

# Chapter 4

## Emotional Intelligence: The Development of Emotional Intelligence in Leadership

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### **ABSTRACT**

*This chapter primarily aims to discuss various aspects of emotional intelligence and its use in leadership across different cultural and organisational contexts. To have a broad view of how to apply EI in modern leadership, it incorporates extensive research as well as case studies from various countries, continents, and industries. The aim is to enlighten readers about new important aspects of emotional intelligence that promote resilience in terms of adaptive leaders and those with strong empathy who can survive this “new normal.” Also, The chapter investigated the global impact of EI on leadership practices.*

### **1. INTRODUCTION**

In an increasingly fast-paced world and complex world characterized by globalization-induced multicultural interactions, effective leadership remains an indispensable tool for individuals and organizations. Unfortunately, most current and prospective leaders lack the skills to understand and guide their followers in the right direction. Psychologists, management experts, sociologists, and scholars from several other fields have attempted to find the root cause of this problem. For many researchers, the gap in present-day leadership emanates from the lack of emotional

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intelligence (EI) among seasoned and upcoming leaders. EI is generally understood as the leader's ability to influence others using emotions.

Emotions operate within a maze of interculturalism, advancing technologies, and social issues that call for subtle ways of doing things as the first step toward creating an environment where subordinates find motivation, inspiration, and an opportunity to achieve their personal and professional goals. Specifically, extant literature on cross-culturalism shows that culture and leadership styles are intrinsically intertwined. Assumptions around this connection have triggered a plethora of cross-cultural comparative research on the direct and indirect effects of culture on leadership and other management styles. In most cases, country-specific studies by sociologists and other leadership scholars have established strong relationships between specific cultural norms, traditions, values, and ideologies with an individual's leadership style.

However, developing multiculturally competent and emotionally conscious leaders is a daunting task. The lack of emotional competence in wide-ranging organizations across the Western hemisphere and worldwide indicates that small-scale and entrenched organizations rarely prioritize effective leadership training. Even well-meaning for-profit and non-profit entities often embark on ill-informed leadership development initiatives. Despite the negative picture painted by organizations' failure or reluctance to inculcate a culture of effective leadership, some companies and individuals have created a positive precedent by adopting proactive leadership programs for employees.

Google introduced a novel leadership outdoor leadership program called Search Inside Yourself (SIY). SIY is a widely embraced, pacesetter initiative for building the leader's self-awareness, interpersonal skills, and overall professionalism. Similarly, IBM's Extreme Blue is a short and flexible training program that leverages the power of experienced experts to equip young leaders with emotionally intelligent technical and leadership skills. In addition, certain individuals in various leadership positions have demonstrated high levels of emotional intelligence in approaching pressing issues at the organizational, national, and global levels. Prominent people like the former Prime Minister of New Zealand Jacinda Ardern and Microsoft CEO Satya Nadella serve as perfect examples.

Consequently, this chapter (The Development of Emotional Intelligence in Leadership) seeks to investigate the global impact of EI on leadership practices. Drawing from previous research, everyday life examples, and theoretical frameworks, including Daniel Goleman's psychological theory on EI, this research shows how leaders exploiting emotional powers can help encourage innovation, enhance team performance, develop resilience in organizational cultures, and inspire timely and relevant change. The chapter demonstrates through actual case studies involving individual leaders and successful organizational-level leadership training programs

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