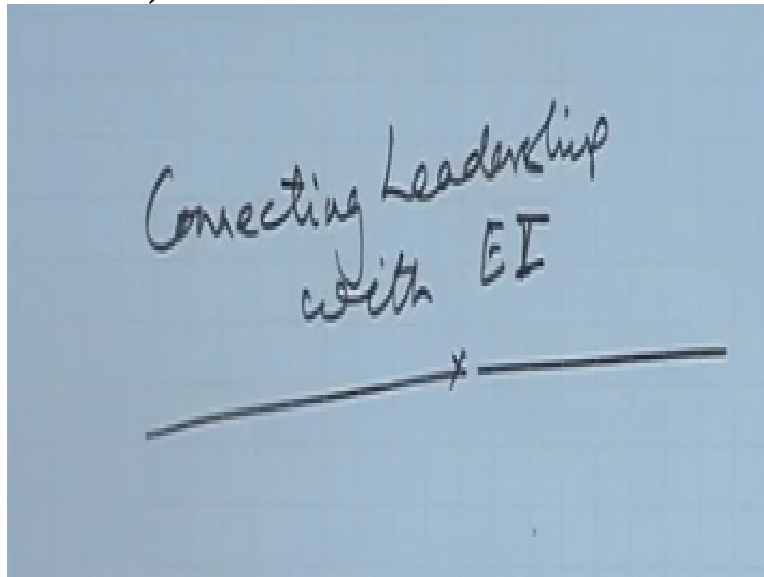


**Emotional Intelligence**  
**Prof. R.K.Pradhan**  
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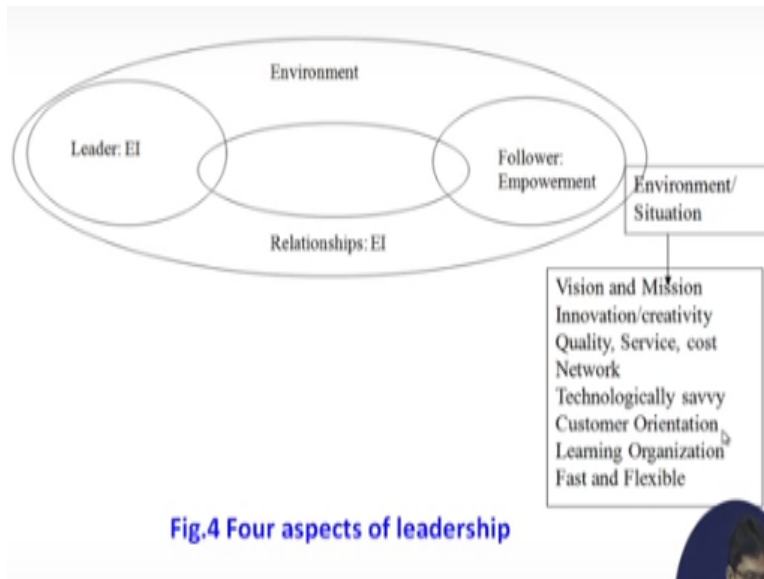
**Module No # 8**  
**Lecture No # 36**  
**Emotional Intelligence an Leadership (Contd.)**

Well, in this session we will try to connect with the leadership with emotional intelligence.

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**Fig.4 Four aspects of leadership**

So let us examine there are four aspects of leadership here. So when you look at the environment of the situations, it looks into the leaders vision, missions, innovations, creativity, quality, service, cost, network, technological savvy, customer orientation, learning organization, fast and flexible organizations. But can all these possible without an intersection or interaction, a good interaction between the organizational environment and emotional intelligence, competencies of its peoples? So let us examine.

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	Leader	Relationship	Follower	Environment/ Situation
What is leadership?	Behaviour of a person in leader role: attributes & EI	Trust, respect and mutual obligation that generates influence between parties	Ability and motivation to manage one's own performance	Appropriate action in accordance with mission and vision
What behaviours constitute leadership?	Establishing and communicating vision; inspiring, instilling pride	Building strong relationships with followers; mutual learning and accommodation	Empowering, facilitating, coaching, giving up control	Scanning the social, economic and legal environment and taking strategic action, innovation
Advantages	Common understanding of mission and values, can initiate wholesale change	Accommodates different needs of subordinates; can elicit superior work from different types of people.	Development of follower capabilities; free of leader for other responsibilities.	Business survival in competitive environment

**Table . Four Aspects of Leadership**

So this line summarizes about leaders behavior, the relationship, followers ability and environmental situations. And the second question is what leadership behavior

constitutes? Leadership behavior always focuses on establishing and communicating vision, inspiring people, and instilling pride. So if we will examine the different governments of emotional intelligence, the dimensions, you know the vision is reflected also. In that vision values, a person should have think about.

We discussed all these things in terms of assessing the values and quality in EQ mapping profiles.

Why people try to communicate the organization's vision and mission? People inspire people building trust, loyalty. So that is why you also assess an inter personal trust, which can be instrumental in inculcating pride in people and this in term is going to build a strong relationship.

As a result of this, it is going to build strong inter-personal relationship between leaders and followers, which will create a scope for mutual learning and the exchange of information. They will accommodate each other for their better survival in the organizations and what about the message for the followers? Followers will be in the process, will be empowered, once their vision is communicated to them.

So the process will facilitate and they will get coaching to move forward and giving up the control mechanism. Instead of controlling too much, it will accommodate people in organizations and that will create know a better closeness among leaders and followers, to achieve the organizational growth. But in terms of environmental situations what will happen? The leader is scanning both the socio-economic and legal empowerment and accordingly, will being vision and mission for the organizations.

And the leader always thinks in the strategic ways how to deliver organizational new products in terms of new, may be introducing new actions, new technologies, and new innovative ideas. So, this is how when a leader feels that his organization needs some transformation. Because when he scanned the whole perspective compared what is

happening outside, so then the leader automatically feels there is change required in organization the structural and functional basis.

The advantages are here that the common understanding of the mission and vision and values can initiate the whole self-change process. Second is when you accommodate people, different needs of subordinates can elicit to work from different types of people. You came to know who needs what? Development of follower capabilities, free of leader for other responsibilities. When you empower your own employees, leader does not want to go the work place.

So they will be so empowered they will carry out their own activities. So that is one need to empower its followers for developing their capabilities to perform their daily activities. Then business survival in competent environment when your people are competent to deal with the challenges of the business you will deliver a better business results. So that is the overall outcome of the environment situation as a whole.

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	Definition	Hallmarks
Self awareness	The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others	Self-confidence Realistic self-assessment Self-depreciating sense of humour
Self-regulation	The ability to control or redirect disruptive impulses and moods  The propensity to suspend judgment to think before acting	Trustworthiness and integrity  Comfort with ambiguity  Openness to change
Motivation	A passion to work for reasons that go beyond money or status  A propensity to pursue goals with energy and persistence	Strong drive to achieve  Optimism, even in the face of failure  Organizational commitment
Empathy	The ability to understand the emotional makeup of other people  Skill in treating people according to their emotional reactions	Expertise in building and retaining talent  Cross-cultural sensitivity  Service to clients and customers
Social-Skill	Proficiency in managing relationships and building networks  An ability to find common ground and build rapport	Effectiveness in leading change  Persuasiveness  Expertise in building and leading teams

But when you put under these five important frame-works of remarks of Emotional Intelligence, the person who is well aware is able to create self-confidence, realistic assessment and self-depreciating sense of humor. So as a result, you can take charge of

your own employees. Self-regulation, ability to control and re-direct and disruptive impulses and moods.

The moment you control your own negative behavior and it is also results for the propensity to suspend, judgment to think before you acting. So now you do not react instantly you think thrice before acting. So as a result you know, you create hope, you generate hope in the minds of others. That leads towards trustworthiness, and building integrity among people.

That yes, is not an autocratic leader. He can influence us by creating fear in our minds. He is a trust worthy leader so that kind of, you know, mindset needs to develop. And he has conformity with ambiguity. You need to understand that you know, there is no ambiguity in the minds of others that what you are trying to communicate them.

And openness to change as you know, if you self-regulate, you will open to experience any kind of changes, you can easily embrace changes from outside. So, therefore, a leader needs nurture these kinds of qualities, in order to enhance his self-regulation capacities in organization. Third the motivational ability of the leader can be improved, if he developed passion to work. For reasons that go beyond money or status it is not that.

You can motivate your people by the help of giving them money, or if you work hard I will pay more money. Money never works with the works up to certain point. But yes there are certain situations where people want recognition. They want respect. They want to live with honor so there they need appreciation. They need basic non-tangible rewards. They know to be a good worker in the organization. So that is why know a days, people are assessing every week and putting them tag, good performer, star performer and employee of the week.

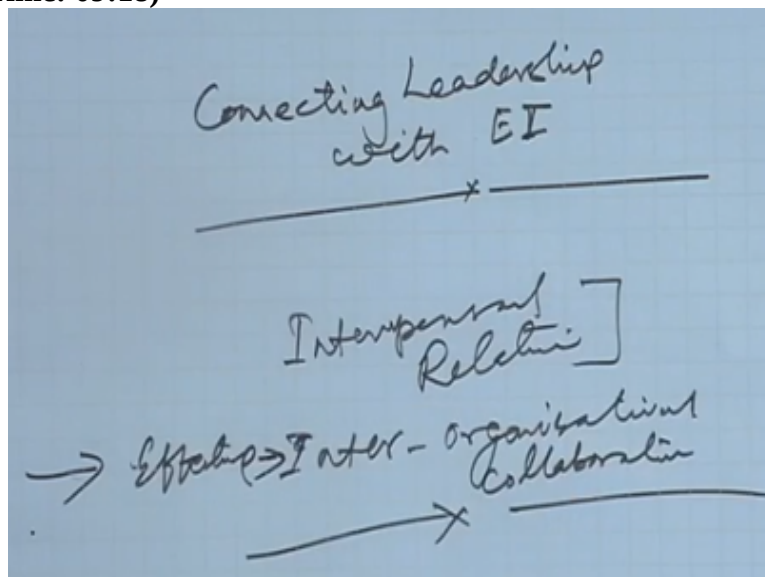
So that adds value to their motivation. So this creates zeal or a strong drive to achieve. It creates optimism in the face of failure and it also enhances the organizational commitment. As a leader, if you exercise empathy what will happen? Empathy is nothing

but the ability to understand the emotional make up of other people. So once you understand the emotional state of people, you know you can quickly adjust to different environments.

So, he is a person from down South, he is a person from North, he is a person from West. And he needs fish in the canteen. A person from down South wants Vada and Sambar. A person from top of the hills wants Paratta. So, you know how you can manage varieties of peoples' needs in a same set up? So this kind of peoples, so when you are empathic to adjust do not worry. There will be food available for every one of you.

Ok, let us have today Sambar Vada. In the afternoon, in the lunch we have something common for all. Then in evening, in the dining table you may have Paratta or something else. So this is how an emotional intelligent leader adjusts with independent complex situations. Yes social skills is also equal important. It refers to one's know, proficiency in managing relationships and building networks. We often seen organization that fifty percent of the job is done at inter-personal level, even you are not competent to do that particular job.

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How? If you have good relation, inter-personal relations, you can hire talent from other divisions; you can hire talent from other organizations. So that is how your problem is

solved at the level of collaborations in inter organizations. This is called inter organizational collaborations. Emotional intelligent leader is very effective in collaborating skills in inter organizational collaborations.

So, therefore social skills are very much important for organizational success and also mobilizing organizational resources. If you are good in interpersonal relationship, with your co-workers, your followers in the organization, you will be able to easily convince them about organizational issues.

So it brings the effectiveness in leading change, persuading people and developing expertise in building and leading teams. So these are certain, you know, these five important skills can bring these kinds of results in the organizations.

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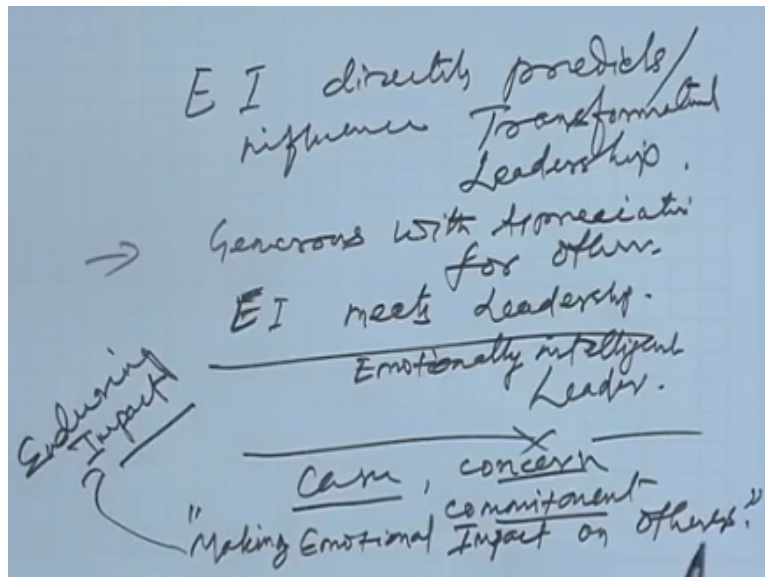
*Characteristics of catalysts, change makers and transformational leaders. He innovates, focuses on people, inspires trust, looks for long-range perspective, asks what and why and does the right thing.*

- Visionary
- Holistic viewer
- Team Builder
- Missionary
- Frontal Leaders
- Inspiring
- Educator
- Boundary Manager
- Role Model
- Learner
- Risk Takers
- Generous with Appreciation for others
- Change Agent
- Innovators
- Intellectual Stimulator
- Ethical orientation
- E.Q.



Yes when you interprets leader acts change catalyst. Why they are called change catalysts? Because that bring change in the organization, they build visions. Characteristics of catalysts are change makers are otherwise known as transformational leaders. We have conducted a number of research and out of there is a direct lesson.

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Emotional Intelligence directly predicts or influence transformational leadership. Who are transformational leaders? Transformational leaders are those, those who can inspire others, those who can influence ideology, values and techniques. So these kinds of people are all called transformational leaders. They can innovate, focus on people, inspire trust, look for long range perspective, and ask what and why and does the right thing.

So these kinds of leaders are basically, Visionary leaders, Holistic viewer; they understand from all perspectives. They are team builders, missionary, frontal leaders; they lead at the front. You know inspiring others. They educate others for others empowerment. They are role model; they are good learners, risk takers.

They are very generous with appreciation for others. It is one of the important qualities of transformational leaders they are generous with appreciation for others. So this is where I said that EI meet leadership, to make it with emotionally intelligent leader. Why I said? It fulfills all the characteristics and core competencies of emotional intelligence - change agent, innovators, intellectual stimulators, ethical orientation, EQ.

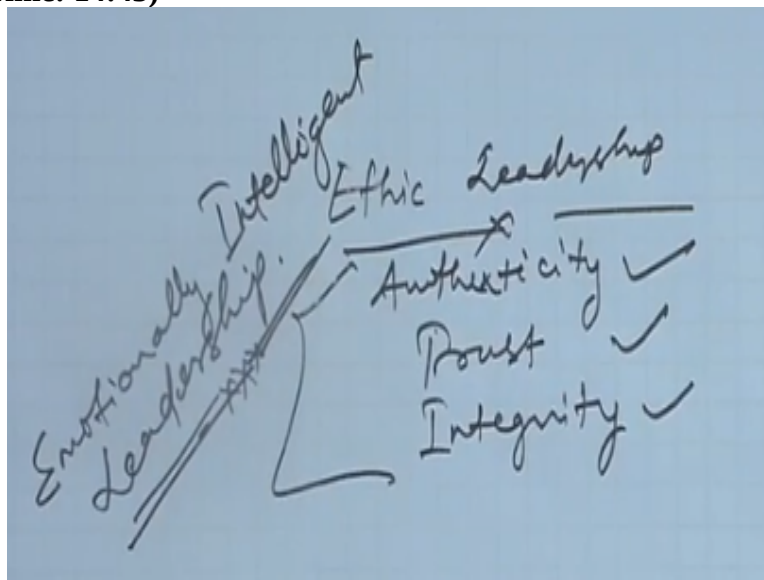
This is how it is if you once you are generous and appreciation of others. You express care, concern and commitment towards others. And these three are very, very vital for making emotional impact; for making emotional impact on others in organization. And



that is where it holds an enduring impact. And that is why leadership becomes more effective than other style of leadership.

In addition to that he acts as changing agent. The transformational leaders always think to transfer the organization by implementing new changes, new ideas, new actions; new products then they are you know intellectual stimulator. They always experiment with intellectual ideas. So that is why they are change makers.

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This is also one of the important characteristics of emotional intelligent leader. They are also to great extent ethical leaders. They practice ethics, because this is you know authenticity these are the characteristics authenticity, Trust and Integrity; these three are the EQ mapping values we discuss in the fame of work, which are the hall mark of emotional intelligence leadership.

So gradually you are trying to know some of the sessions that how we are inter-looking different Emotional Intelligence characteristics to the frame work of leadership and making it emotionally intelligent leadership framework. So therefore this oriental, ethical orientation all these characteristics starting from Visionary to Ethical Orientations make up the EQ frame work for leadership.

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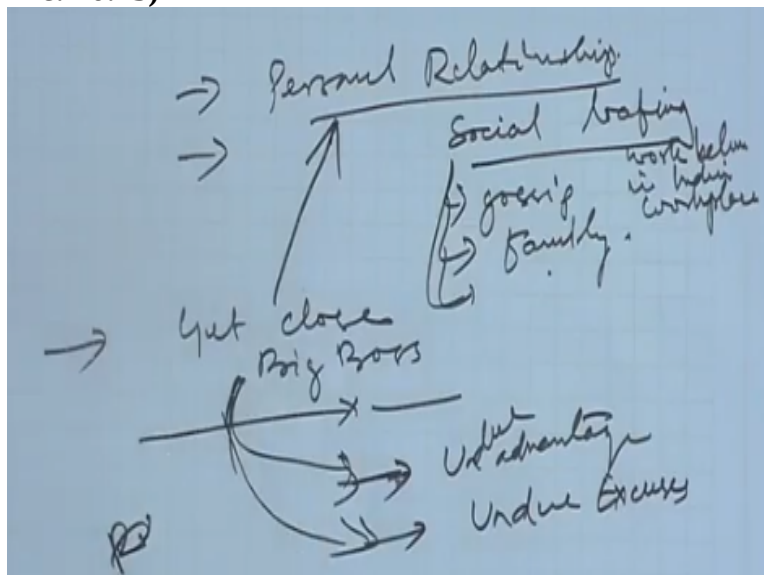
## Nurturant Task Style

Mapping the characteristics of Indian employees-- dependency, preference for hierarchy, personalized relationships, lack of commitment, preference for *aram*, and show-off -- Sinha (1980,1995) has proved the nurturant-task (NT) style to be effective in Indian organizations.

Airmen and officers' commitment to the organisation and job satisfaction decreased, and stress effect and intention to quit the organization increased under authoritarian leader. Contrarily, airmen and officers felt committed, satisfied with the job, accepted challenging task, showed higher job performance, and expressed unwillingness to quit the organisation under nurturant-task and participative leaders.

So this where we are discussing about how nurture and why we talk about nurture and talk relationship in Indian context. Because mapping the characteristics of Indian employees a dependency, preference for hierarchy, personalized relationships and lack of commitment, preference for Aram culture. You know, In India there is always exists a culture ARAM. So I have seen very really people doing work in time. They never do work in time because, yes there is still time. Do not worry. So they never finish even before the time.

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The personal relationship for they bring to work place. Personal relationship is more important than work and job responsibility. That is why I said that Indian workplace is more emotional than rational.

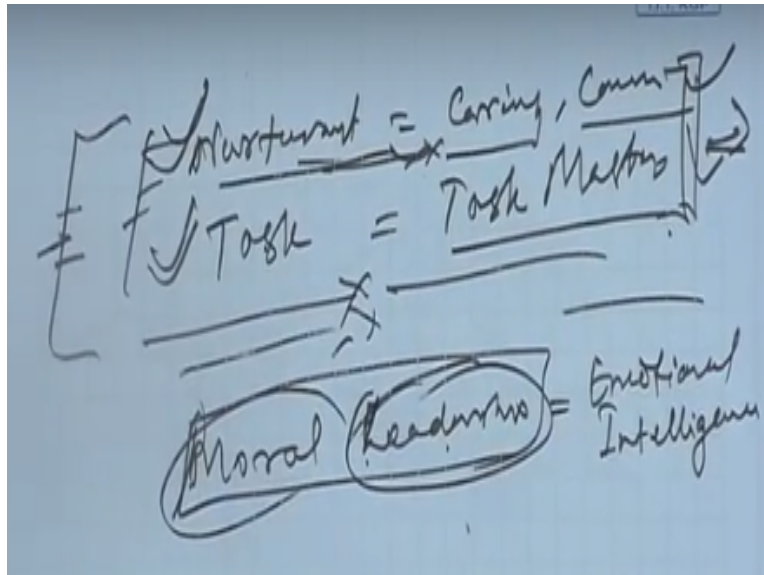
Personal relationships means, they spend half of their time in social loafing. What is social loafing? You know gossip, talking about family affairs. How is your son? How is your daughter? Are they well settled now? If yes, are they well settled? How many of them got married? Where they are now living? How many kids they have and what those kids are doing complete total history till the time is not finished; they keep on gossiping and whatever their work.

So that means, you know, out of your personal discussions your work suffers. So this is where you called how social loafing affects work behavior in Indian workers. And everybody's intention the moment they enter to workplace, they want to get close to, whom, the Big Boss. So what is the importance of getting close to Big Boss? So that once they build up their personal relations then on the basis of personal relations, they will take undue advantage.

Undue advantage means daily manipulate promotional criteria's. Sir, I have been doing so much of work for you. Why can't you help me out? So they will also create undue excuses. I have seen very often many people coming to Government organizations, you know, never in time. Today they will be late, because bus late, I missed the first bus. Next day I missed the second bus.

My family is now in big trouble. My wife is not OK suffering from fever, so many excuses. Since you are close to the Big Boss, then he said OK, OK it is all right. You know it is not actually alright. The relaxation you are taking at the cost of your work, so your work is suffering. So that is why the person who comes up with this theory is said, OK, that there is another technique that these people can be also sorted out.

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What is the technique? Let us be Nurturant about them. Nurturant means you are caring. But at the same time you should be daring, put them on their task. I will give permission but at the same time please take care of my work. So one side you take care of them, caring and concern, other side he becomes the task master.

So the way like I said Nurse Modi said NO to the employee union went on strike. They were demanding for extra bonus, because HOLI was coming. Bengal peoples are very crazy about playing HOLI. So TATA STEEL in Jamshedpur, mostly that time dominating by Bengal people.

And you can imagine that time during mid-eighties and beginning of nineties Nurse Modi was the Managing Director. And when management denied the extra bonus, the employees went on strike. No work, if it is not given. They are so emotional. It is not only in Bengali, but all Indians. If you go to ONAM, during ONAM South Indian they demand heavy bonus in the factories. Even go to the North-East, there are also some rituals they celebrate.

If it is not given then they stop function. This is the equal typical behavior of the Indians. But Nurse Modi once said, OK I will give you double bonus. But I have two conditions.

What is that Sir? You all have to work one hour extra for the next three months. No problem one hour is anything but you give us extra bonus. This is how we call them emotional fools. One side you are fulfilling, other side you are doubling their task so both are of the benefits.

So that is why heat the iron when it is hot. So one needs to understand it is not exactly heat the iron when it is hot. You need to understand the temperament, the attitude and the emotional state of your people. That is why I said, this Nurturant task leadership will be very effective. You cannot say them that I am the leader; I am the boss of the organization. Go and work or otherwise I will suspend. How many people you will suspend? If you suspend again your organization so autocratic leadership will not survive.

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### Ethical Leadership

Empowerment contained item-themes to enhance subordinate's self-efficacy. The superior removed the powerlessness of subordinates or increased subordinates' self-efficacy by involving them in goal setting and decision making, guiding and counselling, and encouraging to try out innovative methods for job accomplishment. Empowerment strategy of the leader responded to subordinates' needs to be nurtured, protected, and appreciated for greater responsibility and good performance. The ethical leader communicated to subordinates in simple ways to achieve the organization's vision.

The leader's altruistic affiliation, power and achievement motives were clubbed with character. On the affiliative needs, the top-level leader helped the subordinates and fostered team orientations that were consistent with the objective of realizing organizational goals. On institutional power, the leader was motivated to serve the organization and its constituents, and provided rewards and sanctions for worthwhile contributions by subordinates. Guided by social achievement, the leader heightened the desire of subordinates to succeed and encouraged them to take risks to achieve organizational goals.

So that is where we try to implement that yes this Nurturant Task style, because in Emotional Intelligence, you are caring, concern about others. You also exercise the Emotional Intelligence competencies. Ethical leadership is also somehow, you know, related to moral leadership. We have tried to examine the moral leadership and Emotional Intelligence. And we have observed that a direct relationship.

One of my research scholars, Mr. Shantanu Majumdar, is my first research scholar, who is right now working in KMC, Kolkata Municipal Corporation. He conducted his first

Ph.D., research on moral intelligence and personal intelligence on emotional impact of emotional intelligence on transformational leadership and ethical leadership also. So these ethical characteristics of transformational leaders are directly related to each other. So therefore we presume that anybody who is an effective leader always believe in the ethical perspectives.

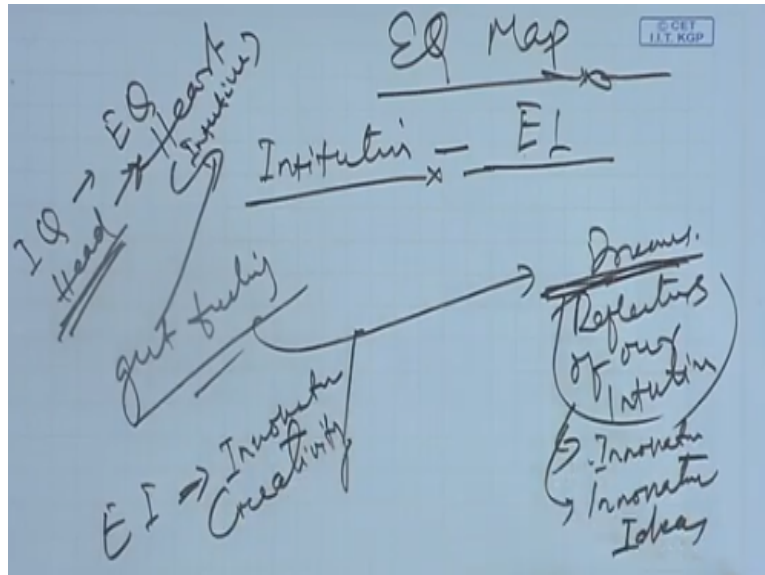
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## Leadership



So no leadership would be effective without authenticity. That is why we emphasize the ethical leadership. If you look in this diagram, it shows the inner core competencies of a leader, that should, where the values and leadership relates all. Here you exercise the power of intuition. Intuition plays a very important role in the exercise of leadership behavior.

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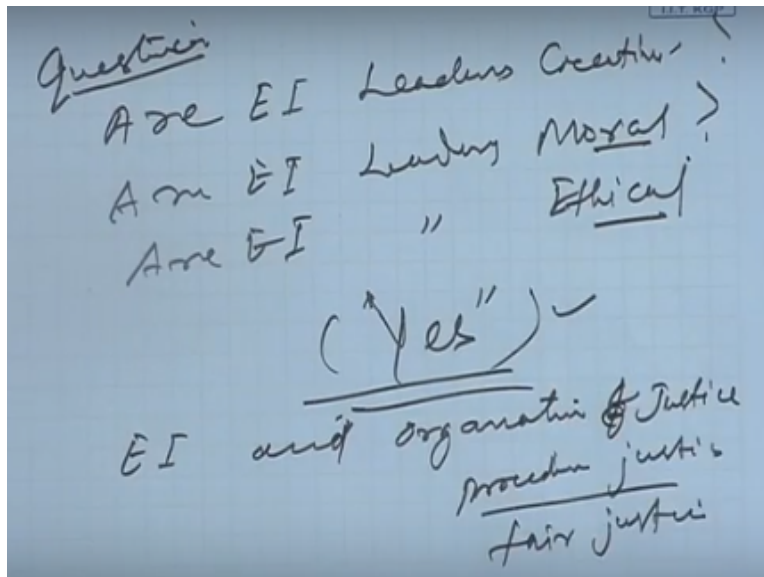


Even, we examine also that intuition is one of the important characteristics of emotional intelligence in the framework of EQ mapping. Why it is important, because we have already discussed that IQ and EQ are just like our head and heart. Here, this is all our intuitive capacities, intuitive ideas are generated by our heart feelings. We often call it as our gut feelings. So we often say that one should give importance to his gut feelings.

We often said, you know, that people said yesterday I saw a dream. But I have certain thoughts I think these are certain possibilities to solve our organizational problems. Many times many creative ideas are come through dreams and these dreams are nothing but our reflections of our intuitive ideas. Reflection of our intuition our intuitive ideas and they is the product of your heart feelings or what you call the gut feelings.

These are the rational core, hard core intellectual of cognitive ideas. But these intuitive feelings are systemized that give us that are where you called innovation or innovative ideas. So that is a direct relationship between Emotional Intelligence and innovation. Or Creativity? Yes that is why we often that label are Emotional Intelligence leaders.

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Out of this discussion we can also question, Are Emotional Intelligence leaders creative? Are they creative leaders? Are Emotional Intelligence leaders moral? Is Emotional Intelligence leaders Ethical?

Yes, the answer is. Yes, because they believe in heads and hears. They believe in right and wrong. They practice fairness in organization. So that is where I have not come across any such research. May be, there may be certain research there. What is the relationship between Emotional Intelligence and organizational justice? Particularly, you know, procedural justice. So do people follow appropriate procedures for providing fairness or fair justice? But yes.

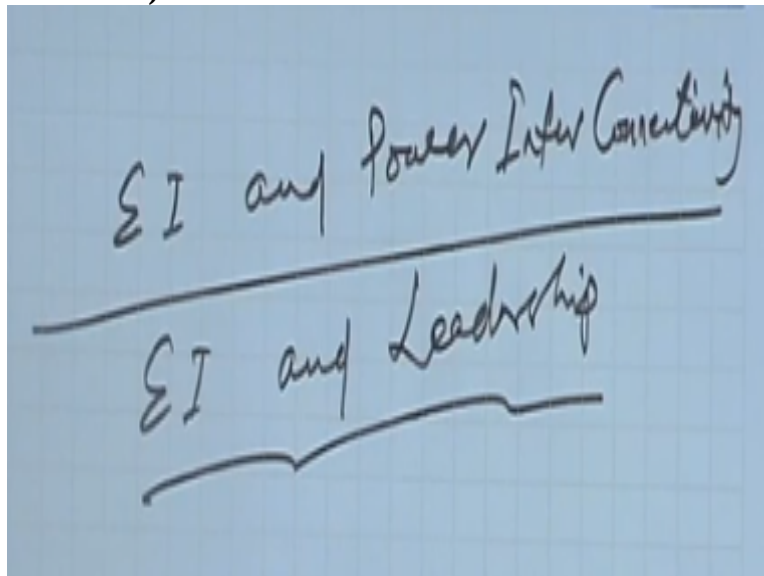
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Out of this discussion, we can conclude that Emotional Intelligent leaders are to a great extent, are creative they are moral agents. They practice ethics so they can also be considered ethical leaders. Power of intellect and the useful of intellectual power and logical power they exercises effective organizational leadership.

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The power of inter connectivity is one of the important dimension. Emotional Intelligence and power of inter connectivity. So this is very important to understand in the framework of EI and leadership. So what is that inter connectivity? Intuition, intellect and their inter sections. So intuition generates ideas.

These ideas are not actuals, when they are generated not in a rational form or systematic fashions. They are in abstract measures. So when you bring logical into those ideas we utilize our intellect. And then you connect them so that inter connection brings creative ideas. So this is how in a whole inter connectivity among people also in the organizations.

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## Power of intuition

- 1. Listen to the voice of your heart. Meditate and reflect on your inner-self at least 10 mts.
- 2. Determine the attitudes that will bring honor and character in society. Uncompromising adherence to deeply held values.
- 3. Built connections with organizations that facilitate thinking and working on issues which transcends immediate industries and work spheres. Spirit of inquiry beyond the usual.
- 4. Work on keeping your ego out in processing information objectively. Unbiased Inquiry.
- 5. Read the book on history and philosophy, supernatural aspects of becoming. Embrace wisdom with humility.
- 6. Process the information to define what is the need for openness to unknown with serious curiosity.



So, therefore the power of intuition is very important in the exercises of emotional intelligence leadership. So this can be also practiced to listen to the voice of your heart. Meditate and reflect on your inner self, at least ten minutes.

So many times what happens? There is a famous song sung by Udit Narayan and Alka Yagnik. There is a bollywood film Akhale Hum Akhale Tum. there is some misunderstanding? Due to some misunderstanding, Hero and Heroine depart from each other. And when they remember each other Heroine wants to meet the Hero. Hero also wants to meet the Heroine. They now singing that is a situation like you know that kind of expression Dil Chahta Hai, lekin Dimak mana kara ra hai.

That means your heart is saying your intuitive. You are listening to your intuition that you go and meet your partner. But your head said No, he has abandoned me. I will not go to him. The head is very hard in taking decisions, but heart does not offensive. Then finally

heart says no despite of this consequence, let us go and meet; because overall he is my friend and my life partner. So this is this kind of dialogue leads to better solution.

Then determine the attitude that will bring honor and character in society. Uncompromising adherence to deeply held values built connections with organizations that facilitates thinking and working on issue which transcends immediate industries and work spheres spirit of inquiry beyond the usual.

Work on keeping your ego out, processing information objectively and unbiased. The moment you bring ego in to your analysis and reasoning, you will be rational and you will be biased. So that should be kept away. Read the book on History and Philosophy, or supernatural aspects of becoming and embrace wisdom with humility. Humility is one of the, you know, the rare quality that needs to be nurtured in order to become Emotional Intelligent in organization.

And process the information to define what the next value is what you call openness to unknown with serious curiosity. Curiosity can encourage lot of many novel ideas and that can also embrace many changes. So these are some of the power of intuition if we practice, one can exercise the characteristics of Emotional Intelligence.

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## Assignments

- Q.1. Can you relate your EQ skills with your leadership skills???
- Q.2. identify top 10 EQ skills necessary for effective leadership.
- Q.3. How does EI nurture motivational Leaders?

So this is in a nutshell about different features and connecting EI to leadership. And after going through this leadership lessons along with Emotional Intelligence, you will be able to identify ten EQ skills necessary for leadership. And you can also examine how EI nurtured motivational leaders in organizations does. So this is in a nutshell about Emotional Intelligence and leadership affecting us. Thank you very much.