



## Leadership and Management through Emotional Intelligence

Mahnaz Hemmati Noedoust Gilani<sup>1</sup> and Azarkary Mojdehi<sup>2</sup>

<sup>1</sup>Department of Management, Public Administration, Payam-e-Noor University, Iran.

<sup>2</sup>School of Management, Payam –e- Noor University, Iran.

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### ABSTRACT

The leadership of an organization to adapt changes and in order to survive and grow in new environments ,requires specific features that commonly managers face many problems to respond to them .One of the most important features that can help leaders and managers in responding to these changes, is emotional intelligence. Emotional intelligence is a subject that tries to explain and interpret the place of emotions in human capabilities. Managers with emotional intelligence are effective leaders who reach the goals with maximum productivity and employee's satisfaction and commitment. Due to the importance of emotional intelligence in management, this article examines the dimensions of emotional intelligence in management, leadership growth and development in working environment and emotional intelligence training in the organization.

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### Introduction

Emotional Intelligence is a new concept that has been used in the management literature. Emotional Intelligence is a set of abilities that enables humans to organize and manage the emotions of their own and others. (Goleman, 1995) This intelligence includes understanding and applying our own feelings in order to make appropriate decisions in one's life and career, and specifies the type of relationship appropriate for the job or the profession. Emotional intelligence is an umbrella term encompassing a wide range of skills and personal characteristics and usually refers to interpersonal and intrapersonal skills that go beyond the specified previous knowledge, IQ and mental or professional skills and requires knowledge of the interactions between emotions and IQ. This opinion matches with the idea that being successful in life requires something more than IQ. (Robert Cooper, 1997) Persons who have strong emotional intelligence are socially moderate , lively and have no Tendency to fears or concerns; express their feelings directly and think positively about themselves. They have a remarkable capacity for commitment, responsibility and acceptance of ethical frame work and in the relationships with others are very sympathetic and considerate and their emotional lives are enriched and fertile; and they are very comfortable with themselves, others and the world around (Salovey, 1997). In the world of high-speed changes, even the nature of the changes is changed; the importance of consistency and making a suitable environment is increased for *most* organizations. Managers must be able to synchronize their staff with the changes. This shows the importance of leadership .A leader with his influence can make an organization, flexible much easier than a Management who wants to rely on his certain techniques and spend more time to achieve this ;Leaders who have high emotional intelligence have always considered it to justify their decisions to people .This is the key of leaders to influence the people. Successful leaders know how to influence people's hearts in order to use their minds, and actions to operate their desired goals.

We know that the leader is not necessarily the legitimacy of the law .The leader's influence and leadership on employees'

returns to his characteristic, this is why the managers who are responsible for leadership roles in organizations, are more successful in creating changes in organizations.

The importance of emotional intelligence in the workplace is because of the relationship that exists between leaders' and managers' emotional maturity. Capabilities such as self-awareness, empathy and financial performance are examples of emotional maturity.

In this paper, we try to focus on the Importance of emotional intelligence in leadership of today's leaders of organizations.

#### The nature of leadership

In terms of organizational and point ,Leadership as a process means the use of non-coercive influence to direct and coordinate the activities of a group and as an adjective ,means a set of features .Leadership has a powerful influence on the behavior of individuals and groups in the organization. The stronger the in situational leadership of an organization is, the more successful it will be. Like Taylor's other issues, the scientific debate of organizations Leadership begun with his effort.

Since the 1920s and early 1930s, Taylor's scientific method, was gradually replaced by Human relations movement, which besides the technical issues to improve the efficiency, pays special attention to the staffs. According to the theory of human relations, it is the duty of leaders to realize their goals through cooperation and collaboration among their subordinates to facilitate and create opportunities for personal growth.

From the perspective of human relations, human relations movement is important, but Taylor's scientific management movement keep its attention on the task seriously .Management leadership is a common practice. Leadership ability effectively is one of the keys of being a manager.

In addition, leadership requires influencing and effecting people and a manager in the role of a leader is someone who can be effective and efficient to the persons under his supervision, and In other words, Subordinate accept his power and influence. The task of leadership is to manage, but not all of his work.

Managers are required to plan and organize, but the role of a leader is influencing on the others, so that they look forward to the pre-determined goals.

This suggests that strong leaders, may be ineffective managers and their poor planning led the group activities to be followed in the wrong direction. They can continue the activities of the group, but not in a way that lead them to the attainment of organizational goals. Another point is that leadership and management are not entirely synonymous. Leadership exists in unofficial organizations too, but management is conceivable when the organizational structure is already there, In addition, being an official does not guarantee that a manager can play a leadership role well.

Leadership requires skills that can get to work in order to encouraged the individuals with the desire and passion to achieve certain goals. As mentioned, all managers are not leaders and all leaders are not managers. To achieve progressive ideals and uplift thriving and prosperous future which is more effective? There is need for more leaders or managers?

Nowadays managers' face with several challenges such as the need essential to transformational leadership, human resource management, quality management, sustainable development and sustainable competition, organizational change, shaping and improving the organization's core values, philosophy or mission . These challenges will increasingly require managers to play leadership role within their organizations to create global transformation .These are not elusive challenges and successful managers of tomorrow should be ready to face future challenges .The new competitive landscape of today's global economy has created a competitive prospect where events regularly, are variable and non-predictable.

#### **History of Emotional Intelligence Theory**

Lionel concept of emotional intelligence was first used in Germany in 1966. His research results about women who could not afford their social roles and tasks very well suggest that these women lived far from their mother at their early age. For treating people with low levels of emotional intelligence he had prescribed the LSD drug (it was in the 1960s)

The first academic use of emotional intelligence was in academic papers in 1989 by a student of School of Humanities in America named Wayne Payne, but in 1990 its meaning was developed by Meyer and Salovy. These two researchers in a paper published in 1990 called emotional intelligence ,defined emotional intelligence as the ability to identify emotions in themselves and others, the ability to distinguish them and use this information to guide their thoughts and emotions .According to Smdayk studies and intra-and inter personal intelligences introduced by Gardner, the emotional intelligence is explained more.

Gardner's 1983 book (frames of the mind) suggest that achieving success and prosperity need lots of capabilities; that can be summed up in seven features. These seven issues are: Two scientific capabilities, including language skills (verbal intelligence) and logical mathematical ability (Logical-mathematical intelligence), Power of visualization (environment Intelligence), genius in the dynamism and movement (physical-motor intelligence), musical talent (Musical intelligence), interpersonal skills (interpersonal intelligence) and interpersonal skills (interpersonal intelligence), the last two features are called self-intelligence.

According to Gardner, emotional intelligence consists of two components: the intrapersonal intelligence and interpersonal intelligence.

Interpersonal Intelligence indicates an awareness of one's own emotions, expressing personal feelings and beliefs and respect for self and recognizing the inherent potential, Autonomy in the work and in total is one's control over his feelings and emotions.

Inter personal intelligence refers to the ability to understand others and wants to know what motivates people, how they work and how they can be collaborated with. According to Gardner: successful dealers, politicians, teachers, clinicians, and religious leaders are likely to have a high interpersonal intelligence.

We're not talking about sensory and tactile experiences; emotional intelligence is based on scientific data and experience and includes basic learnable capabilities inter acting with the excitement that can influence on the way of thinking. This issue is compatible with some of the emotional management on different characters and is related to the fields of cultural respect, ending the controversy, conflict resolution, building efficiency, flexibility, honesty and integrity at all levels of the organization.

#### **Dimensions of emotional intelligence in leadership and management**

Meyer, Salovy and Karsv (1990) have identified four dimensions of emotional intelligence including:

- 1) Identifying emotions in self and others: the most essential abilities associated with emotional intelligence are to be aware of your own emotions and feelings. Self-awareness ability allows administrators to identify their strengths and weaknesses, and believe in their values .Conscious managers use self-awareness for a careful examination of their mental and they know how to affect others intuitively and with direct understanding way.
  - 2) Application of Emotions: it is the ability to obtain outcomes of emotional support; problem solving and use of opportunities .These skills include the important ability of empathy and organizational Insight. Managers who have this ability make emotions and feelings of others more practical than to make the feel it .Managers show that they care; besides, they specialize in understanding the process of administrative policies. Thus, managers who have social awareness know exactly which words and actions affect too there's and they are so sensitive that if their speech and behavior have a negative impact, they will change it.
  - 3) Ability of understanding emotions: The ability to understand complex emotions and being aware of their causes and how to change emotions from one mode to another mode is called emotional perception .Managers, who have this ability, use the skills to develop their enthusiasm and solving disputes through humor and compassion .These abilities can help them understand what causes act or failure to act of individuals or groups that could result in better plan of collaboration with others.
  - 4) Managing Emotions: emotions Management is the ability of controlling emotions in oneself and others .Managers, who have this ability, do not let the occasional bad mood strike them during the day .They use their ability to manage emotions in order to avoid entering bad mood and bad spirit to working environment and office or explain the cause or origin of the occurrence to people in a logical manner. So, they know where the source of this bad mood is and how long it may last.
- Emotional intelligence, leadership, organizational environment and performance**

The success of an organization can affect a person's emotional intelligence, but how emotional intelligence can be effective on the overall performance of the organization?

Emotional intelligence is a key factor in creating a workspace that develop and promotes the staffs and encourages them to have the best performance. Their enthusiasm will ultimately improve organizational performance.

The relationship between advantages of emotional intelligence in leadership and performance over a unit to a large extent depend on the type of environment that a leader creates. For example, in the study of manager so insurance companies, there is a relationship between organizational environment and leader emotional intelligence abilities. Environment reflects the feelings that people have about their ability to perform the desired task. A study on 42 cases of school administrators in the UK showed that leadership style on student achievement has a direct impact to school environment.

When the school principal is flexible in leadership styles, and show different emotional intelligence abilities, the attitudes of teachers will be more positive and students will gain higher scores. But when the principal is less EQ, the teachers' mood and academic performance will decline and will be less than what is expected. Effective school leaders not only create a productive working environment, but also a more compatible one with teachers' perceptions and understandings with respect to the spatial dimension parallel to the organizational health as a need of teamwork and the bright prospect.

Susan Dunne (1973) says that emotions can cause reduced productivity, poor judgment, bad decisions, poor absorption of employees, loss of qualified staff, lack of staff motivation, lack of teamwork and self-management, and in return increase operating efficiency, judgment, smart decision-making, hire and retain qualified people, motivate others, strong teamwork and self-management are also considered.

Studies show that an overall increase in emotional intelligence has a positive effect on the lower level employee of an organization, and optimized financial performance.

Emotional intelligence is non-invasive and does not enter why privacy; in other words, teaches us cognitive skills and emotional management. If you see an employee reached boiling temperature or explosion because of fear or anxiety, you are actually seeing low Emotional intelligence in the work place. Emotional intelligence is a learnable behavior, meaning that you are aware of your feelings, knows them, and manage them to get positive results and you are able to make such behavior in the others. So why many organizations prefer their employees have more emotional intelligence than IQ?

Most psychologists believe that employee's individual success depends 20% on IQ. Emotional intelligence is a complex and controversial concept. Sometimes Emotional intelligence of a janitor of university is more than Master's degree of that University. In the past, several criteria were used to achieve the principles of Emotional intelligence. People with high Emotional intelligence are better able to control and handle life's harsh events. These people are constantly trying to reach perfection.

#### **Features of leaders with high emotional intelligence**

Emotions are activation energy for moral values such as confidence, strength of character, compassion, integrity and flexibility and also are requirement for social investment means the ability to establish and maintain effective and reliable business relationships.

The most important feature of leadership is talent, in creating excitement; it means the ability to motivate yourself and others, because without emotions, reasoning has neither power nor the basics.

One of the problems with today's decision, according to Prahalad (Master of Business Administration, Michigan) is that all specialized texts and consultants, separate emotions and feelings from management.

Since ancient times the accepted practices in the management of most jobs are technical rationality which believes that formal logic is the best solution to problems, while intuition or feeling of emotional intelligence can be the result of fundamental values decisions and most of all, a person's character in life that is the result of underlying potential emotion and not IQ.

What we certainly know about great and successful leaders of organizations is that they are not necessarily the most intelligent persons in the organization with a great IQ, but their emotional intelligence is better than the others and in this way they lead people in the direction which they are considering and their Secret of influencing on people is this. Successful leaders know how to influence people's hearts, to operate their minds and apply them to their intended targets. We know that the leader is not necessarily the legitimacy of the law.

Leadership power on staff and his influence on them mostly are on his character, this is why the managers who are responsible of leadership roles in organizations are more successful in creating change in organizations.

In the world of high-speed changes, even the nature of the changes is changed; the importance of consistency and making a suitable environment is increased for most organizations.

Managers must be able to synchronize their staff with the changes. This shows the importance of leadership. A leader with his influence can make an organization, flexible much easier than a Management who wants to rely on his certain techniques and spend more time to achieve this.

Having a bed of innovation in organizations can cause instability and hostility in the organization, because each of the employees are trying to impose their ideas and organization must be able to make a balance on the amount of changes within and outside the organization.

On The other hand organization should stay away from convulsion and the employees whose ideas have not been implemented should accept this and be coordinated with the organization.

Leadership role in here is creating an atmosphere that converts hostility to creative energy.

Division of leaders with high emotional intelligence

Division of leaders with high emotional intelligence as shown in previous page's chart is as following:

- 1) The leader's emotional dimension
- 2) The character dimension
- 3) The communication and human relations dimension

The character dimension is defined in literature of emotional intelligence with titles such as: self-awareness, self-management, inter personal, but the divisions have no clear boundaries and components in them and mostly overlap with each other.

When many emotional intelligence theorists, talk about the intrapersonal features of the manager, they use terms such as self-awareness, self-assessment, self-respect, self-actualization, self-control, or self-regulation, self-motivation and self-management that in the process of Indication have a lot of overlap, and operates without any clear borders.

Some emotional intelligence theorists, such as Goleman with the notion that the mentioned characteristics are in the responsibility area of the managers generalize them into intrapersonal field and use the word of self-management for

them .So the aggregation of all of one's features as a component of self-leadership, in addition of being a new action in its type, at the same time emphasizes on the evolution of a dynamic and personal flexibility of the manager.

Thus, attempts to integrate some of one's features in a way that is independently capable of playing a role, as a component of self-emotional leadership, in addition of being a new measure ,it can also organize most of these features.

Although, Components reliability is used frequently in the literature of emotional intelligence as an in dependent component ,but since this feature is the most obvious elements of emotional leaders and managers' personality and need other components such as :Influence, link creation, empathy, leadership ideals and ...,therefore, the integration of these components with empathy features and introducing a new component called (trust and empathy), while creating greater coherence can also emerge fields of an emotional environment.

Self-motivation component (the desire to success) that almost has been considered by all theories of emotional intelligence, is removed because of being obvious, and because this features are essential prerequisite for the commitment and link creation.

How leaders who lack potential self-motivation can create motivation and commitment in the others?

Optimism and happiness are two independent components only mentioned within the combined times .The proposed division, which includes:1 - Interpersonal 2 -intrapersonal 3 - adapt and adjust 4 - Managing Anxiety 5 - General mood (including elements of optimism and happiness)can solve the organization problems if it be open to many changes.

Communication and human relations dimension almost exist in all of emotional intelligence literature .Theorists named a set of individual components with titles such as :The others dimension, intrapersonal, awareness dimension and management of others, and people skills ;meanwhile, this dimension can be classified into different forms itself .Since the concept of emotional intelligence has the ability to enter management areas ,Therefore, the individual output dimension of emotional intelligence with a more organizational approach can be divided into two dimensions: communication and human relationships and emotional leadership.

Emotional leadership dimension among the theories of emotional intelligence that is the only model that is more adapted to the nature of organizations, Gelman functional theory as mentioned are introduced in four dimensions: 1 - self-awareness, 2 - social consciousness 3- self-management 4 - management relations.

With a quick look at the components of the fourth dimension, you can easily search the streaks of management in them .These components are: 1- the development of others 2- Influence 3- Communications 4- Conflict Management 5- Ideal leadership 6- Facilitating change 7- Link making 8- collaborative effort.

Effectiveness and communications are great and yet public components and are different from six other components.

These components in the area of organization and management can be applied in the following forms as the emotional leadership: 1 - Empowering 2 - Conflict Management -3 idealism Leadership 4 - Transformation Management 5 - variety management6 - consultation and collective work.

In addition to proposed components, two other features ,the witnesses (from Higgs – Deloytes Model) and problem solving (from Bar model) which are elements of leadership and essential for decision-making and accountability in complex and

turbulent environments are combined with each other in this dimension.

Responsibility and organizational commitment in the literature of emotional intelligence have always been among the (managing the others)components, because of its close nature to the Deontology feature (discipline), it's combined with this component and is formed a new component as (duty commitment) which is in personality dimension.

Other intrapersonal features of emotional intelligence can also be introduced in the form of leadership dimension .So what follows introduce an academic management theory based on emotional intelligence.

### **Emotional Intelligence and group leadership**

The ability to use emotions or generate excitement for facilitating problem solving plays an important role in the performance of group members .In fact Bar sad (2000) from School of management in a study about the emotional understanding found that positive emotions expansion within the group has facilitated cooperation and partnership of the group members, reduce conflict and improve team efficiency levels.

Rice (1999), an American expert in the field of human resources performed multifactor Emotional Intelligence Scale on 164 regular employees and 11 of the leaders of the employees who were working at an insurance company and with this test assess their Emotional Intelligence.

The correlations between the scores of the group leaders in emotional intelligence test with the scores of their performance which was graded by the directors, was calculated .Correlation between the mean scores of the groups on emotional intelligence test and the scoring accuracy of managers in the department to handle customer complaints have negative relationship; While, the ratings performance by members has positive and relatively high correlation with emotional intelligence.

An Australian research team led by Jordan, Achalasia, Hartland Hoper examined44group during the period of 9 weeks .Emotional Intelligence of members was measured using a self-assessment scale, which was designed based on Meyer and Salovy.

Researchers analyzed the groups that were high or low in emotional intelligence . At beginning of the study, the group's performance with low emotional intelligence was weak but at the end of the ninth week, the performance of both groups was the same level.

According to the results of this study and other studies; it appears that emotional intelligence as a mediator and organizer can enhance performance of the group because it provides the opportunity for groups to form a broad and effective coordination.

It also seems that the groups with low level of emotional intelligence need more time to experience effective way of working in a coordinated group.

### **Correct methods of performing Emotional Intelligence training program**

To perform emotional Intelligence programs in organizations, we should consider a few important principles. These principles include:

- Specifying goals of organization clearly
- Creating links between education and goals of the organization
- Assessing staff in training programs to determine their base abilities and individual needs
- Adapting training program design with Strengths and weaknesses of the staff
- Preparing and compiling the meetings

- Using practical exercises, case studies and role playing methods
- Making communication and link between learning and real world experiences of staff
- Providing opportunities to practice the learning
- Predicting many opportunities for giving feedback
- Using group situations to play roles and important social behaviors and training them
- Showing the specific needs of each person to him privately and confidentially
- Providing supporting and strengthening resources for staff in program during the follow-up

### Conclusion

Organizations in order to remain in today's competitive and turbulent environment should equip themselves to innovative thinking of business and improve continually. The leadership of these organizations is very sensitive and complex and this sensitivity would be doubled when the leader is faced with an adaptive change that is very different from technical changes. Technical problems can be solved through technology and common processes of problem solving, while the problems in adjusting these kinds of solutions are different. Leadership of an organization to adapt to changes and in order to survive and grow in the new business environment requires specific features that commonly managers face many problems to respond to them. In this context, an important component of personality that can help leaders and managers is emotional intelligence. Considering that emotional intelligence is the ability to use yours and the others emotions at individual and group behavior in order to achieve maximum results with maximum satisfaction; therefore, combining knowledge management and emotional abilities in management can be effective and useful and propel people towards achieving the goal.

Some managers due to poor relation with others are not able to receive feedback and give correct response to feedbacks. Effective and successful managers almost in all aspects are different from these managers. They play a leadership role. They create Motivation. Successful managers are good triggers. In a word, successful managers emphasize on promoting emotional intelligence and growing emotional capabilities. Every manager in order to achieve success needs to be a good leader; therefore a good leader must be regarded as good in his subordinates' point of view. Effective managers with high emotional intelligence act more successful than others in the communication and prove that a manager who has high emotional intelligence couldn't lead his good intellectual intelligence only by relying on his intellectual (IQ). Rather it is an effective Manager who is a good listener and speaker, Make lasting and positive relationships with others and understand his own and the others feelings. Therefore, it can be stated that effective managers have high emotional ability and in decision making emphasize on emotional elements.

They know very well leadership is effective when they pay attention to their employees as human beings and constantly by making effective and constructive relation, seek the development and training of their employees. Message of this article is that effective and successful leaders and managers keep

their attention to emotional capabilities and in their communication can well understand the feelings of the others and react according to it and in a word they have high emotional intelligence.

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