

Need of Emotional Intelligence among B- School students to improve their Leadership Quality

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Emotional intelligence or EI is the ability to understand and manage one's own emotions, and the people around us. People with a high degree of emotional intelligence know what they're feeling, what their emotions and how these emotions can affect other people.

Emotional Intelligence is described as a set of abilities that refer in part to how effectively one deals with emotions both within oneself and others. Emotional Intelligence accounts for more than 85 % of exceptional performance in Top Leadership. Emotional Intelligence has become increasingly popular as a measure for identifying potentially effective leaders, and as a tool for developing effective leadership skills.

According to Drs. Steven J. Stein and Howard E. Book, developers Emotional Intelligence is defined as a set of emotional and social skills that influence the way we perceive and express ourselves, develop and maintain social relationships, cope with challenges, and use emotional information in meaningful and effective ways. The assessment uses 15 scales and subscales to judge a person's use of the skill. The five broad scales are (1) self-perception, (2) self-expression, (3) interpersonal, (4) decision-making, and (5) stress management. There are 10 subscales that underpin the larger scales with supporting behaviors such as self-regard, assertiveness, empathy, problem-solving, and flexibility.

Leaders with high emotional intelligence create more connected and motivated teams. The skilled people with emotional Intelligence possess make them effective managers. Some include the ability to inspire others, personal integrity, communication skills and comfort with building relationships among others.

Stronger Emotional intelligence helps oneself to improve their leadership skills in the following way-

- a. **Internal Awareness-** Internal awareness includes emotions in decision taking. It also helps to work with rationality. Making sound decisions require an undertaking of how ones feelings are affecting judgment productivity, attitudes and more. The best leaders are self aware of not only their emotions, but also their weakness and limitations as well as their strengths.

- b. **Self Regulation** - Leaders who make impulsive decisions as fail to control their emotions and can quickly loose the respect of their subordinates. Emotional Intelligence breeds self regulation that prevents the moment's one wish to take back.
- c. **Collaborative Communications** – Emotionally intelligent leaders can immediately pick up the tone of the group and subsequently speak with honesty and sincerity to match that tone to mitigate unresolved tensions.
- d. **Less Stress** – Leaders with emotional intelligence manage unavoidable workplace. Stress in a better manner. They also refuse to take any negative feelings out on their co-workers or families.

After obtaining a degree from B- Schools one is expected to occupy various top managerial positions in large corporation. Moreover, they are also considered as prospect Entrepreneurs. While giving training to the B- Schools trainees, the importance of Leadership has increased with the expanded popularity of teams. Training in leadership is an excellent means to help employees make the transition from dependence to autonomy.

Taking their future prospect in to consideration, the training in leadership is important for inspiring and motivating dispersed employees, they are needed to offer some guidance as to how leadership might function in the various contexts.

During the last decade interpersonal skills have become more integral to effective leadership, where leaders were once seem to control, plan and inspect the overall running of an organization, in today's more service oriented industries, leadership roles are also to motivate and inspire others, to foster positive attitudes at work, and to create a sense of contributions and importance with the among employees .one variable that has recently gained much popularity as potential underlying attribute of effective leadership is the construct of Emotional Intelligence.

Sometimes focusing exclusively on leadership shown by managers creates a distorted picture of the meaning of leadership. Our conventional concept of leadership ignores many important areas of leadership as it falls outside the managerial framework.

Recent studies shows that people with high emotional intelligence have greater career success, foster stronger personal relations and can automatically improve the leadership skills. Leaders who do well in the social skills element of emotional intelligence are great communicators. They're just as open to hearing bad news as good news, and they're expert at getting their team to support them and be excited about a new mission or project.

Leaders who have good social skills are also good at managing change and resolving conflicts diplomatically. They're rarely satisfied with leaving things as they are, but they don't sit back and make everyone else do the work: they set an example with their own behavior. Leaders must know how to resolve conflicts between their team members, customers, or vendors. By

improving communication skills and by learning to praise others a leader can inspire the loyalty of team. Learning how to praise others is a fine art, but well worth the effort.

According to Daniel Goleman an American psychologist who helped to popularize emotional intelligence, there are the five elements to it. With the help of the various elements of EI the students of B- Schools will be able to improve their leadership skills in more dynamic way –

Emotional Intelligence has been shown to play a meaningful role in Academic success, mental and physical health, as well as attainment in professional domains. In the modern area and work place, there is an ever increasing emphasis from employers on the importance of Emotional Intelligence over Academic Qualifications.

During the Academic environment if stress is given to adopt the skill of Emotional Intelligence, the trainees can boost up their intrapersonal communication skills can improve their academic and professional success.

Moreover, there has been much discussion regarding the benefits of teaching Emotional Intelligence in Schools, with an emphasis on the idea that emotionally intelligent trainees can grow up to the become emotionally intelligent adults. So far, Emotional Intelligence improves the ability to solve personal as well as interpersonal problems are also significantly related to physical health. During the time of training in B- Schools students remain within self management and self regulations.

This form of self regulation builds on the basis of self awareness and is an integral part of becoming emotionally intelligent by increasing the capacity to liberate ourselves from impulse – driven reaction.

To be effective, leaders must have a solid understanding of how their emotions and actions affect the people around them. The better a leader relates to and works with others, the more successful he or she will be.

According to many researchers, it can be said that stress should be given on Emotional Intelligence. Many examinations are going on Emotional Intelligence. The researchers suggested that there are significant changes noticed in Emotional Intelligence.

As the modern workplace continues to evolve, successful employees will need to master a skill set known as emotional intelligence. Research shows those with high Emotional Intelligence have better job performance, mental health, and leadership skills.

Complex problem-solving, critical thinking, coordinating well with others, and resolving conflict are all skills deemed imperative in this so-called “Fourth Industrial Revolution,” a term to describe the economic impact of big data, artificial intelligence, and robotics. Association leaders who expect their organizations to grow and thrive have a responsibility to foster these attributes in their employees.

The key attribute underpinning all of these skills is emotional intelligence—the antithesis of artificial intelligence. These are important skills to master in all career levels.

Studies have shown that people with high EI have greater mental health, exemplary job performance, and possess more potent leadership skills. What are the components of EI? Why is it important? How can one's EI can be developed and improved? These are all questions that association leaders should be contemplating for improved management of performance and job satisfaction.

According to Daniel Goleman's research in his book *Working with Emotional Intelligence*, EI accounted for 67 percent of the abilities deemed necessary for superior performance in leaders, and mattered twice as much as technical expertise or intelligence quotient, which is our ability to learn. Have you known people who were exemplary in their respective fields but not good people managers? These individuals probably did not have well-developed EI. In addition, individuals with well-developed EI tend to have a higher sense of personal well-being, satisfaction, and contentment, as well as better interpersonal relationship

One way that EI skills can be developed and improved is through assessment and coaching. For example, Canadian firm MultiHealth Systems provides a psychometric test of one's EI through the EQ-i 2.0 assessment (similar to Myers-Briggs and DiSC personality inventories) whereby one's EI can be scored, development areas identified, and relevant blind spots targeted. A successful coach would employ a “co-active” model of facilitation which is chiefly about discovery (EQ-i 2.0 assessment); awareness (analysis of assessment results); and choice (creation and adherence to a client-determined development plan). In order for the coaching relationship to be successful respect, openness, compassion, empathy, and rigorous commitment to speaking the truth must be present. The coach's job is to help clients articulate their chosen purpose, clarify their goals, and to assist them in achieving their desired outcomes.

There are several thought leaders on the topic of EI, including Goleman, who was mentioned earlier that Emotional Intelligence and Success comes together. Practicing mindfulness has proven to help cope with stress and to develop balanced stress-management techniques when feeling under pressure. We can control how we react to them by focusing on our thoughts and considering how our actions can de-escalate or incite a given situation.

In order to achieve our maximum potential in our vocations, relationships, and as purposeful human beings, it is imperative that we discern and develop our EI. Not only does it enhance our leadership abilities and promote success at work, but it also supports satisfaction, contentment, and the ability to better enjoy many aspects of everyday life.

The findings of the current study provide preliminary evidence for the relationship between Emotional Intelligence and effective leaderships. Understandings precisely how Emotional Intelligence relates to effective leadership may have several implications for human resource precautions and leadership search firms, particularly in the area of selection and leadership Development.

Moreover, research on Emotional Intelligence and effective leadership may identify new sets of emotion based skills, which could be used in leadership training and development programs to enhance leadership effectiveness. The knowledge gained from research in to Emotional Intelligence and leadership may increase the Understanding of effective leadership and help produce powerful tools for the selection and training and development of others, potentially enhancing organizational climates and performers.

The paper tries to address the influence of Emotional Intelligence in leadership considering only two issues the relationship between the leader and subordinates as well as the interaction within the work group. The study provides some evidence on the role played by the Emotional Intelligence of leaders and subordinates and on the effects of the interaction between emotional intelligence and emotional labor of Employees on the work performance and their attitude towards their positions. We believe that more research is needed on the role of Emotional Intelligence of leaders and subordinates at work.

In fine, the actions we create in our life are mostly based on our emotions and emotional intelligence. It makes sense that when individuals have a great sense of communication and organizational skills, they will be lead to having the ability to make proper decisions and interactions with others. What we learn from our own emotions will allow us to pursue the life style we want to live and create more of what we want in our lives, rather than what we don't. Emotional intelligence is a trait that can always be nurtured and strengthened in all of us, but without having a developed sense of it, the individuals will lack loving friendships, internal happiness and generally be relegated to living a life of low social functioning. In this global age, it is necessary to compile a high sense of emotional awareness.

The age of obtaining training in B- Schools is the ideal time to become familiar with the Concept of Emotional Intelligence and at the same time it can be rightly traced to develop the leadership quality.

