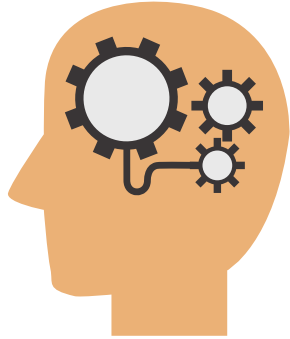


# Emotional Intelligence in Leadership

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## EMOTIONAL INTELLIGENCE (GOLEMAN, 1995)



“The ability to monitor one’s own and others; feelings and emotions to use the information to guide one’s thinking and actions” (Salovey & Mayer, 1990, p. 189).

### Five Components

- Self-Awareness- able to recognize one's own moods and attitudes and it's effects on others.
- Self-Regulation- ability to control impulses and moods. Able to think before acting.
- Internal Motivation- intrinsically motivated to pursue goals with passion and persistence.
- Empathy- ability to understand other's emotions.
- Social Skills- ability to build networks and manage relationships.

## EMOTIONALLY INTELLIGENT LEADERSHIP (SHANKMAN, ALLEN, & HABER-CURRAN, 2015)

- Combination of emotional intelligence and leadership theories, concepts, and models.
- Emphasis on three facets: Consciousness of Self, Consciousness of Others, and Consciousness of Context
- Emotionally Intelligent Leaders are (Zahrai, 2021):
  - Aware of their impact on others.
  - Cognitively and emotionally empathetic.
  - Strategically used their emotions for desired outcomes.
  - Maintain a positive team climate.
  - Pay attention to what is said and unsaid.
  - Have a strong emotional vocabulary.
  - Open to developing their EI skills.



## EMOTIONALLY INTELLIGENT LEADERSHIP FACETS AND CAPACITIES (SHANKMAN, ALLEN, & HABER-CURRAN, 2015)

### Consciousness of Self

- Emotional self-perception
- Emotional self-control
- Authenticity
- Healthy self-esteem
- Flexibility
- Optimism
- Initiative
- Achievement

### Consciousness of Others

- Displaying empathy
- Coaching others
- Capitalizing on difference
- Developing relationships
- Building teams
- Demonstrating citizenship
- Managing conflict
- Facilitating change

### Consciousness of Context

- Analyzing the group:  
Interpreting group dynamics
- Assessing the environment:  
Interpreting external forces and trends