

The Importance of Emotional Intelligence in Educational Leadership

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Abstract

Emotional intelligence has become a buzz word in making successful leaders especially in corporate sector. If we think about teachers they are real leaders because they make students leaders of future. So if our teachers have emotional intelligence and they make their students emotionally intelligent, the scene of society will be different. Emotional intelligence is defined as the ability to understand and manage your own emotions, as well as recognize and influence the emotions of those around you. Although the term first appeared in 1964, it gained popularity in the 1995 best-selling book Emotional Intelligence, written by science journalist Daniel Goleman. According to Goleman, “ The concept of emotional intelligence (EI) helps individuals to guide their thinking and actions. He defined emotional intelligence as the ability of individuals to recognize their feelings and those of others for motivation and management of emotions for themselves and their relationship with others.”

Through this paper the author has tried to throw some light upon importance of (EI) emotional intelligence for teachers and students because our teachers are real leaders because they make future leaders so it is very essential for them to develop emotional intelligence within and make students emotionally intelligent. NEP-2020 is also promoting it in search of citizens of global mindset that can't be possible without having emotional intelligence.

Keywords: *Emotional Intelligence, Relationship Management, Motivation, Empathy, Self-awareness, Self-regulation etc.*

Introduction :-

Emotional intelligence has become a buzz word in making successful leaders especially in corporate sector. If we think about teachers they are real leaders because they make students leaders of future. So if our teachers have emotional intelligence and they make their students emotionally intelligent, the scene of society will be different. As NEP-2020 is recommending to develop citizens of global mindset that could be possible only if our teachers and students are emotionally intelligent. To understand the concept of emotional intelligence we will have to go through the concept of emotion and intelligence respectively.

First let's have a look over some definitions of emotions to understand it.

- Emotions are the prime movers of thought and conduct. - Bhatia
- Emotion is a move of stirred up state of the individual. -Woodworth
- Emotional states are those modes of consciousness in which the feeling element is predominant. - J.S.Ross
- Emotion is the aroused psychological and physiological state of the organism, marked by increased bodily activity and strong feelings directed to some definite object. -Kimball Young
- The term emotion denotes a state of being moved, stirred up or aroused in some way. -Arthur T.Jersild

With the above-mentioned definitions of emotions, we come to know that emotions play a very important role in our life. When we are unable to control our emotions, we have to face many problems. All of us may have experienced various feelings of anger, fear, disgust, lust, hunger, loneliness, repulsion etc. The question is how we learnt the feelings which to a psychologist are emotions. It has been said that a person's emotional reaction to a happening depends both upon the nature of the happening itself and upon his own inner state. **This inner state is something that we can change by using intelligence.**

Now let's have a look over some definitions of intelligence to understand it.

- Intelligence is a way of acting. –Woodworth
- Intelligence is an acquiring capacity. – Woodrow
- Intelligence is the ability to think in terms of abstract ideas. –Terman
- Intelligence is the capacity to learn or to profit by experience. – Dearborn
- Intelligence is the ability to learn. –Buckingham
- Intelligence is the power which enables us to solve problems and to achieve our purposes. – Ryburn
- Intelligence is a general capacity of an individual to think consciously to adjust his thinking to a new environment. – W. Stern
- An individual possesses intelligence in so far as he has learnt or can learn to adjust himself to his environment. – Colvin
- Intelligence is the ability of the individual to adapt himself adequately to relatively new situations in life. – Rudolf Pintner

With the above-mentioned definitions of intelligence, we come to know that intelligence is a powerful tool within us to do miracles in our lives.

After going through various definitions of emotions and intelligence we come to a new concept emotional intelligence that has been generated by combining these two words **EMOTION** and **INTELLIGENCE**, in other words we can say if we use the power of intelligence to control our emotions, we call it emotional intelligence. Why I am talking about this concept, there is a powerful reason. Let's understand it by using a common experience or example.

If we go anywhere, suppose in the field of education, we find that even some teachers are not emotionally mature, while they have the responsibility of preparing the students as skilled citizens for the future. If our students do not have emotional maturity, they will not be successful in life. Only an emotionally healthy person has the right decision-making ability which is very important in life.

Now the question arises how to attain this emotional maturity? To understand this, we need to have that type of intelligence that has got the right to control impulse. This intelligence is called emotional intelligence. Let's first try to learn about its history. **Emotional intelligence (EI)** is most often defined as the ability to perceive,use,understand,manage and handle emotions. People with high emotional intelligence can recognize their own emotions and those of others, use emotional

information to guide thinking and behaviour, discern between different feelings and label them appropriately, and adjust emotions to adapt to environments.

“Although the term first appeared in 1964, it gained popularity in the 1995 best selling book Emotional Intelligence, written by science journalist Daniel Goleman.

Goleman defined EI as the array of skills and characteristics that drive leadership performance. Emotional intelligence refers to the ability to perceive, control and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it is an inborn characteristic.

Various models have been developed to measure EI. In 1987, Briton Keith Beasley first published the term Emotional Quotient (EQ) after the Intelligence Quotient (IQ). The ability model, developed by Peter Salovey and John Mayer in 2004, focuses on the individual's ability to process emotional information and use it to navigate the social environment.” -Wikipedia

"Emotional Intelligence: Why It Can Matter More Than IQ" is a 1995 book by Daniel Goleman. In this book, Goleman posits that emotional intelligence is as important as IQ for success, including in academic, professional, social, and interpersonal aspects of one's life. Goleman says that emotional intelligence is a skill that can be taught and cultivated, and outlines methods for incorporating emotional skills training in school curriculum." -Wikipedia

Goleman's EQ theory comprises five core components:

1. Empathy
2. Self-awareness
3. Self-regulation
4. Motivation
5. Effective communication or social skills/Relationship Management

EI is important for everyone who wants to be successful in his career. Let's find out detailed information about these five core components and try to know how they can be helpful for our personality.

- ***Empathy***

When we connect emotionally with others and we care about their feelings, emotions and their points of view, empathy takes place. This is a very important skill we need while negotiating with others.

Through empathy we can solve problems by collecting different view points and innovation. Empathy is the skill of connecting with others to identify and understand their thoughts, perspectives, and emotions; and demonstrating that understanding with intention, care, and concern.

Empathy is also essential for team harmony. Noticing and responding to the emotional needs of the people you work with makes for a happy work culture.

Emotionally intelligent leaders can walk in another person's shoes. Knowing what someone is going through helps to understand them better. It's why empathy is a key component of successful leadership. Understanding persons are approachable, and they listen. This creates harmonious workplace cultures.

- **Self-awareness**

Self-awareness is the ability to recognise

- one's emotions,
- emotional triggers,
- strengths,
- weaknesses,
- motivations,
- values and goals
- understand how these affect one's thoughts and behaviour.

If you're feeling stressed, annoyed, uninspired or deflated in your role, for example, it's important to take the time to check-in with yourself and investigate why you might be feeling this way. When you're able to know the emotion and understand its cause, you're in a much better place to address the issue with appropriate action and finding productive ways to deal with a difficult situation.

To be self-aware means you have a thorough recognition of your personal strengths and weaknesses. You know when to step back and question your emotional state and thoughts before acting. This critical component of (EQ) emotional quotient helps you quickly understand why you feel a particular way and how it affects the people around you.

The more you practice this essential leadership skill, the more natural it becomes. Having the power to influence outcomes boosts confidence, makes you a better decision-maker and improves how you relate with your team(s).

There are some strategies that can be helpful in developing self-awareness.

1. Be mindful of your strengths, weaknesses, thoughts, and emotions.
2. Identify your triggers to help manage your own emotions.
3. Keep a diary so you can reflect and learn from your experiences.
4. Consider how your actions affect those around you.
5. Use positive self-talk.
6. Develop a growth mindset.

Lastly, don't be afraid to ask for constructive feedback from those you trust.

- **Self-management**

The another important point is self-management. It is the ability to regulate one's emotions. Every one of us including those with a high EQ, experiences bad moods, impulses and negative emotions like anger and stress, but self-management is the ability to control these emotions rather than having them control you. When you are in a stressful or aggressive situation, take a pause and try to delay response. Because negative emotions and impulsive behaviour not only negatively affects those around you, but can harm your wellbeing too.

To self-regulate is to turn negative thoughts and feelings into positive ones and know **when to pause between emotions and subsequent actions.**

A leader who self-regulates can channel negative emotions in a productive rather than a destructive manner. This positive outlook makes it easier to solve problems with a cool head.

Self-regulation is a critical skill for effective leadership, allowing you to express yourself appropriately and calmly in front of your team. And the more resilient you become, the faster you recover from setbacks. You become more conscientious, flexible in your approach, and comfortable with change.

There are various methods to enhance self regulation which are as follows:-

- Be attentive to your thoughts and feelings.
- Learn to accept your emotions and become more emotionally resilient.
- Develop distress tolerance skills to handle negative emotions.
- Learn to view every new challenge as an opportunity.
- Know that there is always a choice on how you respond.
- Prepare to take responsibility for your actions.
- Stay mindful of your moral values while leading.

Self-regulation doesn't mean you suppress your natural emotions or hide true feelings. It's simply a skill used to express yourself more appropriately. The goal is-

- to avoid panic and manage stressful situations in a composed manner.

• **Motivation**

Another important point of emotional intelligence is motivation.

The word motivation has been derived from the Latin term *motivus* (“a moving cause”), which suggests the activating properties of the processes involved in psychological motivation.

Persons with low motivation fear to take risks. Lack of motivation may also lead them to express negative feelings about goals and duties, which can impact team morale.

Those motivated by ‘achievement’ and doing work they’re proud of, on the other hand, are more likely to ask for feedback, monitor their progress, push themselves and strive to continually improve their skills, knowledge and output. It’s easy to see why people with high motivation are an asset to any institution.

Self-motivation is a critical component of emotional intelligence for leaders. No team will be at its best if its leader lacks internal motivation. A driven leader is passionate, dedicated, and highly focused on achieving goals. Motivated managers exude an optimistic disposition, and optimism is infectious, lifting employee morale and drive.

A self-motivated leader is very action-orientated. They continuously set high goals and have a genuine desire to achieve them. That means you never graduate or reach the top of your tree because you have a constant internal strive to be more and do better.

Those who have growth mindsets are more mentally prepared tackle challenges. Also, a growth mindset embraces feedback and adopts the most productive problem-solving strategies to accomplish goals.

• **Relationship Management**

The last point of emotional intelligence is relationship management. It is all about interpersonal skills – one’s ability to build genuine trust, rapport and respect from others.

A leader with outstanding relationship management skills is able to inspire, guide and develop their team members, greatly affecting team performance and productivity.

It doesn't take much to familiarize yourself with the skills that make up EQ.

However, knowledge is of no use until you apply it in your life.

What sets great leaders apart is their ability to understand and manage their emotions and actions through the lens of Emotional quotient (EQ).

That's how you become a better, more compassionate, and inspirational leader.

EQ is the human ability to

- recognize,
- understand
- exploit,
- and manage one's emotions in positive ways.

Persons who are emotionally intelligent have the following qualities:

- less stressed,
- better communicators
- more empathetic
- more easily overcome challenges.

Moreover, they know precisely how their mental state influences the emotional reactions of those around them. Hence to succeed as a leader you must concentrate on the following points:-

- visualize yourself in a positive light even when things don't go well,
- viewing complications as setbacks and learning opportunities instead of failures.
- keep a clear vision of what you want and how to achieve it.
- to maintain motivation, you continually set new goals and relish new challenges.

Conclusion:-

Thus, we can say how emotional intelligence, a successful leader's quality, is needed for teachers as well as for students to gain success in life. Because teachers are real leaders and they are to make future leaders, so it's essential for them to be emotionally intelligent. Because Emotional intelligence is the ability to identify and regulate one's emotions and understand the emotions of others. A high EQ helps you to build relationships, reduce team stress, defuse conflict and improve job satisfaction. Although emotional intelligence seems to come naturally to some, **our brain's plasticity means we can increase our emotional intelligence if we're willing to put in the work.** If we increase our emotional intelligence we can be successful in this world. This is the duty of every teacher to work on emotional intelligence. When he is emotionally intelligent, he can make his students emotionally intelligent. That is the need of the hour. Our National education policy (NEP -2020) is also in search of emotionally intelligent citizens who are of a global mindset.

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How to cite reference of this paper-

Dwivedi, V. (2023). The importance of emotional intelligence in educational leadership. *Educational Metamorphosis*, 2(2), 28-34.