

EMOTIONAL INTELLIGENCE IN LEADERSHIP

We have long recognized the importance of cognitive intelligence or IQ in determining a leader's success and effectiveness. Increasingly however, leaders and researchers are recognizing the critical importance of emotional intelligence or EQ as well. Emotional intelligence refers to a person's abilities to perceive identify, understand, and successfully manage emotions in self and others.

Being emotionally intelligent means being able to effectively manage ourselves and our relationships. An important ability for leaders is to understand the range of emotions that people have and how these emotions may manifest themselves. Leaders who harness and direct the power of emotions to improve followers' satisfaction, morale and motivation get better results and enhance overall organizational effectiveness.

The emotional state of the leader influences the entire team, department, or organization. Leaders recognize the importance not only of keeping their own emotions in balance but also of helping others manage negative emotions, so they don't infect the entire team or organization. Leaders tune in to the emotional state of others, bring unhealthy or negative emotions to the surface and encourage people to explore the positive emotion in their everyday work.

Leaders have a lot to do with whether employees have positive or negative feelings about their work lives. Studies have found that almost everything that influences a person's mood in the workplace is under the control of leaders. As such, leaders must regulate their own emotions to remain positive, hopeful and help pull others towards them. Emotional intelligence can be learned and developed

Categories of Emotional Intelligence

Self-awareness - includes the ability to recognize and understand your own emotions and how they affect your life and work. People who are in touch with their emotions are better able to guide their own lives. This component also includes the ability to accurately assess your own strengths and limitations along with a healthy and limitations along with a healthy.

Self-management - includes the ability to control disruptive, unproductive, or harmful emotions and desires. Characteristics in this category include trustworthiness, conscientiousness, and adaptability. Leaders skilled in self-management remain hopeful and optimistic despite setbacks and outright failures.