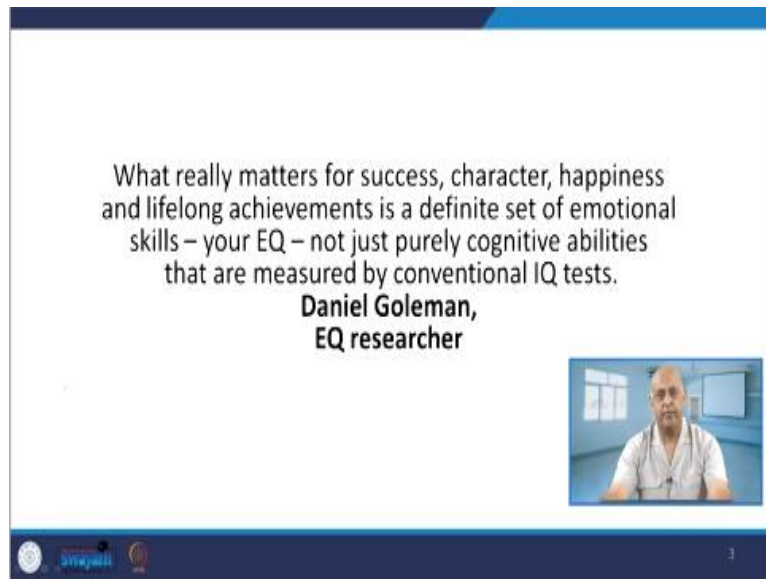
- Affect, Emotions and Moods
- Affective Event Theory
- Definition of Emotional Intelligence
- Ability Model
- Mixed Model
- Implications of Emotional Intelligence
- Research Paper
- Case Study
- Book Recommendation
- References

The diagram shows 'Emotional Intelligence' at the center, surrounded by five components: Self Awareness, Social Skills, Self Regulation, Motivation, and Empathy.

ImageSource: https://assets.neurosurgicalatlas.com/volumes/ATLASV05.HOTS/08.Emotional_Intelligence/HOTS/Emotional_01.jpg

So, we will talk about the effect, emotions and moods, affective event theory and definition of emotional intelligence, ability model, mixed model, implications of the emotional intelligence, and as usual, the research paper, case study and book recommendations, and references will be there.

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So, whenever we are talking about the emotions, so, Daniel Goldman's contribution is highly recognized and accepted in the academia and here is a quote was given by Daniel Goleman, it is the what really matters for success, character, happiness and lifelong achievements is a definite set of emotional skills. So, therefore, whenever we are talking about these successes or characters or happiness, then it becomes very, very important, that is we are talking about the how of your emotional status do we help.

Now, your EQ, emotional quotient, not just purely cognitive abilities that are measured by conventional IQ tests is there. So, earlier, we were talking about the IQ, and intelligent quotients, then we talk about the EQ. Definitely, I will also speak later in further sessions about the SQs, and spiritual quotient also. So, whenever we are talking about the success of a leader, the success of a leader depends on the IQ, EQ and SQ. On basis of these IQ, EQ, and SQ, we talk about the affect, emotions, and moods.

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Affect, Emotions and Moods

- **Affect:** A broad range of feelings that people experience
- **Emotions:** Intense feeling that are directed at someone or something
- **Moods:** Feelings that tend to be less intense than emotions and that lacks a contextual stimulus

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graph TD
    Affect["Affect  
Defined as a broad range of feelings that people experience.  
Affect can be experienced in the form of emotions or moods."]
    Emotions["Emotions  
• Caused by specific event  
• Very brief in duration (seconds or minutes)  
• Specific and numerous in nature (very specific emotions such as anger, fear, sadness, happiness, disgust, surprise)  
• Usually accompanied by distinct facial expressions  
• Action oriented in nature"]
    Moods["Moods  
• Cause is often general and unclear  
• Last longer than emotions (hours or days)  
• More general (two main dimensions—positive affect and negative affect—but are composed of multiple specific emotions)  
• Generally not indicated by distinct expressions  
• Cognitive in nature"]
    
    Affect --> Emotions
    Affect --> Moods
    Emotions <--> Moods
  
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Image Source: <https://www.youtube.com/watch?v=1234567890>

So, affect is a broad range of feeling that people experience. So, therefore, in that case, these are the feelings that are normally the people experience, and these feelings, actually, here I would also like to connect these feelings with the behavior. So, because the feelings that create the attitude and that attitude converts into the behavior. The emotions are an intense feeling that are directed at someone or something is there.

And therefore, these are the emotions we are having the intense feeling. And what is the moods? Feelings that tend to be less intense, than emotions and that lack a contextual stimulus is there. So, therefore, in that case, whenever we are talking about the effect, so, it is defined in the form of the emotions and moods are there that can be experienced in the form of emotions and mood these feelings.

These feelings are concerned with the emotions and moods that are there. Normally, emotions are caused by a specific event, and very brief in duration or the seconds or the minutes are there. So, therefore, that has to be very brief in on duration, specific and numerous in nature, for example, the many specific emotions such as anger, fear, sadness, happiness, disgust, and surprise is there and these will be decided about that is what sort of these emotions we are having.

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Basic Emotions

- There are dozens, including anger, contempt, enthusiasm, envy, fear, frustration, disappointment, embarrassment, disgust, happiness, hate, hope, jealousy, joy, love, pride, surprise, and sadness.
- Numerous researchers have tried to limit them to a fundamental set. Many researchers agree on **six essentially universal emotions**—anger, fear, sadness, happiness, disgust, and surprise.

Image Source: <https://www.crypsisbrand.com/an-evolution-of-the-types-of-emotions-418113/>

Whenever we are talking about the basic emotions, so, there are dozens including anger, contempt, and enthusiasm, and we fear frustration, disappointment, embarrassment, disgust, happiness, hate, hope, jealousy, joy, love, pride, surprise, and sadness is there. So, therefore, these are the certain emotions that have been given the examples are there.

And as we see that is that these basic emotions whenever we are having this part of these personality of the leader, then we have to understand what type of emotions a leader has to demonstrate. So, numerous researchers have tried to limit them to a fundamental set and many researchers agree on 6 essential universal emotions that is the anger, fear, sadness, happiness, disgust and surprise is there.

So, therefore, in that case, like the MBTI Myers-Briggs Type Indicator, we have seen that there were the 16,000 personalities, but ultimately, we have converted into the 16 types of the personality typology. Similarly, there will be the hundreds of the emotions will be there, but basically all these emotions, which have been classified in the umbrella of the 6 colors.

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Basic Moods: Positive and Negative Affect

- **Positive affect:** A mood dimension that consists of specific positive emotions such as excitement, self-assurance, and cheerfulness at the high end and boredom, sluggishness, and tiredness at the low end.
- **Negative affect:** A mood dimension that consists of emotions such as nervousness, stress, and anxiety at the high end and relaxation, tranquillity, and poise at the low end.

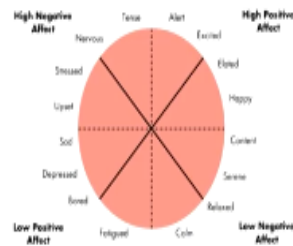


Image Source: <https://www.researchgate.net/publication/321019668>

And when we are talking about the basic moods that is the positive and the negative affect is there and that is called the PANA, positive affect and negative affect is there. Whenever we are talking about the positive affect, a mood dimension that consists of the specific positive emotions, such as excitement, self-assurance, and cheerfulness at the high end and boredom, sluggishness, and tiredness at the low end.

So, here it is becoming very, very important that is whenever we are having this type of this excitement is there, so, this specific positive happening is there and whenever there is a positive happening, then we are going by this positive affect is there. So, there can be a low positive factor and always we can talk about the high positive affect is there. So, these are the examples are given in the diagram.


In the negative affect, a mood dimension that consists of emotions such as nervousness, stress and anxiety at the high end and the relaxation, tranquility, and poise at the low end is there. So, therefore, in that case, it becomes very, very important that is the; when we are having the low negative affect of our emotions and the high negative affect is there. So, the high negative affect, which we are having in the emotions and moods that is creating whether how the person that will take the decisions also.

So, it is affecting the decision-making process also. So, what are the sources of emotions are there?

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Sources of Emotions

- Personality
- Age
- Weather
- Stress
- Exercise
- Sleep
- Gender
- Social Activities
- Day of the Week and Time of the Day
- **Felt emotions:** An individual's actual emotions.
- **Displayed emotions:** Emotions that are organizationally required and considered appropriate in a given job



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Sources of emotions are the personality, age, weather, stress, and exercise is there and whenever we are talking about these dimensions, some of them are the demographic dimensions are there and the other side is these are the like for example, the sleep. So, when you must show realize that when you had a sound sleep. So, when you had a sound sleep, then definitely your mood and emotions, they are having the positive affect, but when you are asleep is disturbed, so, the next day you will find it, your mood is also disturbed.

So, in the case of this again it depends on sources of emotions on the gender also. So, a lot of studies have been done that is the in a given situation on the emotional the; what will be the response emotionally and that will be decided on the basis of the gender also. So, gender also affects the emotions. Then the social activities are there, how much you are involved in social activities. So, higher the environment in the social activities, the higher is the positive affect.

Lower is the environment in the social activities, then the negative effect is there. And then, therefore, then, in that case, the sources of your emotions so, for example, you are having a pleasant gathering, social gathering, then in the social activity, then definitely you will have the positive emotions are there. Suppose, unfortunately, we are participating in acting into this negative social activity of any sorrow or in case of death and all, so, naturally our emotions will be also affected by this surrounding social environment.

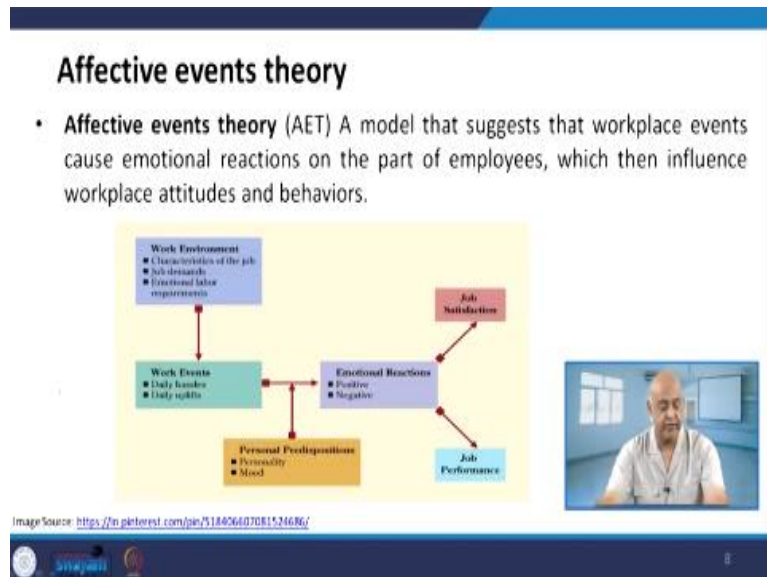
It also depends on the day of the weekend, time of the day is there. So, therefore, many people, have a very positive emotion in the morning and those who are having the negative emotions that is the in the evening as simple as a student, you can also find out that is the

when you are the best in learning studies. So, many students you see that is they study late at night; some students study early morning. So, therefore, they find that is yes, this time of the day that is also affecting their emotions and moods, and whenever they are having these positive emotions and moods that is affecting their emotions.

So felt emotions are an individual's actual emotions, which are the person is having the felt and the displayed emotions are the emotions that are organizationally required and considered appropriate in a given job is there. So, therefore, in the case of this whenever we are talking about for example, social activities, so, in social activity, when we display the emotions, we display the emotions as per the norms of the society, the desire of the society is there.

And therefore, in that case, it is very, very important that is we are having these displays of emotions. That is, they are organizationally required at a workplace also. At the workplace also like emotional expression with the boss and the emotional expression in any organizational meeting or gathering is concerned and then it has to be with the appropriate expression of emotions, display of emotions appropriately with the job is concerned.

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So, here is the affective events theory which talks about a model that suggests that workplace events cause emotional reactions on the part of employees, which is an influence workplace attitude and behaviors are concerned and therefore, in that case, whenever we are talking, these dimensions are very, very important that is the at the workplace, how you are having the affect of the work environment your emotions are; employees emotions are concerned.

So, here that particular characteristics of the job, so, we are talking about the personality job fit model PJ model of Holland's personality job fit model and there, we are talking about the job contribution, job satisfaction will be more when the characteristics of the job is matching with the individual's personal effectiveness. So, therefore, if the person is having these personality job fit, then job satisfaction will be very high.

So, these characteristics of the jobs that it is the always that has to be matched with the personality, personal dispositions are there and then you find that is the employees are deeply involved in their jobs, so that employee engagement, employee commitment, employee loyalty, why is with some employees and not with the others? The reason is that is the personality of the integers and the characteristics of the job.

Whenever we are having the matching of these the personality of the individuals with the characteristics of the job, then there will be the higher job satisfaction. So, job satisfaction will be higher. So, second is the job demands. So, how the job demands are there? Job demands by the superior, job demands by the environment, job demands by the particular social environment, maybe the economic environment, with the technological environment.

So, if somebody is required to be a very high tech-savvy, did the job demand is there and if he is able to fulfill, yes, his emotions are to be positive, but if there is a job demand, which requires high tech savvy simple example is of the Excel sheet. So, if there is a staff and staff know the Excel sheet right and then earlier, he was not knowing, but his personality is too eager to learn.

So, when he is eager to learn and then job demand is there to run the Excel sheet and so, he has learned and exercising the Excel sheet, then definitely there will be the job satisfaction will be there. So, emotional labor requirements are there. Then what are the emotional labor requirements? That is a social demand in the workplace. So, whenever here, I will also like to connect this cognitive dissonance theory.

So, in emotional labor, who is emotional labor? Emotional labor is a person who expresses emotions as per the situation. So, whenever when the boss says that is the this is the decision needs to be taken and in spite of that, that is the you do not find this decision is right but you

express happiness and then you say yes, there is, this is the very right decision you have taken. So, that is the emotional labor is there.

So, I remember that some of the episodes of the just call pretty where the dog dies, boss dogs dies and then the whole office seems to be the boss and then they express very their emotional sadness that is the that is likely something big has been lost. So, that expression, expression emotional, otherwise they were not feeling that it is really a big loss to the boss. So, there, they were expressing those emotions to make the boss happy and not by the heart.

So, if this type of the issue are there, then we will say that is the emotional labor expression is there and when they are, by heart their emotions and then you are expressing the emotions, then that is not the emotional labor, an example of labor expression. So, therefore, if the boss dog has died and then you would use to visit the boss home, and then you were also getting the connection with the dog of the boss and it was recognizing you.

And therefore, if you were having an emotional connection with that pet animal and then something wrong happens, then definitely that is not a case of the emotional labor because, by heart, you were feeling bad about it. Now, the work events are there that is our emotions depends on the daily hassles. For example, a simple example is about the waiting for the boss appointment or the sitting outside of the boss's cabin and then we are looking for the interaction or meeting.

So, therefore, these meeting timings which you find are not very fruitful; daily, there are meetings are there. So, this will be the daily hassles will be there. Daily hassles will be there. So, therefore, in that case, whatever the work events are happening positive, if it is happening positively, then definitely you are having this uplifts are there. Whenever you have been having the negative at the workplace, then definitely you will have the negative emotions.

Now, here the word has been used daily. So, therefore, we are too highly concerned. We are concerned that if every day if you are feeling uncomfortable in the workplace, what will happen? Employee turnover will increase. This is the culture of the organization. He also expressed the culture of the organizations where the employees are not happy. Now, if the things are positive, work environment is positive, and work events are comfortable, then definitely the emotional reaction will be positive.

And whenever there will be a positive emotional reaction, there will be job satisfaction. The higher the job satisfaction, the better will be the performance right. Here the, we will find that is whatever the work events are there and what are emotional reactions are there, it depends on the individual. Why? Because the individually has his own personality and his own moods, ups, and downs of the swings of the moods, he is having.

So, therefore that personal dispositions that are to be considered. So, therefore, in that case, in the emotional reactions that are the job performance is required, he has to be considered. So, here emotional reactions are there, then the positive or negative so, here we will find about the on-job satisfaction and then basis on the job satisfaction, emotional reactions, there will be the job performance is there.

So, in the personal dispositions are concerned, the role of these individual it plays a very, very important role. And naturally, whenever the affective events theory, it talks about that is these workplace events cause emotional reactions on the part of employees because these employees then influence workplace attitudes and behavior is there and this will be the attitude and behavior and therefore, either if it is a positive, job performance will increase, job satisfaction also increases.

So, here you will find that is the yes whenever we are talking about in the workplace environment and the emotions, then definitely here it becomes very, very important according to affective events theory that is the emotions and moods of the employees depends on the work environment, work events and the personality of the employees. Now, there can be a lot of discussions also on this that is the whenever we are talking about this work environment.

So, we have to create a great place. It should not be only a good place to work; a good place to work has been the old understanding while they when we are talking about the great place to work, then here it becomes very, very important that is we are having the HR practices in such a way, or these are practice, yes these are practice.

Therefore, for example, when we are talking about the Goldman Sachs, Apple or Infosys, or Tata Group companies and there, we nowadays we find that is the especially in the servicing sections of these industries that are the employees can take the break, they can have the


eatables easily available to them, they can relax, if they are having the high stress, they can visit to the sports ground or the sports facilities whatever is available there or the recreation facilities which are available in there that office premise says or the effective premises.


So, therefore, in that case, on the basis of these the emotional work environment can be created. And naturally, personality as we talked about earlier that is the depends on the individual is there, but the work events like the celebration, celebration of the birthdays. So, that will be the work event and definitely the step of the events that will be making the more positive, this, the more positive emotions will be raised amongst the employees.

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Definition of Emotional Intelligence

Author	Definition
Peter Salovey and John Mayer	Defined emotional intelligence as a group of mental abilities that help people to recognize their own feelings and those of others.
Reuven Bar	He believed that emotional intelligence was another way of measuring human effectiveness and defined it as a set of 15 abilities necessary to cope with daily situations and get along in the world.






Now, when we talk about emotional intelligence, Peter Salovey and John Mayer have given that is the defined emotional intelligence is a group of mental abilities that help people to recognize their own feelings and those of others. So, therefore, in that case, their own feelings and others feelings will be definitely recognized by these, the self, one should also be able to understand that is what makes this positive mood and emotions and what makes the negative moods and emotions, then he can work on that.



And he believed that emotional intelligence was another way of measuring human effectiveness and define, it as a set of 15 abilities necessary to cope with the daily situations and get along in the world is there.

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Definition of Emotional Intelligence

Author	Definition
Rick Aberman	Defined emotional intelligence as the degree to which thoughts, feelings, and actions were aligned. According to him, leaders are more effective and "in the zone" when their thoughts, feelings, and actions are perfectly aligned.
Daniel Goleman	Success in life is based more on one's self-motivation, persistence in the face of frustration, mood management, <u>ability to adapt, and ability to empathize and get along with others</u> , than on one's analytic intelligence or IQ.





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And therefore, in that case, you will find that there are different paths, traits, personality traits have been mentioned for control the emotions. Rick Aberman define emotional intelligence is the degree to which the thoughts, feelings and actions were aligned and according to him, leaders are more affective and, in the zone, when their thoughts, feelings and actions are perfectly aligned.

So, therefore, in that case, this emotional intelligence which is required to be the more affective, and always whenever our thoughts, feelings, and actions are aligned at the workplace, then definitely in that case, you will find the employees are more having the positive emotions. Now, Daniel Goleman has given success in life is based more on one self-motivation, persistence in the face of frustration, mood management, ability to adopt and the ability to empathize and get along with others, than on one's analytic intelligence or IQ is there.

So, therefore, this is one's self-motivation is becoming very, very more important. And this again, this self-motivation, it depends on the personality of the individual and the family. The persistence in the face of the frustration, mood management, the ability to adapt, and the ability to empathize and get along with others, this is, it is very, very important in the workplace. Ability to adopt and ability to empathize and get along with others.

So, therefore, in these, nowadays, we did most of these issues are that is because of these, they are not able to get along with others. The team effectiveness is not there. So, therefore, in that case, to get along with others, for the creation of the team, team effectiveness, team

building by the leader, it is important that you are able to manage the moods of that particular employee.

If you are able to manage the moods of the employee, then definitely you will have better team effectiveness.


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Two Models of Emotional Intelligence

Four major definitions of emotional intelligence can be broken down into two models:

1. The **Ability Model** focuses on how emotions affect the way leaders think, decide, plan, and act.
2. The **Mixed Model** provides a broader and more comprehensive definition than the ability model because it includes more leadership qualities.

Ability Model	Mixed Models	
Mayer, Salovey, and Caruso	Emotional Competencies Model (Daniel Goleman et al.)	Bar-On Emotional-Social Intelligence model



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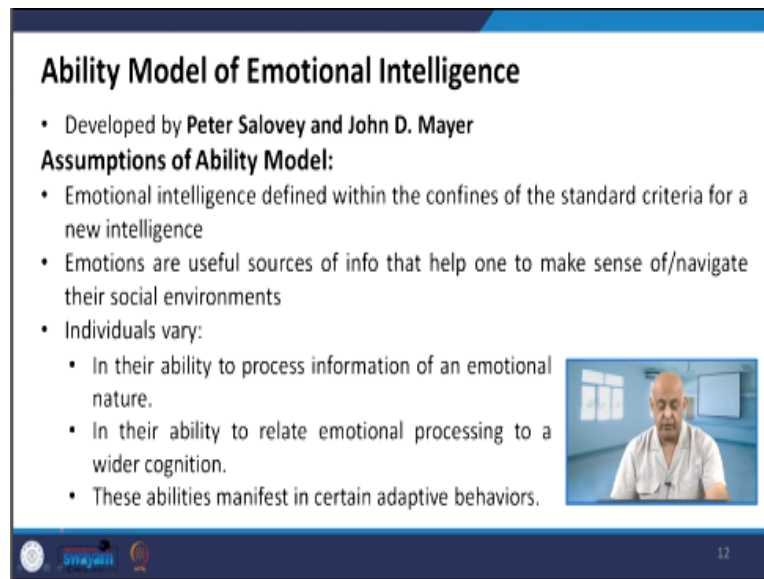
There are these 2 dimensions, have been mentioned models of emotional intelligence, and ability model in the mixed model. The ability model focuses on how emotions affect the, well it has thought, decisions, plan, and act. So, therefore, if the leader is in a happy mood, so, he will think, and he will decide and plan and act happily. If he is having that is in the mixed model, the broader and more comprehensive definition, then the ability model because it includes more leadership qualities.

So, therefore, in that case, it becomes the more leadership qualities are becoming very, very important that is the, it always has to be seen that is it includes the ability of that leader, which is making the more interaction and the not only of the one dimensions of the individual, but it is also integrating the other dimensions also. So, in the case of the ability model by Mayer, Salovey, and Caruso, it is the that we talked about that is how emotions like the individual as is happening.

While in the case of the mixed model, so, the emotional competencies model by Daniel Goleman that is becoming like self-awareness, self-regulation, empathy, motivation, and

socialization. So, therefore, these 5 dimensions given by the Daniel Goleman, they are becoming the more mixed models' type.

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Ability Model of Emotional Intelligence

- Developed by **Peter Salovey and John D. Mayer**

Assumptions of Ability Model:

- Emotional intelligence defined within the confines of the standard criteria for a new intelligence
- Emotions are useful sources of info that help one to make sense of/navigate their social environments
- Individuals vary:
 - In their ability to process information of an emotional nature.
 - In their ability to relate emotional processing to a wider cognition.
 - These abilities manifest in certain adaptive behaviors.

The slide includes a small video inset showing a man in a white lab coat, likely a speaker or expert, in a clinical or office setting. At the bottom of the slide, there are logos for 'Swayam' and '12'.

In the bar on the emotional-social intelligence, model is there and, in that case, as per the society norms, the behavior will be also a mixed model of the emotional intelligence. And these are developed by Peter Salovey and John D. Mayer, the ability model, assumptions of the ability model are emotional intelligence defined within the confines of the standard criteria for new intelligence.


So, therefore, that is that we will be having a new intelligence is there or useful sources of information to make sense of navigating their social environments and the individuals vary. So, in their of the, but individuals, they will vary in case of their ability to process information of an emotional nature, inability to relate emotional processing to a wider cognition and these abilities manifest in certain adaptive behaviors are there.

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Ability Model of Emotional Intelligence (EI)

Four Abilities of Ability Model of EI:

- **Perceiving Emotions** - ability to decipher emotions in faces, pictures, voices, and cultural artifacts.
- **Understanding Emotions** - ability to comprehend emotion language and to appreciate complicated relationships among emotions.
- **Using Emotions** - ability to harness emotions to facilitate various cognitive activities, such as thinking and problem solving
- **Managing Emotions** - ability to regulate emotions in both ourselves and in others



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For abilities of the ability model of emotional intelligence is perceiving emotions, understanding emotions, and using emotions. The perceiving emotions are the ability to decipher emotions in faces, pictures, voices, and the cultural artifacts are there. And therefore, in that case, here, it is the ability of these emotions that has to be seen. So, understanding emotions is the ability to comprehend emotional language and to appreciate the complicated relationships among the emotions are there.

So, here, we will find that whenever we are talking about these, the understanding the emotions, then it is becoming to making the appreciate the complicated relationship among emotions. If we are able to make these emotions more and more by understanding each other, then that is better and the using the emotions that are the perceiving the emotions, understanding the emotions, and using the emotions.

When we are about perceiving the emotions that is by what we sense, senses for example that is the face pictures, voices, and cultural artifacts are there; understanding is there that is the emotion language. And therefore, through our senses, many times, we understand the emotions, and using the emotions is the ability to harness emotions is to facilitate various cognitive activities such as thinking and problem-solving.


So, managing emotions are the ability to regulate emotions in both ourselves and in others are there, so emotions management is required.

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Mixed Models of EI: Emotional Competencies

- Developed by **Daniel Goleman et al.**
- People are born with general emotional intelligence that determines their potential for learning emotional competencies
- These competencies are learned capabilities that must be worked on to achieve outstanding performance

Personal Competence	Social Competence
<ul style="list-style-type: none"> • Self Awareness • Self Regulation • Motivation 	<ul style="list-style-type: none"> • Empathy • Social Skills



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And how we understand with the help of the mixed model of emotional intelligence that is emotional competencies, developing the emotional competencies. So, people are born with general emotional intelligence that determines their potential for learning emotional competencies. So, that is about the gender and these competencies are learned capabilities that must be worked on to achieve outstanding performance there.

So, the personal competency for this emotional intelligence, there is self-awareness, self-regulation, motivation, empathy, and social skills are there which I mentioned earlier.

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Mixed Models of EI: Emotional Competencies

Personal Competence	
Self-awareness	<ul style="list-style-type: none"> • Emotional awareness • Accurate self-assessment • Self-confidence
Motivation	<ul style="list-style-type: none"> • Achievement • Commitment • Initiative • Optimism
Self-regulation	<ul style="list-style-type: none"> • Self-control • Trustworthiness • Conscientiousness • Adaptability • Innovation



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So, self-awareness is that is the how I get emotional, accurate self-assessment, and self-confidence; while the motivation is the achievement, commitment, initiative, and optimism is

there. Self-regulation is self-control trustworthiness, conscientiousness, adaptability, and innovations are there.

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Mixed Models of EI: Emotional Competencies

Personal Competence

Social skills	<ul style="list-style-type: none"> • Conflict management • Change catalyst • Team capabilities • Communication 	<ul style="list-style-type: none"> • Leadership • Building bonds • Influence • Cooperation
Self-awareness	<ul style="list-style-type: none"> • Understanding others • Developing others • Service orientation • Diversity • Political awareness 	

Image Source: (Hughes, Ginnett, & Curphy, 2015)

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And the social skills required for these emotional competencies, how do you manage the conflict, how do you bring the changes, how your team capabilities are there, communication with the others and the leadership qualities with your followers and building bonds and cooperation is there. In self-awareness, it is becoming very, very important that you do not understand only yourself, but you are making the understand the others also. And definitely, in that case, you will be able to develop emotional intelligence.

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Mixed Models of EI: Bar-On Model of Emotional-Social Intelligence

- Developed by **Reuven Bar-On**. He was first one to use the term: Emotion Quotient

Bar-On EI Model: Assumptions

- Emotional intelligence develops over time.
- Can be improved through training or therapy.
- Emotional intelligence and cognitive intelligence contribute equally to a person's general intelligence, which then indicates one's potential to succeed in life.
- Individuals with higher-than-average EQ's are in general more successful in meeting environmental demands and pressures
- Deficiency in EQ can mean a lack of success and emotional problems

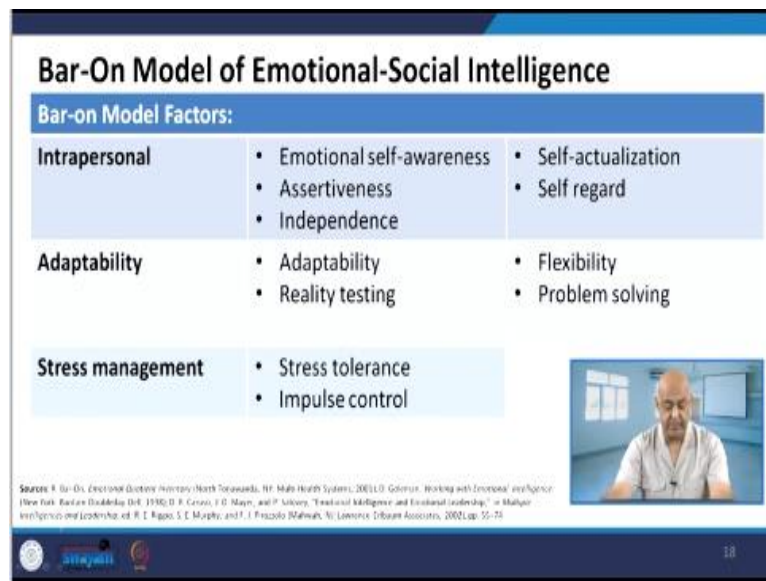
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So, developed by the Reuven Bar-On, he was the first one to use the term emotional quotient. So, Bar-On emotional intelligence model assumptions and developers over time can be

improved through training or therapy. Emotional intelligence and cognitive intelligence contribute equally to a person's general intelligence which then indicates one's potential to succeed in life is there.

So, whenever we are individuals with higher-than-average emotional quotient in general more successful than the environment meeting demands and pressures are there. Deficiency in emotional questions can mean a lack of success in the emotional problems are there.

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The slide titled "Bar-On Model of Emotional-Social Intelligence" lists the following factors:

Bar-on Model Factors:		
Intrapersonal	<ul style="list-style-type: none">Emotional self-awarenessAssertivenessIndependence	<ul style="list-style-type: none">Self-actualizationSelf regard
Adaptability	<ul style="list-style-type: none">AdaptabilityReality testing	<ul style="list-style-type: none">FlexibilityProblem solving
Stress management	<ul style="list-style-type: none">Stress toleranceImpulse control	

Source: R. Bar-On, Emotional Quotient Inventory (North Toronto), NY: Multi-Health Systems, 2001; D. Goleman, Working with Emotional Intelligence (New York: Random House/Doubleday, 1998); D. P. Côté, J. D. Mayer, and P. Salovey, "Emotional Intelligence and Emotional Leadership," in Multiple Intelligences and Leadership, ed. R. E. Higgins, S. E. Murphy, and J. J. Princiolo-Smith, W. Lawrence Erlbaum Associates, 2002, pp. 55-75.


The Bar-On model factors there too that is interpersonal and adaptability is there. Whenever we are talking about interpersonal, emotional, and social intelligence, then emotional self-awareness knowing yourself how much an asset you are, independence, and self-actualization or self-regard is there. In the case of adaptability, it is reality testing flexibility, and problem-solving is there. Whenever we are taught stress management, stress tolerance, and impulse control that is very, very important.

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Bar-On Model of Emotional-Social Intelligence (Cont.)

Bar-on Model Factors:

Interpersonal	<ul style="list-style-type: none"> Social responsibility Interpersonal relationship Empathy
General mood	<ul style="list-style-type: none"> Optimism Happiness



Sources: R. Bar-On, Executive Director, Institute for Health Systems, NY: MHA Health Systems, 2003; D. Goleman, Working with Emotional Intelligence (New York: Random House, 1998); D. F. Croteau, J. D. Mayer, and P. Salovey, "Emotional Intelligence and Emotional Leadership," in Multiple Intelligences and Leadership, ed. R. E. Riggs, S. E. Murphy, and J. J. Prizzolo (Mahwah, NJ: Lawrence Erlbaum Associates, 2002), pp. 55-74



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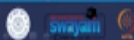
In the case of the interpersonal is there that is the social responsibility and interpersonal relationship with others that are applicable at the workplace also and in the general mood, it is the optimism and happiness is there that decide about the emotional-social intelligence how is your emotional-social intelligence.

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Implications of the Emotional Intelligence

- People can be extremely ineffective when their thoughts, feelings, and actions are misaligned.
- EQ literature has helped bring emotion back to workplace.
- Research indicated that EQ moderates employees' reactions to job insecurity and their coping ability towards job-loss related stress.
- It appears that EQ attributes would be difficult to change as a result of training intervention.




20

So, people can extremely ineffective when their thoughts, feelings and actions are misaligned. EQ literature has helped bring emotions back to workplace. Research indicated emotional quotient moderate's employee's reactions to job insecurity and their feelings are there.

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Research Paper **Emotional intelligence of leaders:
a profile of top executives**




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Purpose
The purpose of this paper is to examine the emotional intelligence (EI) scores of two high profile executive groups in comparison with the general population. Also the study aims to investigate the executive group's EI scores in relation to various organizational outcomes such as net profit, growth management, and employee management and retention.







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Design/methodology/approach
The Emotional Quotient Inventory (EQ-i) was administered to a sample of 186 executives (159 males and 27 females) belonging to one of two executive mentoring associations, the Young Presidents' Organization (YPO) and the Innovators' Alliance (IA).

Findings
The results showed that top executives differed significantly from the normative population on the EQ-i in eight of the 15 EQ-i subscales. Executives who possessed higher levels of empathy, self-regard, reality testing, and problem solving were more likely to yield high profit-earning companies, while Total EQ-i was related to the degree to which a challenge was perceived as being easy with respect to managing growth, managing others, and training and retaining employees.



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This is a research paper which you can refer for your further research interest and the findings of this research.

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Practical implications

The findings enable researchers and practitioners to better understand what leadership differences and similarities exist at various organizational levels. These profiles further aid in human resource initiatives such as leadership development and personnel selection.

Originality/value

Despite empirical evidence supporting the relationship between EI and leadership, research with high-level leadership samples is relatively sparse. The study examines EI in relation to two unique, yet high functioning executive groups, which will enable further exploration into the emotional and psychological structure of these high-performing groups.



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Case Study: Happiness Coaches for Employees

- We know there is considerable spillover from personal unhappiness to negative emotions at work. Moreover, those who experience negative emotions in life and at work are more likely to engage in counterproductive behaviors with customers, client, or fellow employees.
- Increasingly, organizations such as American express, UBS, and KPMG are turning to happiness coaches to address this spillover from personal unhappiness to work emotions and behaviors.
- Srikumar Rao is a former college professor who has nickname, "the happiness guru". Rao teaches people to analyze negative emotions to prevent them from becoming overwhelming. If your job is restructured, for example, Rao suggests avoiding negative thoughts and feelings about it.



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Case Study: Happiness Coaches for Employees

- What if the only thing that gets in the way of you feeling more happiness is – YOU?! What if you can change your experience of the world by shifting a few simple things in your life, and then practicing them until they become second nature?”
- If employees leave their experiences with a happiness coach feeling happier about their jobs and their lives, is that not better for everyone? Says one individual, Ivelisse Rivera, Who felt she benefited from a happiness coach, “if I assume a negative attitude and complain all the time, whoever is working with me is going to feel the same way.”



Then also you can refer to this case study happiness coaches for the employees that is how the happiness has been developed, which you can also see, and then this will be the assignment that is what you can do for the happiness of your employees are concerned.

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Case Study: Happiness Coaches for Employees

Questions:

- Do you think happiness coaches are effective? How might you assess their effectiveness?
- Would you welcome happiness training in your workplace? Why or why not?
- Under what circumstances– if any-is it ethically appropriate for a supervisor to suggest a happiness coach for a subordinate?



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BOOK RECOMMENDATION

**Primal Leadership, With a New Preface by the Authors:
Unleashing the Power of Emotional Intelligence**

Authors: Daniel Goleman, Richard E. Boyatzis
Publisher: Harvard Business Review Press;
Anniversary edition (8 August 2013)
Language: English
Paperback: 336 Pages
ISBN: 1422168034

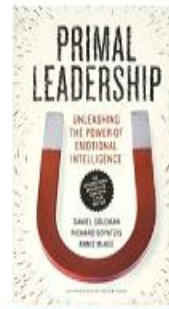


Image Source: <https://www.amazon.in/Primal-Leadership-New-Preface-Authors/dp/1422168034>



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BOOK RECOMMENDATION

This is the book that established "emotional intelligence" in the business lexicon and made it a necessary skill for leaders. Managers and professionals across the globe have embraced Primal Leadership, affirming the importance of emotionally intelligent leadership. This refreshed edition, with a new preface by the authors, vividly illustrates the power and the necessity of leadership that is self-aware, empathic, motivating, and collaborative in a world that is ever more economically volatile and technologically complex. From bestselling authors Daniel Goleman, Richard Boyatzis, and Annie McKee, this ground-breaking book remains a must-read for anyone who leads or aspires to lead.

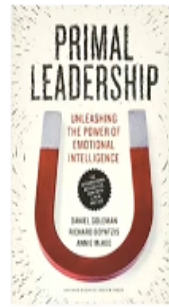
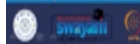


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Happiness coaches are effective or not. And finally, this is the book that is a primal leadership, which you can refer and on basis of these recommendations, you can understand because this is the one of the author's Daniel Goleman. Richard Boyatzis and Annie McKee. This groundbreaking book remains a must-read for anyone who leads or aspires to lead.

So, primal leadership that you can refer to for developing more about emotional intelligence and leadership understanding. These are the edges of references, which you can refer to for your further studies. Thank you.