Chapter 11
Emotional Leadership:
Leadership Styles and Emotional Intelligence

Katherine P. Bergethon
Illinois State University, USA

Daniel Cochece Davis
Illinois State University, USA

ABSTRACT

Although past research readily acknowledges emotions exist in organizations, and even acknowledges that leaders benefit from having "emotional intelligence," fully understanding leadership's role in addressing the emotional dimension of organizational experience, especially during the typically high emotion situations of organizational conflicts, remains understudied. This chapter provides greater awareness of how leadership styles, especially transformational or charismatic leadership, relates with emotional intelligence to facilitate "emotional leadership" within organizations to achieve positive follower effects.

INTRODUCTION

Leadership is a significant topic in management fields, and many researchers found leadership style an influential variable in organizations' functions (Wu, 2009). There are many different leadership styles and theories made popular through contemporary research (e.g., Almintisir, Akeel, & Devi Subramainiam, 2013; Ayoko & Konrad, 2012; Hansbrough, 2012; Hemsworth, Muterera, & Baregheh, 2013; Sahaya, 2012). Numerous previous studies meaningfully contributed to the known concept of "leadership" (e.g., Bass, 1997; Burns, 1978; Goleman, 1995; Maritz, 1995; Tracey & Hinkin, 1998). Goleman (1998) defined leadership as, "the art of persuading people to work towards a common goal" (p. 12). Leadership is also viewed as an essential component in the success or failure of an organization (e.g., Bass, 1997; Maritz, 1995).

This chapter focuses on transformational leadership, emotional intelligence, and a new combination of these concepts called "emotional leadership." Some of the most challenging situations for any

leader are those involving conflicts or stress, where emotions run high, and an emotional intelligence is needed. These are the times when transformational and charismatic leadership styles may best address the situation's challenges. Yet, while many studies focus on such things as "emotional intelligence," still limited information pertains to the emotional dimensions of leadership. A comprehensive review of transformational leadership, emotional intelligence, and the combinative concept of emotional leadership are presented, followed by the positive impact of emotional leadership on followers.

EMOTIONAL LEADERSHIP

Recently, leadership theorists have urged the exploration of leaders' personalities or inner emotions (e.g., Campbell, 2007). Emotional management is being described as a crucial component of leadership. Boal and Hooijberg (2001) proposed that managerial wisdom is mandatory for successful strategic leadership: a component called social intelligence or emotional intelligence, or the ability to understand others' emotions and to act fittingly in context.

Transformational Leadership

Transformational leadership has received substantial research attention over the last two decades (Pawar, 2003). Transformational leadership theories focus around leaders as instruments of change, by motivating others toward valuable change (Antonakis, Cianciolo, & Sternberg, 2004). Transformative leaders are able to balance both rewards and leadership requirements, while simultaneously motivating followers, and forsaking self-interest for the good of the organization (Abeysekera & Jayakody, 2011; Bass, 1985; Sahaya, 2012). Additionally, this orientation seeks to move other organizational members beyond their personal goals and specific conflicts with other organizational members, and focuses them toward macro organizational-level goals. Burns (1978) characterized transformational leadership as an approach that encourages followers by appealing to higher ideals and moral values (Burns, 1978; Tracey & Hinkin, 1998). By empowering followers, transformational leaders can gain higher personal investment from those individuals, which will then create better organizational cohesion and success (Thompson, 2012; Tracey & Hinkin, 1998). Thompson (2012) outlined how transformational leadership can improve workforce competencies using Kouzes and Posner's (1995) practices (i.e., challenging the process, enabling the other to act, modeling the way and encouraging the heart). Thompson (2012) proffered that these practices can improve issues in staffing and training areas.

Components of Transformational Leadership

Transformational Leadership (TL) is commonly defined by four basic components (Bass, 1985; 2007; Costley & Howell, 2006; Hansbrough, 2012; Lassey & Sashkin, 1983): idealized influence (attributed and behavioral), inspirational motivation, intellectual stimulation, and individual consideration. Further examining of these individual concepts enables a better understanding of the overall transformational leadership approach.

Related Content

Organizational Ecology and Its Implications on Organizational Ecological Innovation

José G. Vargas-Hernandez, Carlos Rodríguez-Maillardand Omar C. Vargas-González (2023). *Journal of Business Ecosystems (pp. 1-16).*

www.irma-international.org/article/organizational-ecology-and-its-implications-on-organizational-ecological-innovation/320482

Human Capital Management in the Fourth Industrial Revolution

Vivence Kalitanyiand Geoff A. Goldman (2020). *Human Capital Formation for the Fourth Industrial Revolution (pp. 100-126).*

www.irma-international.org/chapter/human-capital-management-in-the-fourth-industrial-revolution/237043

New Solar Photocatalytic Technologies for Water Purification as Support for the Implementation of Industry 4.0

Amra Bratovcic (2020). *Handbook of Research on Integrating Industry 4.0 in Business and Manufacturing (pp. 385-412).*

www.irma-international.org/chapter/new-solar-photocatalytic-technologies-for-water-purification-as-support-for-the-implementation-of-industry-40/252373

An Explanatory Approach to the ASP Industry Evolution Where IT Services Move from P-service to E-service

Dohoon Kim (2004). *Creating Knowledge Based Organizations (pp. 127-148).*

www.irma-international.org/chapter/explanatory-approach-asp-industry-evolution/7212

Aligning Project and Benefits Management With Balanced Scorecard Approach to Achieve Project Success

Jorge Vareda Gomesand Mário José Batista Romão (2023). *Journal of Business Ecosystems (pp. 1-11).*

www.irma-international.org/article/aligning-project-and-benefits-management-with-balanced-scorecard-approach-to-achieve-project-success/320481