



EMOTIONAL INTELLIGENCE *And* MANAGERIAL EFFECTIVENESS Critical Issues And Challenges

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INTRODUCTION

In the managerial process today, the effectiveness of any manager depends on his flexibility, his creativity and his readiness to cope with change because we are living in a world where the rate of change is simply phenomenal. And because of the challenges these changes have brought managers need also to cultivate innovative and creative skills in order to succeed.

However, the leadership process has never followed a definite pattern. What is it then that makes a leader vibrant in today's mess environment? This brings us face to face with emotional intelligence a new concept in the leadership development process which must be acquired through learning, practice, experience, and commitments and which assures effective leadership and better performance. Emotional intelligence or its various components encompasses the competencies that underlie all leadership styles, which a manager should be familiar with and apply from time to time.

!NGREDIENTS OF EMOTIONAL INTELLIGENCE

The high point of emotional intelligence which is the ability to manage ourselves, and our relationships, includes the links between it and leadership and climate and performance and how to use emotional intelligence capabilities to resolve leadership and climate and performance problems in order to achieve maximum results.

Emotional intelligence consists of a set of capabilities and competencies developed by Daniel Goleman which may be briefly stated as follows:

- Self awareness
- Self management
- Social awareness and
- Social Skills



Each of these capabilities consists of a set of specific competencies, which are discussed below.

SELF AWARENESS

Self awareness is the ability to read one's emotions as well as recognize their impact on work performance and work relationships. This will impose a sense of discipline on a leader, which should in turn improve performance. Accurate self assessment, i.e a realistic evaluation of one's ability and this will encourage a rational behavioral approach in the performance of one's functions and decisions-making.

Note, one who recognizes his mistakes has a better chance of correcting them.

Self confidence is the other adjunct of emotional self-awareness and it is a positive sense of self-worth; the main issue is how to translate that self-worth into an organizational ability to move ahead and do things confidently, which many may shy away from.

However, many of our managers lack self-confidence and that is why they are mere yes men. An executive's emotions are vitally important because they affect his life, his job and himself. "The power of personality", Says Gilbert W. Chapman "is the strongest tool available to man". Others, particularly your subordinates, may be emotionally tense, irritable and difficult but they expect you to be strong and stable. They expect you to set, not follow the emotional tone of the organization. The executive cannot delegate emotional control to one else. He must realize that he, and no else, is the thermostat for his organization.

SELF-MANAGEMENT

It is often said that if one can manage himself, he can also manage the organization in which he works. Self-management, as one of the capabilities of emotional intelligence, comprises of the following competencies.

Self Control - Self-personal discipline.

Trustworthiness-Transparency and honesty

Conscientiousness - diligence

Adaptability - ability to cope with changing situations.

Achievement orientation - Ability to propel oneself to New endeavours.

The above competencies are needed to foster closer interpersonal relationships and drive at the workplace: the greatest advantage management by objective is that it makes possible for a leader or manager to control his performance and action. Indeed self-control means greater motivation a desire to do the best or achievement orientation.

A leader that is :trustworthy, diligent, able to cope with changing situations and displays strong initiative can actually influence others by example to greater performance and productivity.



When assessing overall performance of a leader, one cannot overlook certain personal characteristics or traits such as attitude to work, initiative sensitivity, cooperation and ability to maintain good interpersonal relationship with others as having a direct bearing and impact on performance quality.

These qualities cannot be cultivated over night; it will require conscientious effort on the side of any individual to master them through learning and practice so as to fit them.

SOCIAL AWARENESS

The third capability is social awareness and this is made up of the following specific competencies namely:

- **Empathy** - skill in sifting peoples feelings, emotions, fears, aspirations, understanding their feelings, emotions, taking active interest in their concerns.
- **Organisational Awareness** - ability to read the currents of organizational politics.
- **Service Orientation** - ability to recognize and meet customers' need and motives.

For a leader to be empathetic, he must create emotional bond and harmony. The style of leadership using this competency must be relationship-related or facilitative. But often the question asked is; “Does he show understanding of issues when problems arise?” In other words, is he sensitive? Being sensitive to people's aspirations will inspire them to greater appreciation of a leader's role; but the lack of this can cause demoralization and apathy.

Organizational awareness enables one to understand the issues of power and penetration in organizational life and politics and makes a leader more resilient in any situation, while service orientation focuses on the sovereignty of the customer and customer services as part of Total Quality Management.

Service leaders always dominate their industries in terms of sales growth and profit ability while sales laggards end up at the bottom of the ladder. Looking at the management horizon in Nigeria, one can perceive these competencies in some managers; the problem is lack of awareness about how best to employ them ma given work environment/climate.

SOCIAL SKILLS

The competencies under social skills' capability include the following:

Visionary Leadership: Inspiring with a compelling vision

influence: ability to wield persuasive tactics on other.

Developing others: propensity to boost the abilities of others through feedback and guidance.

Communication: Skill at listening and sending clear messages

Change Catalyst: Proficiency in Initiating new ideas and leading others.

Building bonds: Skill at establishing relationships.

Team work and Collaboration: Competence in promoting cooperation.



All the above competencies are the vital competencies if a leader wants success. Leaders establish direction by developing a vision of the future, mobilize people, communicate this vision to them and inspire them to forge ahead and achieve results.

Developing others and up-grading skills are what coaching leadership styles is all about; charismatic leadership provides the aura to influence others, while effective communication is an essential tool for mobilizing people and fostering understanding. Since communication is a relational process, power, leadership and decision-making rely on it hence the communication channels must remain open always. This imposes on the leader the necessity to listen and on the subordinates, the opportunity to be heard.

In order to be a change catalyst, one must be able to manage change successfully, be ready to accept new ideas, abandon the old ways to doing things and be prepared to affect the environment in which one is operating rather than accepting it. For example, to meet the challenges of disruptive change, managers must quit old and familiar habits.

Ability to manage conflict and establish good relationships is vital in today's business environment, while competence in promoting cooperation and building team work has been identified as key to modern management because of the power of well-led and well-oiled teams.

Growing emotional intelligence is akin to changing one's habits. But as the saying goes, "old habits die hard"; it will therefore, take time to unlearn the old habits and replace them with new ones. This is why emotional intelligence is not acquired in a hurry or overnight. A leader by being able to identify the various competencies he lacks can imbibe them so as to shape up his leadership.

INITIATION OF ACTION

It is a well-known truism that leadership and organizational productivity are impossible without tough-minded and productive individuals who know what they want and they go for it. Since initiative is one of the competencies of emotional intelligence, ability to initiate action will help direct effort, it mobilizes people and effort and helps develop appropriate strategies for goal attainment.

It also gives the leader the opportunity to self-appraise and evaluate conformity through feedback to group objectives and activity, thereby creating a favourable environment for success.

STRATEGIC ANALYSIS

The organizational awareness competence will strengthen a leader's perceptions as well as lead to a strategic analysis of the organisation's strengths, weaknesses, opportunities and threats (SWOT) as an essential planning tool. This is to ensure that both the leader's vision



and the organisation's, manipulative assumptions are based on reality and not on false values so that they are not overtaken by sudden but unpalatable circumstances.

This analysis, based on visionary leadership, constitutes part of planning for result; it will provide direction, purpose, vision and control where drifting and misdirection ought otherwise become habitual. Planning itself imposes discipline on company operation and resource use, and ultimately better results.

CREATING CAPABILITIES THAT PRODUCE BETTER RESULTS

Growing as many of the emotional intelligence competencies, which underlie any particular leadership style, will lead to managerial and structural adjustment and better results in the following ways.

- Workers are held together by a unique shared love (emotional bond and harmony) and commitment to pursue organisational goals and objectives through the leader's influences.
- The leadership, on its part must create a strategy for increasing organizational productivity through teamwork and cooperation as well as the place where the new capabilities can be developed, and.
- Individuals within the organization must be involved in setting the objectives through increased participation, involvement and communication based on the propensity to boost the abilities of others and guidance by the leader.

In all putting forward an exciting vision of what is to be achieved (visionary leadership) contributes to a positive climate within a team and ultimately greater productivity.

Furthermore, because of the flexibility emotional intelligence brings into any leadership styles, it actually helps to remove organizational bottlenecks and therefore, greater performance.

The fact that people are the most Valuable Assets of any organization, they must be treated as such; therefore communication channels must be opened and relationships improved. But should a leader choose to stick to his old habits of doing things, then emotional intelligence competencies cannot have roots in that leader and the capabilities will disappear.

EMOTIONAL INTELLIGENCE AS A PRIMER

Recent research has proved the importance of improving emotional intelligence, which drives the ideal organizational climates; it takes judicious self-appraisal and diligent practice on the job, over several months. For example, the leaders may be empathetic when things are calm, but may discover his emotional instability in the time of strike or crisis, which hampers his ability to listen and reason properly.



Emotional intelligence then requires him to focus on his behaviour during crisis situations and learn those emotional competencies, which underlie the leadership style, which he lacks. Failure to understand this will lead to endless groping in the dark.

CONCLUSION

Success and excellent results are the greatest motivation today and a leader should do everything possible to achieve both. Acquiring emotional intelligence, as a primer is a very sure step for promoting organizational productivity.

Finally there are no tangible mile posts where a manager can stop and confidently say “my job is finished”. The manager must be on his feet always so that slipshod mistakes that can bring a whole organization down are averted. The various competencies under emotional intelligence will enable a manager acquire a managerial skills for leadership effectiveness because they are like lubricant that drives the real Organizational climate to improve performance and thus produce value added managers