

Theory & Relationship between Emotional Intelligence, Leadership Styles and Leadership Effectiveness

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ABSTRACT

Effective leadership is essential for an organization's success, and therefore, the ability to identify and define effective leadership is crucial. Technical expertise, superior performance, and established experience are no longer only criterion of effective leadership. Today effective leaders are defined by inspiring and motivating others, promoting a positive work environment, understanding and managing emotions, building bonds, communications, influence, and so forth. Emotional Intelligence (EI) has an emerging track record of being linked to leadership performance. Emotional intelligence connects a leader's cognitive abilities with their emotional state. The ability for leaders to recognize the impact of their own emotions on their decision making is paramount if a leader is to make sound decisions based on the best interests of the organization.

Key words: leadership, emotional intelligence

INTRODUCTION

A leader must be able to read emotions in his/her peers and employees in order to be as effective as possible. Stogdill originated this notion with linkages of leader personality and control over emotions to employee perception of leader effectiveness. Due to the complexity of organizational change and the role emotions play in changes such as global expansion, job eliminations, leadership changes, and the stressors of day to day work, the EI of managers and how they manage their associates is an element that leadership needs to consider while moving their organizations forward. Emotional intelligence abilities, capacities and skills are becoming significant and inevitable almost in all works of life ranging from effective leadership, building teams, social skills, developing human potential and performance, and economic and political life. The rules have changed. Companies are flattening out their structure and reducing the number of second and third level management. Organizations are entering other national boundaries.

Decisions are being pushed down the chain of command and solutions needed to be identified sooner. Employees are being asked to do more than ever before. There has been a paradigm shift and a new kind of leader is needed. These changing organizational structures provide more opportunities for efficiency and effectiveness, challenging and rewarding work, and achievement of goals. New processes and procedures are being developed to cope with rising complexity and the need for speed. To be an effective leader, manager or professional, a person needs to understand and skillfully manage his emotions appropriately based on each person or situation and understand the emotional cues of others in order to effectively interact with others. Organizations everywhere need now to realize the benefits of primal leadership by cultivating leaders who generate the emotional resonance that lets people flourish. Research findings so far indicate that attention to emotion-related aspects of working and learning environments, and a focus on bolstering the EI skills of individuals within these contexts, can contribute to more productive, supportive, and healthy professional and academic experiences.

