

## ABOUT EMOTIONAL INTELLIGENCE AND LEADERSHIP

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*This article is, because of its topic of study, a part of management and includes details regarding the important role of emotional intelligence in management and leadership. The importance of this problem is related to the fact that, in Romanian management, this concept (being of a psycho-management nature), is poorly understood. Emotional intelligence is still a highly publicized concept in the West, subject to many controversies between recognized experts in various fields: organizational management, leadership, psychology, sociology. The target of the article is to highlight the fact that there are few management or recruitment consulting firms in Romania that support emotional intelligence development programs, and fewer are the organizations that realize the impact it has in running a business. Since 1995, from the first publication of Daniel Goleman's book, "Emotional intelligence", EQ has become one of the most debated concepts in U.S management. The content of the article calls for a new business climate, ensuring professional excellence. We want this to be "a guide" in cultivating emotional intelligence in individuals, groups and organizations, through leadership, trying to validate the scientific aspect. Because we live in a time when future projects depend increasingly more on self-control and on the art with which we know to maintain interpersonal relationships, such guidelines are necessary to prevent future challenges. The contribution of the authors brings to the forefront the debate about management, behavior management, the concept of emotional intelligence and the importance of understanding, knowing its substance, and the manner in which the management process has to be adopted in order to achieve positive results in an organization, as a system. Businessmen with a preemptive mind will encourage and support such an education in business, not only to improve the quality of management in their organization but also for the vitality of the economy. Thus, the benefits will increase, not only for a new generation of managers, but also for our families and communities, and for society as a whole.*

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The concept of "emotional intelligence" was first used in classical academic formula, in a doctoral thesis in the U.S., in 1985, by Wayne Leon Payne, Ph.D. at the Union Institute in Cincinnati. He believes emotional intelligence to be a skill that involves a creative relationship with the states of fear, pain and desire. This doctoral dissertation did not revolutionize the world, but it introduced a new concept that, more than fifteen years later, changed the theories about leadership, about the role of the manager or how it interacts with those he leads. The concept of "emotional intelligence" is published for the first time in the works of John D. Mayer and Peter Salovey (1990, 1993). They are considered the "parents of the new intelligence", the emotional one. Little publicized, the subject of their works is only taken into account in the medical world. In 1995, the article "What's your EQ?" signed by Daniel Goleman appears in "Time". Emotional intelligence becomes known after the publication, in 1995, of the best-selling book "Emotional Intelligence: Why it can matter more than IQ", a book that remained a top seller for about a year

and a half. Although this first book has more to do with education, with how people evolve over time, it has attracted the attention of many businessmen. Thus, the theory launched a few years ago, begins to change a practice of over 30 years in the working environment of large companies. Currently, EQ is synonymous with the concept of emotional intelligence. The measuring of emotional intelligence, using a scale of values, does not have as practical an importance as we might imagine. More important is a profile to help its development. This method was developed by professor Reuven Bar-On and tested on more than 100,000 people worldwide. This test method was also used and still is used by the U.S. AIR FORCE recruiting service. Since it was used, reductions in spending on recruitment and selection of nearly \$ 3 million per year were accounted for. Staff fluctuations fell by more than 70%. In 1998, Daniel Goleman realizes the importance of emotional intelligence for business and publishes another book: "Working With Emotional Intelligence", which reached the bestseller's list in three weeks after release. The topic becomes particularly interesting, especially since it suggests a different way to appreciate the qualities of people. In 2000, together with Caruso, John D. Mayer and Peter Salovey, American psychologists and teachers of educational psychology at Yale University, who published the following books on emotional intelligence, probably give the most complete definition, at least until today. Emotional intelligence is "the ability to perceive and express emotions, to assimilate emotion in thought, to understand and judge with the help of emotions and to regulate own emotions and others'.

After this theory appeared, many businessmen understood that the success of a person at the work place depends largely on emotional intelligence. Besides intellect, an employee needs other qualities as well: perseverance, self control, motivation, interpersonal skills, etc., meaning an increased emotional competence.

Among the pioneers who were involved in the research and application of emotional intelligence, we can mention: American Express Financial Advisors, Johnson & Johnson, HayGroup, U.S. Air Force, L'Oreal, Xerox, AT & T, Colgate Palmolive, Marriott Corporation.

Why is emotional intelligence so important for business? Because it plays a significant role among all the factors that influence the effectiveness of a person or the organization it is a part of: relationship with the boss, uncertainty, decision making, motivation and job satisfaction, maintaining talented people in the organization and their verification, teamwork, quality of work etc.

There is a continuous need to have a clear picture of the phenomena involved in professional activities. To understand how an organization works, it is important to understand how leadership works. What are the characteristics of leaders, what are the factors that influence efficiency in leadership, how can performance be evaluated?

In the quality of being a good user of "emotional intelligence" enters the understanding that it is not and should not be intended as a substitute for skills, knowledge or abilities acquired over time. Emotional intelligence increases the chances of success of the manager but does not guarantee his performance in the absence of knowledge.

The most significant resource in business is leadership. But every leader is above all, a human being, as are his/her subordinates. In the position of leader, the importance of EQ tends to be positioned around 85%, and IQ at 15%. The ability of a leader to manage emotions in his processes and actions with people significantly affects the performance of an organization. It is important that he is able to transmit positive emotions, enthusiasm and energy in all circumstances. 98% of "top performers" have a high emotional intelligence quotient.

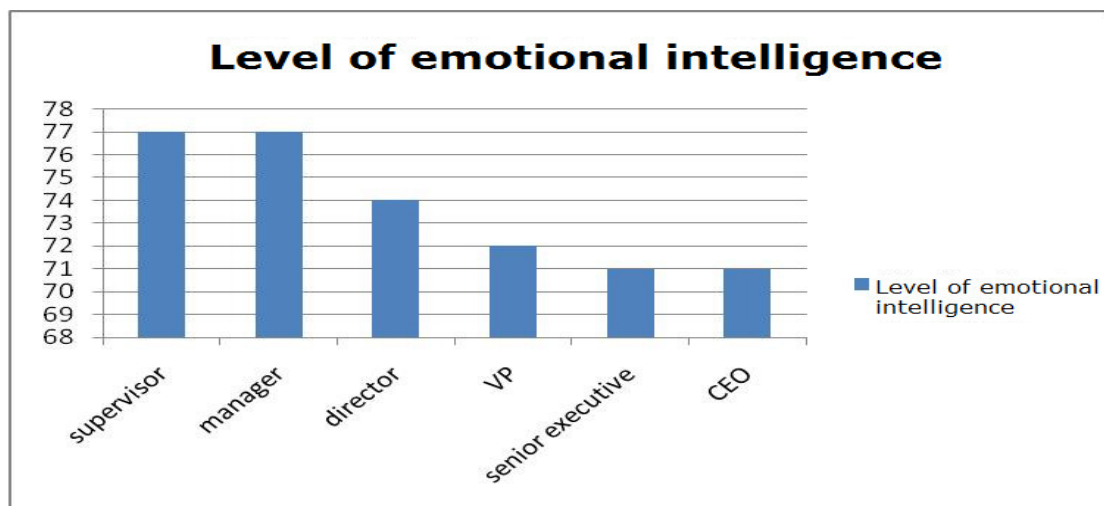
Although in universities and many other programs, we assimilate information and get the know-how, in fact we need wisdom too. One of the ways that lead to wisdom and balance is "coaching", as a practice for emotional intelligence. Essential component of leadership, EQ is an attitude, a way of life.

Leadership has to be lived, it's a state of mind, and the development of leadership comes from the inner desire to capitalize on the employees' actions in a human way. A modern leader creates, within the organization, a place where people thrive, so that they can contribute more to the common task they have to achieve.

There are two ways to effectively develop leadership skills:

- A lot of practice;
- Development of emotional intelligence.

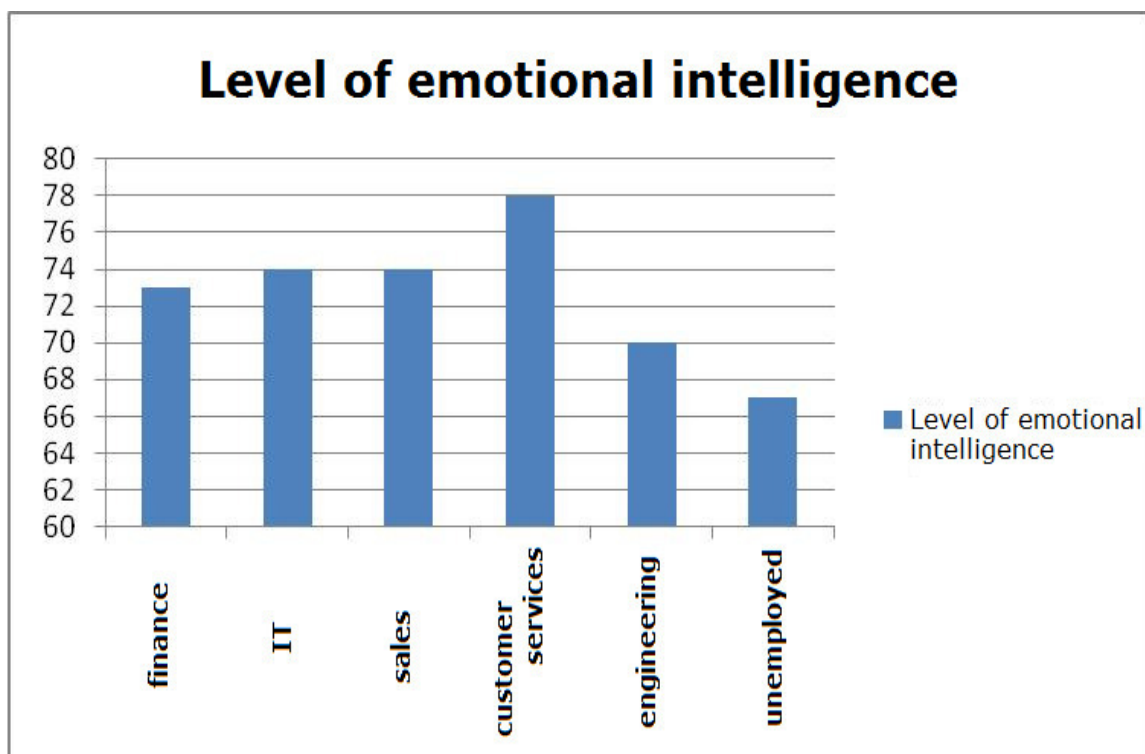
Emotional intelligence is in high demand in managers in general. It is a complex requirement but, in order to be successful, they must have self-awareness, be able to adjust their attitude, be highly motivated, be able to motivate others, have empathy skills and also a wide range of social and technical skills. In the image below we can see the sudden drop for the titles of director and subordinates thereof, which reveals an incredible gap in terms of emotional intelligence among the hierarchical managers of an organization. This study, conducted in 2005 by Simon & Schuster (acknowledged today as well), shows that the EQ is lower for those in top positions than for those in the levels two-three of management.



**Image no. 1. The level of emotional intelligence on levels of management "(7)"**

To support this, one can check by following any man or group of people who have to perform a not so simple task and that may exceed their possibilities. It's good to especially observe when things start to go bad, at the very beginning. One will soon see signs that betray agitation, irritability, frustration, snappy lines. This is followed by the launch of apologies, withdrawal and blaming. The scene is full of emotions and it's not long until someone loses control and leaves, thus ending the process.

The same study indicates that positions once thought to focus a small amount of emotional intelligence have showed the exact opposite (in sales, finance, IT). The positions with the highest levels of EQ are occupied by those in the customer service sector, business development, and the lowest levels are for positions such as engineering and those unemployed (Image no. 2.).



**Image no. 2. The level of emotional intelligence in some fields of activity "(7)"**

Emotional intelligence substantially contributes to leadership. Undoubtedly, there is a link between who we are as a person and who we are as a leader. If we do not understand this, developing leadership skills will become an almost impossible task.

Training leadership skills and developing emotional intelligence take place together and involve understanding our own emotional side, harmonizing with the emotional needs of others and using that knowledge to motivate them, not only to increase their effectiveness at work, but in order to develop their potential.

Good leaders always have high levels of EQ. They might not always have many people following them; they are found at all levels of the organization and in all areas of life. Their behavior, almost certainly, will include many of the following characteristics:

- Complies with high ethical standards;
- Have strong sense of integrity;
- Always learning, immediately recognize if they don't know or understand something;
- Have a protective attitude;
- Have a presence that stands out;
- Have good decision-making capacity;
- Are confident, deeply aware of their own qualities and defects;
- Know when it is time to lead and when to comply.

Looking around us for leadership behaviors, we will inevitably find some "bad leaders". They might have excellent qualifications, experience and managerial skills, but they are likely to have a low EQ. They tend to impose themselves by fear, lack integrity, ethical standards and any sense of concern for others. Often, they use intimidation tactics, preferring that their subordinates stagnate in their development, rather than motivating them and helping them grow "(7)".

When leaders apply dissonant styles, the culture that is created is inevitably toxic. How is it to work in such an organization where there is no emotional intelligence? The negative style of the leader generates a series of extremely destructive cultural norms, visible in the results.

Revealing the truth and organizational reality is a fundamental task of the leader. However, too many leaders forget to seek the truth, becoming disconnected from reality and contact with others. Such leaders seem to not have time for important conversations and are unable to build those types of collegial and counseling relationships, leading to deeper dialogue about what works and what doesn't. They do not have enough authentic contact with people in the organization, so that they understand what is going on, living in a kind of atmosphere that doesn't contain information about the basic emotional reality of everyday life.

Leaders who use dominating, rigid styles in fact hinder people from telling the truth. They are naive or refuse to accept the reality of their organization. Although they might believe that things within the organization are good, they actually create a culture where nobody dares to tell them anything that might disturb them, especially bad news. This kind of silence may have a very high price.

Change begins when leaders equipped with EQ actively investigate emotional reality and the cultural norms underlying the daily activities and behaviors of the group. To create results, leaders must pay attention to latent dimensions: human emotions, flow of the emotional reality in the organization and the culture that encompasses all.

Emotional intelligence in the professional space is vital for the success of any organization. Developing a new style of leadership often means a fundamental change in the relation with others. But the paradox of trying to introduce new knowledge in an organization translates, at best, into a difficult task and not into one that can be achieved in a training room. Unfortunately, those who put the most effort into developing educational and leadership skills at executive level do not end up where they want, and not only because of the manner in which they undertake these, but also because of the things they don't do. Even the best development processes will not help the organization change if they focus only on the person and don't consider the strength of emotional reality and culture.

The real difference is that, while the components of individual skills of EQ can be applied directly to the teams' environment, organizations are more complex and thus the objective is broader: encouraging emotional intelligence leadership, extensively and intensively, on every level, and systematically creating the norms and culture to foster confidence and transparency, integrity, empathy and solid relationships. This kind of transformation begins with leaders who accept the truth, who can reveal the emotional reality of the organization and who can attract others into a compelling vision of a common future.

When a company develops this emotionally intelligent leadership at all levels and when the leaders face the reality that may arise – often, this happens - "a company is transformed."

In conclusion, the increasing attention that is given to this concept, internationally and recently in Romania, should raise an exclamation point regarding what was considered to be "intelligent", the support of emotional intelligence development programs representing genuine instruments of publicity and awareness of its impact on daily life and in the success of any business. For too long, managers have seen emotions in the working environment as "a noise", "polluting" the judicious operation of the organization. Now, organizations everywhere need to understand the benefits of leadership based on emotional intelligence, training managers and leaders who can generate that emotional resonance that allows people to develop.

Businessmen with a preemptive mind will encourage and support such an education in business, not only to improve the quality of management in their organization but also for the vitality of the economy. Thus, the benefits will increase, not only for a new generation of managers, but also for our families and communities, and for society as a whole.

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