Chapter 9
Emotional Intelligence (EI)

ABSTRACT

This chapter evaluates EI research, introduces the concept of engaged interaction, and explains how leaders can use EI for self-improvement. Goleman describes EI as a manager's ability to recognize the emotions in self and others. The manager then uses this information to make improvements in self-management and relationships with others. EI leads people to gain awareness by recognizing personal emotions and the emotions of others. This creates an emotional state of consciousness where people use the information skillfully and intelligently in deliberate, purposeful decision-making activities. The concept of engaged interaction is achieved when all parties participate in flexible, full-range communication, making sure to listen, hear, and understand. This open and flexible communication must continue until interaction and shared understanding are achieved. Leaders can combine EI, engaged interaction, and strategic flexibility to improve operations and team building.

BACKGROUND

Much of the teleworking research to date deals with emotional impacts from teleworking. Some of the discovery points to negative impacts of teleworking. For instance, Sandi Mann and Lynn Holdsworth (2003) found evidence of negative emotions in teleworking operations. They specifically cited worry, guilt, irritability, and loneliness. This view of teleworking points to the need to cultivate relationships and to ensure ongoing, effective communication to

ensure all workers feel a part of the organization whether they are onsite or remote.

The research also points to the need to use EI to embrace emotions and help teleworkers feel connected through innovative opportunities for interaction. This is important because EI is an effective theory to help LMX in your organization. This chapter evaluates EI research, introduces the concept of Engaged Interaction, and explains how leaders can use EI for self-improvement. This chapter shows how emotions play a critical role in leadership activities and decisions.

A meta-analysis conducted in 2016 is helpful in understanding how leaders' EI relates to members' job satisfaction (Miao, Humphrey, & Qian). The study findings demonstrate that EI leads to job satisfaction when savvy leaders cultivate an emotionally intelligent organizational culture. In this environment, members tend to overcome negative feelings and enter nurturing interactions. Effective personnel development through training helps achieve these outcomes.

Another relevant study analyzed data from 373 managers in the Australian Defense industry (Rezvani et al., 2016). The presence of EI was shown to have positive impacts on project success, job satisfaction, and trust. The intended result in this situation is that leaders learn to control their emotions and create productive outcomes for everyone. This helps with dealing with negative emotions and stress in the workplace. Teleworkers who do not have good communications with the office may feel isolation that creates stress (Mann & Holdsworth, 2003, pp. 208-210).

Leaders can benefit from a strategic focus based on controlled emotions. The strategic focus builds trust while anxiety levels decrease, and the leader's self-interest is balanced with that of team members. Focusing on solutions instead of placing blame ensures the team can communicate and enjoy their work while producing at a high level.

Most scholars define EI as a multifaceted concept that involves a broad range of skills and behaviors. Goleman (1995) describes EI as a manager's ability to recognize the emotions in self and others and to use this information to make improvements in self-management and relationships with others. EI leads people to gain awareness by recognizing personal emotions and the emotions of others. This creates an emotional state of consciousness where people use the information skillfully and intelligently in deliberate, purposeful decision-making activities. Typically, EI skills and behaviors involve the domains of self-awareness, self-management, social awareness, and

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