

Part-I: Emotional Intelligence/ Maturity

1. Epilogue: Since 1998, too much being talked about emotional Quotient and Emotional Intelligence, since Daniel Goleman published his first book on EQ in 1995 and today it has become a hottest bugbear in the Industries and for academicians, especially HR & Organizational Behavioral Scientists and Professionals. Question arises, is it a new topic or same LP record is being played as CD? The answer is this that in the Indian context this topic was very much discussed 8000 years back when Arjuna refused to fight against his kith and kin. At that juncture, he was emotionally hijacked thus lost his balance and started struggling between his conscious & sub-conscious. That was the time when Lord Krishna came into play and taught us what EQ and IQ was! Here all the IQ as well as expertise of Arjuna in warfare had failed. When he was made to realize the living truth and he joined war to win. Besides this; in 1990 'Emotional Maturity' was authored by Reverend Swami Dayanandaji and his lectures are based on Emotional Maturity, drawn from main source Shrimad Bhagvad Gita. At the same time, Salovey and Mayer coined the term Emotional Intelligence in 1990 and they were aware of the work carried out since 1940 on cognitiveness or Social Intelligence (Gautam, et.al., 2002).

2. Emotionaal Roles: Emotions play an active, major and decisive part in everyone's daily life--wife, husband, children, parents, and adults involved in any career, especially who are dealing with people. The leaders deal with people and they lead people. Hence leadership is closely connected with EQ. A leader with high IQ but low EQ will fail but a leader with high EQ but less IQ will ultimately succeed. It has been brought out that to be successful; EQ required is 80% and IQ only 20% (same shall be discussed in the presentation with the help of a table) with 17 variables (Gautam, et.al.,2009).

3. Fundaments of EQ: Today, business organisations are looking for more creative and innovative young leaders but at the same time also looking for those leaders, who have vision, who can manage change effectively in the global scenario, and have ability to align people (refer Part-II ahead). Leadership style based on EQ has effect on the organization's climate and on the organisation itself. Unless such leaders have high EQ (high emotional maturity), the organisations will suffer. A new research has found, six distinct leadership styles, each springing from six different components of EQ. Four fundamental capabilities of EQ i.e. Self-Awareness, Self Management, Social Awareness and Social skills in turn, are composed of specific sets of competencies. In th epresent ceentury, Daniel Goleman added the fifth one, as further studies revealed

4. Relevance of EQ Concept: EQ and leadership concept is not the product of modern or western countries, but, as stated earlier, this concept was propogated, taught and practiced in India 8,000 years ago, Ramayana and Mahabharat, and also as an evident from Gita. For us, there is a need to relearn EQ and leadership concept and practice it.

Part-II: Emotional Leadership

5. Need of Emotional Leadership: The corporate world is looking for the leaders for the 21st century, who have vision, ability to align the people, and manage change. Today, even in the corporate world finds such leader and if this person is not emotionally matured and his EI is low, he would not be successful, as a leader.

6. Research Bases: Research found six different leadership styles, each springing from component of EI. It has also been experienced that emotional leadership is the spark that ignites the company's performance--- creating bonfire of success or landscape of ashes. The leaders original role is emotional leadership. Managing for the financial results begin with the leader managing his inner emotional life, resulting in right emotional chain reaction occurs. Whereas, the corporate world is obsessed with the word TQM, in reality and from the performance point of view, EQM (emotional quality management) has greater importance.

7. Some Interesting Facts: The research carried further brings home few very interesting 08 points, which are as under:

- (a) Emotionally intelligent leaders (men or woman) will always finish first.
- (b) Leaders' moods & behaviour drive moods & behaviour of everyone else.
- (c) Ill emotionally adjusted leaders are toxic to the organisation.
- (d) Leaders EI create certain culture, which has a positive effect on the organization.
- (e) Leader's mood is contagious. If the leader is in bad mood, majority of his subordinates will be in depressive mood. Leader's happy mood affects people around him in positive light- result optimistic efficiency
- (f) Mood and Financial performance are directly linked.
- (g) Managing for Financial result-begins with Leader managing his inner life. Managing inner life is a difficult task, which depends on control of the mind, which, in turn will have effect on balancing of emotions. The lord Krishna had advised Arjuna that "one of the most difficult thing for the man is- to control his mind, which can be achieved after lot of *sadhana* (training)"
- (h) A leader must first attend to the impact of his mood and behaviors before moving onto other critical responsibilities

8. Leadership Styles based on Emotions: We may consider six leadership styles based on emotions (E based 06 leadership styles):

- (a) **Coercive**-Demand immediate compliance, (b) **Authoritative**-Mobilize people towards a vision. (c) **Affiliative**-Creates emotional bond and harmony,
- (d) **b-Build** consensus towards participation, (e) **Pace setting**-Expect excellence and self-direction, and (f) **Coaching**-Develop people for future.

9. Leadership Styles: An immediate sphere of influence is 'Organizational Climate'. 'Climate' refers to 06 key factors that influence an organization's working environment. Namely:

- (a) Flexibility, (b) Responsibility, (c) Standards, (d) Rewards, (e) Clarity, and (f) Commitment.

Note:

1. All six styles of leadership have a measurable effect on each aspect of the Climate.
2. The connectivity with the leadership style and certain important factors, such as Leaders Modus Operandi, Style in Phrase, Underlying EI competencies, When the style works the best and Overall Impact on Climate.

10 Summary: It is quite apparent that EI and EQM play an important role in the life and the performance of leadership role. The great Arjuna was affected by EI and EQM and therefore, to sort out the maze in his mind the Lord Krishna had to guide and impart Knowledge. It is essential that the leaders of tomorrow learn and implement the knowledge and concept of EI, at the earliest.
