

EMOTIONAL INTELLIGENCE: AN ESSENTIAL PART OF LEADERSHIP EFFECTIVENESS

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ABSTRACT

This paper proposes that emotions play an important role in the leadership process. More precisely, it is proposed that emotional intelligence, the ability to understand and manage moods and emotions in the self and others, contributes to effective leadership in organizations. Four major aspects of emotional intelligence: (i) the appraisal and expression of emotion, (ii) the use of emotion to enhance cognitive processes, (iii) decision making, knowledge about emotions, and (iv) management of emotions are reviewed. Researcher, subsequently, proposes how emotional intelligence contributes to effective leadership by focusing on five essential elements of leader effectiveness: (i) development of collective goals and objectives; (ii) instilling in others an appreciation of the importance of work activities; (iii) generating and maintaining enthusiasm, confidence, optimism, cooperation, and trust; (iv) encouraging flexibility in decision making & change; and (v) establishing and maintaining a meaningful identity for an organization.

KEYWORDS: Emotional Intelligence, Leadership Effectiveness