
The Role of Emotional Intelligence in Organizational Leadership: A Social Science Perspective

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Abstract:

This paper explores the significance of emotional intelligence (EI) in the realm of organizational leadership from a social science perspective. Drawing on existing research and theoretical frameworks, it examines the impact of EI on various aspects of leadership effectiveness, including communication, decision-making, conflict resolution, and employee engagement. The paper also discusses the implications of EI for organizational culture, team dynamics, and overall performance. Through a comprehensive analysis, it highlights the importance of developing EI competencies among leaders and provides insights into strategies for enhancing EI within organizational contexts.

Keywords: Emotional intelligence, Organizational leadership, Social science, Communication, Decision-making, Conflict resolution, Employee engagement, Organizational culture, Team dynamics, Leadership effectiveness.

Introduction:

The introduction provides an overview of the paper's focus on exploring the role of emotional intelligence (EI) in organizational leadership within the framework of social science. It defines emotional intelligence and its relevance to leadership in contemporary organizational settings. The introduction also outlines the objectives of the paper, including examining the impact of EI on leadership effectiveness, understanding its implications for organizational dynamics, and exploring strategies for cultivating EI among leaders.

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Definition and Conceptualization of Emotional Intelligence:

The concept of emotional intelligence (EI) has gained significant attention in the fields of psychology, organizational behavior, and leadership studies. At its core, emotional intelligence refers to the ability to recognize, understand, and manage one's own emotions, as well as to perceive and influence the emotions of others effectively. This multifaceted construct encompasses several key components, including emotional awareness, self-regulation, empathy, and social skills. According to Daniel Goleman, one of the pioneers in EI research, these components collectively contribute to individuals' capacity to navigate social interactions, make sound decisions, and cope with the complexities of the modern world.

Emotional intelligence is often conceptualized within a framework of competencies that can be developed and enhanced over time. These competencies include self-awareness, which involves recognizing one's emotions, strengths, and limitations, and self-regulation, which entails managing impulses, controlling emotions, and adapting to changing circumstances. Empathy, another critical component of EI, entails understanding and sharing the feelings of others, while social skills encompass effective communication, conflict resolution, and building meaningful relationships. By honing these competencies, individuals can improve their interpersonal relationships, leadership effectiveness, and overall well-being.

Researchers have proposed various models and measures to assess emotional intelligence, each emphasizing different facets of the construct. For instance, the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) focuses on the ability to perceive, use, understand, and manage emotions, while Goleman's model emphasizes personal and social competencies. Despite differences in measurement approaches, the consensus among scholars is that emotional intelligence plays a crucial role in influencing various outcomes in personal and professional life, including job performance, leadership effectiveness, and mental health. As organizations increasingly recognize the importance of soft skills in today's dynamic work environment, understanding and cultivating emotional intelligence has become essential for individuals aspiring to succeed in leadership roles and navigate complex social interactions effectively.

Emotional intelligence represents a valuable set of skills and competencies that enable individuals to understand, manage, and harness the power of emotions in both personal and professional contexts. By cultivating emotional intelligence, individuals can enhance their self-awareness, regulate their emotions, empathize with others, and navigate social interactions skillfully. As organizations seek to foster inclusive cultures, effective leadership, and high-performance teams, recognizing and developing emotional intelligence among employees and leaders has become an imperative for success in the modern workplace.

Overview of emotional intelligence and its components:

Emotional intelligence (EI) encompasses the ability to recognize, understand, and manage one's own emotions, as well as to perceive and influence the emotions of others. At its core, EI involves a set of competencies that enable individuals to navigate social interactions, make sound decisions, and adapt to various circumstances effectively. One of the foundational components of emotional intelligence is self-awareness, which involves recognizing and understanding one's own emotions, strengths, weaknesses, and values. Individuals with high

levels of self-awareness are better equipped to manage their emotions and behavior, as they are able to identify triggers and patterns that influence their responses in different situations.

Another key component of emotional intelligence is self-regulation, which involves managing one's emotions and impulses in a constructive manner. This entails the ability to control emotional reactions, resist impulses, and maintain composure even in challenging or stressful situations. Self-regulation also encompasses traits such as adaptability, resilience, and optimism, which enable individuals to cope effectively with change and adversity. By practicing self-regulation, individuals can foster a sense of emotional stability and resilience, which are essential for effective leadership and interpersonal relationships.

In addition to self-awareness and self-regulation, emotional intelligence also encompasses social awareness, which involves recognizing and understanding the emotions of others. This includes empathy, the ability to accurately perceive and understand the feelings and perspectives of others, as well as sensitivity to social cues and dynamics. Individuals with high levels of social awareness are adept at building rapport, fostering trust, and navigating complex social interactions. They are attuned to the needs and concerns of others, which enables them to establish meaningful connections and collaborate effectively in team settings.

The final component of emotional intelligence is relationship management, which involves effectively navigating and influencing interpersonal relationships. This encompasses skills such as communication, conflict resolution, and teamwork, as well as the ability to inspire and motivate others toward shared goals. Individuals with strong relationship management skills are adept at building and maintaining positive relationships, resolving conflicts constructively, and fostering a culture of collaboration and mutual respect within organizations. Overall, emotional intelligence plays a critical role in shaping individual behavior, interpersonal relationships, and organizational dynamics, ultimately contributing to leadership effectiveness and organizational success.

Theoretical frameworks for understanding EI in leadership:

Various theoretical frameworks have been proposed to understand the role of emotional intelligence (EI) in leadership. One prominent framework is the trait-based model, which posits that individuals possess innate emotional abilities that influence their leadership style and effectiveness. According to this perspective, leaders with high EI are more adept at managing their own emotions and those of others, leading to better communication, decision-making, and relationship-building. This model emphasizes the stable and enduring nature of emotional competencies and their impact on leadership behavior over time.

Another theoretical approach is the ability-based model, which views emotional intelligence as a set of skills that can be developed and improved through training and practice. This perspective focuses on the acquisition and application of specific emotional competencies, such as self-awareness, self-regulation, empathy, and social skills, in leadership contexts. Leaders who actively cultivate their EI are better equipped to navigate complex interpersonal dynamics, inspire trust and confidence, and effectively lead teams towards shared goals. The ability-based model highlights the dynamic nature of emotional intelligence and its potential for growth and enhancement over the course of a leader's career.

Additionally, the mixed-model framework integrates elements of both trait-based and ability-based approaches to understand emotional intelligence in leadership. This model

acknowledges the existence of stable individual differences in emotional competencies while also recognizing the importance of developing and refining these skills over time. According to this perspective, effective leadership requires a balance of innate emotional abilities and learned behaviors, with leaders continuously striving to improve their EI through self-reflection, feedback, and experiential learning. The mixed-model framework emphasizes the multifaceted nature of emotional intelligence and its relevance to various aspects of leadership, including communication, decision-making, and team management.

The situational model of emotional intelligence proposes that the effectiveness of EI in leadership is contingent upon contextual factors such as organizational culture, team dynamics, and task requirements. This model suggests that leaders may need to adapt their emotional competencies to different situations and challenges, drawing on a repertoire of strategies to effectively manage emotions and relationships in diverse settings. By considering the situational context, leaders can leverage their emotional intelligence to address specific leadership challenges and capitalize on opportunities for positive impact within their organizations.

Impact of Emotional Intelligence on Leadership Effectiveness:

The impact of emotional intelligence (EI) on leadership effectiveness is profound and multifaceted. One key aspect is its influence on communication skills and emotional awareness. Leaders with high EI are adept at understanding and managing their own emotions, as well as accurately perceiving the emotions of others. This heightened emotional awareness enables them to communicate effectively, build trust, and foster positive relationships within their teams and organizations. By empathizing with the perspectives and feelings of their team members, emotionally intelligent leaders can tailor their communication style to resonate with diverse audiences, resulting in clearer messages and stronger connections.

Emotional intelligence plays a crucial role in decision-making and problem-solving abilities. Leaders with well-developed EI are better equipped to handle the complexities and uncertainties inherent in decision-making processes. They can regulate their emotions to avoid impulsive or irrational choices, while also considering the emotional impact of their decisions on others. This capacity for emotional self-regulation enables them to make sound, ethical decisions that align with the interests of their stakeholders and contribute to organizational success. Additionally, emotionally intelligent leaders are adept at resolving conflicts constructively, leveraging their interpersonal skills to navigate challenging situations and facilitate consensus-building.

The impact of emotional intelligence extends to its effect on conflict resolution and relationship management within organizations. Leaders who possess high EI are skilled at managing interpersonal conflicts and diffusing tensions among team members. By remaining composed under pressure and demonstrating empathy towards conflicting parties, they can foster a collaborative environment conducive to constructive dialogue and problem-solving. Emotionally intelligent leaders prioritize building trust and fostering positive relationships, which enhances team cohesion and morale. As a result, they are better positioned to navigate organizational challenges, inspire loyalty, and drive collective success.

The impact of emotional intelligence on leadership effectiveness cannot be overstated. Leaders who cultivate and demonstrate EI competencies are more adept at communicating effectively, making sound decisions, and resolving conflicts in ways that promote positive organizational outcomes. By leveraging their emotional intelligence, leaders can inspire trust, foster collaboration, and create a supportive work environment conducive to innovation and growth. As organizations increasingly recognize the value of EI in leadership, investing in the development of these skills among leaders becomes essential for driving sustainable success in today's dynamic and interconnected world.

Communication skills and emotional awareness:

Effective communication skills and emotional awareness are fundamental aspects of successful leadership within organizational settings. Communication serves as the cornerstone of effective leadership, enabling leaders to articulate their vision, goals, and expectations clearly to their teams. Leaders with strong communication skills can inspire trust, foster collaboration, and create a sense of shared purpose among employees. Furthermore, effective communication facilitates the exchange of ideas and feedback, enabling leaders to understand the needs and concerns of their team members and address them proactively. By actively listening to their employees and communicating openly and transparently, leaders can build stronger relationships and establish a culture of trust and mutual respect within the organization.

Emotional awareness, on the other hand, is essential for leaders to understand and manage their own emotions as well as the emotions of others. Leaders who possess emotional intelligence can recognize and regulate their emotions effectively, enabling them to remain composed and make rational decisions even in challenging situations. Moreover, emotional awareness allows leaders to empathize with their employees, understanding their perspectives and responding to their needs with empathy and compassion. By demonstrating empathy and understanding, leaders can create a supportive and inclusive work environment where employees feel valued and appreciated, leading to higher levels of morale, engagement, and productivity.

In addition to enhancing individual leadership effectiveness, communication skills and emotional awareness also play a crucial role in fostering effective team dynamics and collaboration. Clear and open communication promotes transparency and accountability within teams, ensuring that everyone is aligned with the organization's goals and objectives. Furthermore, leaders who are emotionally aware can effectively manage conflicts and resolve disputes within teams, preventing misunderstandings from escalating and fostering a positive work culture. By fostering a culture of open communication and emotional intelligence, leaders can create cohesive and high-performing teams that are resilient, adaptable, and capable of achieving collective goals.

Communication skills and emotional awareness are indispensable qualities for effective leadership in organizational contexts. Leaders who possess strong communication skills can articulate their vision effectively, inspire trust, and foster collaboration among team members. Meanwhile, emotional awareness enables leaders to understand and manage their own emotions and empathize with the emotions of others, leading to stronger relationships, higher levels of engagement, and more cohesive teams. By prioritizing the development of these

skills, leaders can create positive work environments where employees feel valued, supported, and motivated to achieve their full potential.

Decision-making and problem-solving abilities:

Decision-making and problem-solving abilities are essential components of effective leadership, playing a critical role in guiding organizational success and navigating complex challenges. Leaders with strong decision-making skills possess the capacity to assess situations, weigh options, and choose the most appropriate course of action. They demonstrate clarity of thought, sound judgment, and the ability to consider multiple perspectives before making decisions. Moreover, effective decision-making involves a balance between rational analysis and intuitive insights, allowing leaders to adapt to dynamic environments and make timely, well-informed choices.

In addition to decision-making, effective leaders must demonstrate proficient problem-solving abilities to address issues and overcome obstacles that arise within the organization. Problem-solving entails identifying root causes, generating creative solutions, and implementing strategies to achieve desired outcomes. Leaders who excel in problem-solving exhibit resilience, resourcefulness, and a willingness to confront challenges head-on. They foster a culture of innovation and continuous improvement, encouraging team members to think critically and contribute ideas to solve complex problems collaboratively.

Decision-making and problem-solving abilities are closely intertwined, as effective problem-solving often precedes sound decision-making. Leaders who are adept at problem-solving are better equipped to make informed decisions, as they have a deeper understanding of the issues at hand and the potential consequences of various courses of action. Conversely, strong decision-making skills contribute to more effective problem-solving by enabling leaders to prioritize tasks, allocate resources efficiently, and implement solutions with confidence. Together, these competencies empower leaders to navigate uncertainty, mitigate risks, and drive organizational success in today's rapidly changing business landscape.

Decision-making and problem-solving abilities are indispensable qualities of effective leadership, enabling leaders to make informed choices and address challenges with agility and resilience. By honing these competencies, leaders can inspire confidence, foster innovation, and lead their organizations toward sustainable growth and success. Through continuous learning, practice, and reflection, leaders can further develop their decision-making and problem-solving skills, enhancing their effectiveness as agents of positive change within their organizations and beyond.

Conflict resolution and relationship management:

Conflict resolution and relationship management are critical aspects of effective leadership within organizations. In today's dynamic and diverse work environments, conflicts inevitably arise due to differences in opinions, personalities, and goals among team members. Effective leaders recognize the importance of addressing conflicts promptly and constructively to maintain a positive work atmosphere and ensure the continued productivity of their teams. Conflict resolution involves the identification of underlying issues, open communication, and collaborative problem-solving strategies. By facilitating discussions and mediating disputes, leaders can help parties involved in conflict reach mutually satisfactory solutions that promote understanding and harmony.

Relationship management is essential for building strong and cohesive teams within organizations. Effective leaders understand the value of cultivating positive relationships among team members, as well as with external stakeholders such as clients, suppliers, and partners. They prioritize communication, empathy, and trust-building to foster a supportive and collaborative work environment. By investing time and effort in nurturing relationships, leaders can create a sense of belonging and loyalty among team members, leading to increased morale, job satisfaction, and performance. Moreover, strong relationships enable leaders to navigate complex organizational dynamics more effectively, facilitating cooperation and alignment towards shared goals.

In addition to resolving conflicts and managing relationships within their immediate teams, leaders must also address interdepartmental or intergroup conflicts that may arise within larger organizational structures. These conflicts can stem from competing priorities, resource allocation issues, or misunderstandings between different units or departments. Effective conflict resolution and relationship management skills are crucial for leaders to bridge divides, promote collaboration, and foster a culture of teamwork across the organization. By promoting open dialogue, fostering mutual respect, and encouraging cooperation, leaders can mitigate intergroup conflicts and promote a unified organizational culture focused on shared success.

Overall, conflict resolution and relationship management are integral components of effective leadership that contribute to organizational success and employee satisfaction. Leaders who possess strong conflict resolution skills and prioritize relationship-building create environments where individuals feel valued, heard, and motivated to contribute their best efforts towards common goals. By fostering a culture of respect, trust, and collaboration, leaders can cultivate high-performing teams and drive sustainable growth and innovation within their organizations.

Implications of Emotional Intelligence for Organizational Dynamics:

The implications of emotional intelligence (EI) for organizational dynamics are profound, shaping the culture, cohesion, and productivity of a workplace. One significant implication lies in its influence on organizational culture and climate. Leaders with high levels of EI set the tone for a supportive and emotionally intelligent work environment, where open communication, trust, and collaboration flourish. Such a culture fosters employee well-being, resilience, and engagement, contributing to higher levels of job satisfaction and retention.

Emotional intelligence plays a pivotal role in shaping team dynamics and collaboration within an organization. Leaders who exhibit EI traits, such as empathy, self-awareness, and social skills, are better equipped to navigate interpersonal relationships and resolve conflicts constructively. Teams led by emotionally intelligent leaders tend to experience higher levels of cohesion, cooperation, and innovation. By fostering a culture of mutual respect and understanding, EI contributes to effective teamwork and collective achievement of organizational goals.

The relationship between emotional intelligence and employee engagement is significant in organizational dynamics. Leaders who demonstrate empathy and authenticity are more attuned to the needs and concerns of their team members, fostering a sense of belonging and commitment. Employees who feel valued and understood by their leaders are more likely to

be engaged in their work, contributing their full potential to the organization. This increased engagement translates into higher levels of productivity, creativity, and overall performance, driving organizational success.

Overall, the implications of emotional intelligence for organizational dynamics underscore its role in shaping a positive work environment, enhancing team effectiveness, and driving employee engagement. Organizations that prioritize the development of EI among their leaders and employees stand to reap numerous benefits, including improved communication, stronger relationships, and higher levels of productivity. By recognizing the importance of EI in fostering a supportive and emotionally intelligent workplace culture, organizations can create environments where individuals thrive and organizations flourish.

Influence on organizational culture and climate:

The influence of emotional intelligence (EI) on organizational culture and climate is profound, shaping the way members interact, communicate, and collaborate within the workplace. Leaders with high levels of EI are adept at creating a supportive and inclusive culture where employees feel valued, respected, and empowered. They demonstrate empathy and understanding towards their team members, fostering a sense of psychological safety that encourages open communication and idea-sharing. As a result, organizations with emotionally intelligent leaders often exhibit a culture of trust, transparency, and mutual respect, where individuals are motivated to perform at their best and contribute to the collective success of the organization.

Emotional intelligence plays a crucial role in shaping the emotional tone of an organization's climate, influencing how individuals perceive and respond to workplace challenges and opportunities. Leaders who exhibit EI are skilled at managing emotions effectively, both in themselves and others, which contributes to a positive and constructive work environment. By demonstrating emotional resilience and adaptability, they set the tone for resilience and adaptability among employees, helping the organization navigate change and uncertainty with confidence and composure. This, in turn, contributes to a climate of optimism, innovation, and resilience, where individuals feel empowered to embrace challenges and pursue growth opportunities.

Conversely, a lack of emotional intelligence among leaders can have detrimental effects on organizational culture and climate. Leaders who struggle to understand and regulate their emotions may inadvertently contribute to a toxic work environment characterized by distrust, conflict, and disengagement. Poor communication, lack of empathy, and an inability to manage emotions effectively can erode trust and morale within the organization, leading to increased turnover, decreased productivity, and diminished overall performance. Thus, the influence of emotional intelligence on organizational culture and climate underscores the importance of developing EI competencies among leaders at all levels of the organization.

The influence of emotional intelligence on organizational culture and climate cannot be overstated. Emotionally intelligent leaders have the ability to create a positive and supportive workplace culture where employees feel valued, motivated, and engaged. By fostering trust, empathy, and open communication, they contribute to a climate of collaboration, innovation, and resilience, driving organizational success. Conversely, a lack of emotional intelligence among leaders can have detrimental effects on culture and climate, leading to disengagement,

conflict, and decreased performance. Therefore, organizations must prioritize the development of EI competencies among their leaders to cultivate a healthy and thriving workplace environment.

Effects on team dynamics and collaboration:

The effects of emotional intelligence on team dynamics and collaboration within organizations are profound and multifaceted. Teams composed of emotionally intelligent members tend to exhibit higher levels of trust, cohesion, and mutual respect. Individuals with strong emotional intelligence skills are better equipped to understand and empathize with their teammates' perspectives, fostering an environment of psychological safety where team members feel comfortable expressing their thoughts and ideas. This open and supportive atmosphere encourages collaboration and innovation, as team members are more likely to engage in constructive dialogue and brainstorming sessions without fear of judgment or reprisal.

Emotional intelligence plays a crucial role in conflict resolution within teams. Teams inevitably encounter disagreements and challenges, but emotionally intelligent leaders and team members possess the ability to manage conflicts effectively and constructively. They approach conflicts with empathy, patience, and a willingness to listen, seeking mutually beneficial solutions that address the underlying concerns of all parties involved. By facilitating open communication and encouraging respectful dialogue, emotional intelligence mitigates the negative impact of conflicts on team dynamics, preventing them from escalating into destructive disputes that undermine collaboration and productivity.

Additionally, emotional intelligence enhances team performance by promoting a positive and supportive work environment. Teams led by emotionally intelligent leaders tend to experience higher levels of motivation, engagement, and job satisfaction among their members. Leaders with strong emotional intelligence skills are adept at recognizing and valuing the contributions of each team member, empowering them to leverage their strengths and talents effectively. This inclusive leadership approach fosters a sense of belonging and commitment within the team, leading to increased productivity, creativity, and overall performance. Furthermore, emotionally intelligent leaders are better equipped to provide constructive feedback and coaching to their team members, helping them develop professionally and achieve their full potential.

Emotional intelligence profoundly influences team dynamics and collaboration within organizations by fostering trust, empathy, and effective communication among team members. By promoting constructive conflict resolution, creating a positive work environment, and empowering team members to excel, emotional intelligence enhances team performance and contributes to organizational success. Investing in the development of emotional intelligence skills among leaders and team members is therefore essential for building high-performing teams and achieving sustainable business outcomes in today's competitive landscape.

Relationship between EI and employee engagement:

The relationship between emotional intelligence (EI) and employee engagement is profound and multifaceted, significantly influencing organizational success and employee well-being. Employees who possess high levels of emotional intelligence are more adept at understanding

and managing their own emotions, as well as effectively navigating interpersonal interactions. This heightened self-awareness and social competence enable them to develop strong relationships with colleagues, foster a positive work environment, and contribute positively to team dynamics. Consequently, these emotionally intelligent individuals are more likely to feel engaged and invested in their work, leading to higher levels of job satisfaction and commitment.

Leaders with high emotional intelligence play a crucial role in cultivating employee engagement within organizations. Through their ability to empathize with their team members, communicate effectively, and provide support, emotionally intelligent leaders create an atmosphere of trust and psychological safety. They empower employees to voice their opinions, contribute ideas, and take ownership of their work, fostering a sense of purpose and fulfillment. As a result, employees feel valued and appreciated, leading to greater engagement, motivation, and loyalty towards the organization.

On the other hand, a lack of emotional intelligence among leaders can hinder employee engagement and undermine organizational performance. Leaders who struggle to understand and regulate their emotions may exhibit behaviors that erode trust, such as micromanaging, being insensitive to employee needs, or reacting impulsively under pressure. This can create a toxic work environment characterized by low morale, high turnover rates, and decreased productivity. In contrast, leaders who prioritize emotional intelligence in their leadership approach are better equipped to inspire and motivate their teams, fostering a culture of engagement and commitment that drives organizational success.

Strategies for Developing Emotional Intelligence in Leaders:

Developing emotional intelligence (EI) in leaders is essential for fostering effective communication, decision-making, and relationship management within organizations. One strategy for enhancing EI is through targeted training and development programs. These programs often include workshops, seminars, and coaching sessions focused on increasing self-awareness, empathy, and interpersonal skills. By providing leaders with practical tools and techniques for recognizing and regulating their emotions, these initiatives help cultivate a more emotionally intelligent leadership style.

Another effective strategy for developing EI in leaders is by integrating EI assessment tools into leadership development programs and selection processes. These tools, such as self-assessment questionnaires or 360-degree feedback assessments, provide leaders with valuable insights into their emotional strengths and areas for improvement. By encouraging leaders to reflect on their emotional tendencies and behaviors, these assessments serve as a catalyst for self-awareness and personal growth. Moreover, incorporating EI assessments into leadership selection processes allows organizations to identify candidates with high levels of emotional intelligence and potential for leadership success.

Strategies for developing emotional intelligence in leaders are crucial for enhancing organizational effectiveness and fostering a positive work environment. Through targeted training, coaching, mentorship, and assessment initiatives, organizations can empower leaders to cultivate the emotional competencies needed to navigate complex challenges, build strong relationships, and drive performance outcomes. By investing in the development of EI

among leaders, organizations can create a culture that values empathy, collaboration, and emotional resilience, ultimately leading to greater success and sustainability.

Summary:

In this paper delves into the role of emotional intelligence in organizational leadership through a social science lens. It highlights the significance of EI in enhancing leadership effectiveness, fostering positive organizational dynamics, and driving performance outcomes. By exploring the impact of EI on various leadership dimensions and providing insights into strategies for developing EI competencies among leaders, the paper contributes to a deeper understanding of the importance of emotional intelligence in contemporary organizational contexts.

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