

Chapter 6

Cultivating Emotionally Intelligent Leadership: Strategies for Enhancing Authentic Engagement and Organisational Impact

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ABSTRACT

Emotionally intelligent leadership (EIL) has emerged as a critical framework for promoting authentic engagement, improving organisational outcomes, and enhancing leadership effectiveness. This chapter explores the strategic cultivation of EIL within leadership contexts, emphasising its capacity to foster deeper, more meaningful connections with team members and drive organisational impact. By integrating key emotional intelligence (EI) competencies, such as self-awareness, empathy, social skills, and emotional regulation, leaders can develop authentic leadership styles that are aligned with the values of trust, collaboration, and innovation. The chapter provides practical strategies for cultivating EI in leaders, including reflective practices, mentorship, and the role of emotional learning in leadership development programs. Additionally, the chapter highlights the organisational benefits of emotionally intelligent leadership, such as increased employee well-being, improved decision-making, and enhanced organisational resilience in the face of challenges.

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1. INTRODUCTION

In contemporary organisational landscapes characterised by rapid change and increasing complexity, the role of leadership has evolved significantly (Reis da Silva, 2024a; Reis da Silva, 2024b). Leaders are no longer solely tasked with managing processes and achieving operational goals; they are also required to navigate the intricate emotional dynamics within their teams (da Silva, 2022; Reis da Silva, 2024a). This shift has led to the emergence of Emotionally Intelligent Leadership (EIL) as a pivotal framework for enhancing leadership effectiveness. EIL emphasises the importance of emotional intelligence (EI) competencies, which include self-awareness, empathy, social skills, and emotional regulation (Reis da Silva, 2024c). These competencies enable leaders to connect authentically with their team members, fostering an environment of trust and collaboration that is essential for organisational success (George & Raghavendra, 2022; Reis da Silva, 2024d). The significance of emotionally intelligent leadership cannot be overstated, particularly in environments where employee well-being and engagement are paramount.

Research indicates that leaders who exhibit high levels of emotional intelligence can positively influence their followers' commitment to the organisation, thereby enhancing overall organisational performance (Cummings et al., 2017). For instance, emotionally intelligent leaders are better equipped to motivate their teams, reduce stress and burnout, and create a supportive work atmosphere that encourages open communication and collaboration (Al, 2018; Mysirlaki & Paraskeva, 2020; Reis da Silva, 2024g). This is particularly relevant in sectors such as healthcare and education, where the emotional labour involved in leadership is substantial, and the impact of leadership on employee morale and performance is profound (Brinia et al., 2014; Carragher & Gormley, 2016; da Silva, 2024b). Moreover, the cultivation of emotionally intelligent leadership is not merely an abstract concept; it involves practical strategies that can be integrated into leadership development programs. These strategies may include reflective practices that promote self-awareness, mentorship opportunities that foster emotional learning, and training initiatives designed to enhance emotional competencies among leaders (da Silva, 2022; Reis da Silva, 2024e; Reis da Silva, 2024f). By implementing these strategies, organisations can develop leaders who are not only effective in their roles but also capable of fostering a culture of emotional intelligence throughout the organisation. This, in turn, leads to improved decision-making, increased employee satisfaction, and enhanced organisational resilience in the face of challenges (Raney & Bowman, 2018; Filho & Nunes, 2019). The exploration of emotionally intelligent leadership also highlights the interplay between leadership styles and emotional intelligence.

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