

POTENTIAL OF EMOTIONAL INTELLIGENCE THROUGH PRIMAL LEADERSHIP

Somayya Madakam



**POTENTIAL OF EMOTIONAL
INTELLIGENCE THROUGH
PRIMAL LEADERSHIP**

**POTENTIAL OF EMOTIONAL
INTELLIGENCE THROUGH
PRIMAL LEADERSHIP**

Somayya Madakam





ALEXIS PRESS

Published by: Alexis Press, LLC, Jersey City, USA
www.alexispress.us

© RESERVED

This book contains information obtained from highly regarded resources.
Copyright for individual contents remains with the authors.
A wide variety of references are listed. Reasonable efforts have been made
to publish reliable data and information, but the author and the publisher
cannot assume responsibility for the validity of
all materials or for the consequences of their use.

No part of this book may be reprinted, reproduced, transmitted,
or utilized in any form by any electronic, mechanical, or other means,
now known or hereinafter invented, including photocopying,
microfilming and recording, or any information storage or retrieval system,
without permission from the publishers.

For permission to photocopy or use material electronically
from this work please access alexispress.us

First Published 2023

A catalogue record for this publication is available from the British Library

Library of Congress Cataloguing in Publication Data

Includes bibliographical references and index.

Potential of Emotional Intelligence through Primal Leadership by *Somayya Madakam*

ISBN 979-8-89161-435-2

CONTENTS

Chapter 1. Primal Power of Leadership: Unleashing Emotions for Organizational Success	1
— <i>Somayya Madakam</i>	
Chapter 2. Various Dimensions of Discordant Leader	8
— <i>Shilpi Kulshrestha</i>	
Chapter 3. Analyzing the Key Dimensions of Emotional Intelligence	16
— <i>Poonam Singh</i>	
Chapter 4. Social Awareness and the Limbic Tango.....	24
— <i>Jaimine Vaishnav</i>	
Chapter 5. Fundamental Principle of Democratic Style	32
— <i>Bineet Naresh Desai</i>	
Chapter 6. Leadership Styles Unveiled: Navigating the Emotional Intelligence Spectrum.....	41
— <i>Shoaib Mohammed</i>	
Chapter 7. Neuroplasticity: The Crucial Role of Emotional Intelligence in Leadership Development	49
— <i>Anand Kopare</i>	
Chapter 8. Leadership Development: From Career Plans to Passion-Driven Leadership.....	57
— <i>Simarjeet Makkar</i>	
Chapter 9. An Exploration of Sustaining Leadership Change.....	65
— <i>Aditya Kashyap</i>	
Chapter 10. Leadership Learning: Strategies for Effective Goal Setting, Learning Styles, and Brain Rewiring	73
— <i>Hemal Thakker</i>	
Chapter 11. Leadership Development: From Individual Mastery to Collective Excellence	82
— <i>Nikita Nadkarni</i>	
Chapter 12. Organizational Change through Emotional Intelligence Leadership.....	90
— <i>Cleston Jacob Dcosta</i>	
Chapter 13. Cultural Resonance: Leaders Shaping Vision and Values for Organizational Change .	100
— <i>Sadaf Haseen Hashmi</i>	

CHAPTER 1

PRIMAL POWER OF LEADERSHIP: UNLEASHING EMOTIONS FOR ORGANIZATIONAL SUCCESS

Somayya Madakam, Associate Professor
Department of uGDX, ATLAS SkillTech University, Mumbai, India
Email Id-somayya.madakam@atlasuniversity.edu.in

ABSTRACT:

The impact of leaders on the emotions of their teams, emphasizing the primal nature of emotional influence in leadership. Drawing examples from a news division at the BBC, the text highlights how different leadership approaches can either ignite enthusiasm or incite hostility among team members. The article argues that a leader's emotional intelligence, encompassing how they handle their own emotions and those of others, is key to fostering a positive emotional climate within an organization. The discussion extends into the neurological mechanisms of primal leadership, explaining the open-loop nature of the limbic system and how leaders act as emotional guides. The concept of emotional contagion is explored, demonstrating how leaders influence the emotional climate of a group. The article concludes by asserting that emotionally intelligent leaders, capable of driving collective emotions in a positive direction, distinguish themselves not only in tangible business results but also in intangible aspects such as higher morale, motivation, and commitment.

KEYWORDS:

Authority, Collaboration, Emotional Intelligence, Empathy, Leadership, Organizational Culture.

INTRODUCTION

They make us excited and bring out our best. When we talk about why they work so well, we mention their plans, goals, or good ideas. But the truth is very basic: Good leadership is driven by emotions. Leaders' success depends on how they carry out their plans and strategies, and how they motivate their teams to take action. Even if they do everything else perfectly, if leaders don't do a good job of managing people's emotions, nothing else they do will work as well. For instance, let's think about an important moment in the news department at the BBC, which is a big media company in the UK. The company created a new group to see if it would work, but even though the staff tried hard, the bosses decided to shut it down. The person who was supposed to tell the staff about the decision started by talking about how great the competition is doing and how great his trip to Cannes was, which didn't make things any better. The news was already bad, but the executive's rough and argumentative attitude made things even worse. People got really mad - not just at the decision the manager made, but also at the person who told them about it. The situation got really scary, and it seemed like the boss might have to ask security to take him out of the room safely[1], [2].

The next day, another manager came to see the same employees. He did things in a very different way. He talked sincerely about how important journalism is for a lively society and why they all became journalists in the first place. He told them that people don't become journalists to become wealthy. Journalism has never been a well-paying job, and job security

depends on the economy. He talked about how much the journalists cared about the work they did. Finally, he hoped they would do well in their future jobs[3], [4].

The leaders were different in how they talked to people. One made the group feel angry and unfriendly, while the other made them feel hopeful and motivated, even when things were tough. These two moments show that a leader's words and actions can have a big impact on people's feelings. Most people know that a leader's mood and how they affect others' moods are important in any organization. But emotions are often seen as too personal or hard to measure to talk about in a useful way. Research about emotions has given us a better understanding of how leaders can measure and improve the way they handle their own and other people's emotions. Knowing how feelings affect work helps good leaders stand out. It's not just about getting better results and keeping good employees, but also about keeping everyone happy, motivated, and committed. The leader's most important job is to take care of the feelings of the people they are leading, this is the first thing they should do.

Leaders have always been important for how people feel. Certainly, the first leaders of human society, whether they were tribal chiefs or spiritual guides, gained their position mainly because they were able to inspire others with their emotions and qualities as a leader. In the past and in every culture, the person in charge is the one others rely on for help and clear direction when things are unsure or dangerous, or when there's work to do. The leader helps the group with their feelings. In today's organizations, the most important job of leaders is to help everyone feel good and get rid of any bad feelings. This task is for leaders in all places, from the top of the company to the workers on the floor.

Basically, the leader of a group has the most power to influence how everyone feels. If people feel excited, they will work better. But if they feel angry and worried, it will make it harder for them to do well. This shows another important part of primal leadership: It's not just about making sure the work is good, it also has other effects. Supporters also seek comfort and understanding from their leader. Every leader has this basic aspect, whether good or bad. When leaders make people feel good, like the second executive at the BBC did, everyone does their best work. This effect is called resonance. When leaders make people feel upset, like the first executive did, it causes conflict and weakens the emotional base that helps people succeed. The success of a company depends a lot on how good the leaders are at handling people's emotions[5], [6].

DISCUSSION

The way a leader behaves is important because of how our brain is set up. Scientists call it the open-loop nature of the emotional part of our brain. A system like the circulatory system can take care of itself. What happens in other people's circulatory systems doesn't affect ours. An open-loop system relies on outside sources to control itself. Simply put, we need to connect with others to feel emotionally stable. The limbic system was a successful design in evolution that helps people to comfort each other emotionally. For example, a mother can calm her crying baby, or a member of a primate group can quickly warn others of danger. Even though we seem very advanced, we still rely on the simple idea of open-loop systems. Studies have shown that having someone there to comfort a patient in the intensive care unit can help lower their blood pressure and reduce the buildup of fatty acids in their arteries. Also, middle-aged men who have close relationships are less likely to be affected by intense stress compared to men who are socially isolated[7], [8].

Scientists say that when one person sends signals to another, it can change hormone levels, heart function, sleep patterns, and immune function in the other person's body. They call this "interpersonal limbic regulation. This is how people in love make each other's brains release

oxytocin, which makes them feel happy and affectionate. But in every part of our social life, not just romantic relationships, our bodies and emotions mix together, and our feelings automatically change to match the feelings of the person we are with. The limbic system can be influenced by other people, which can affect our emotions and body reactions.

Even though we use the open loop a lot, we don't usually realize it. Scientists have studied how people's emotions match up by measuring their body's reactions, like their heart rate, while they talk to each other. As they start talking, their bodies are at different speeds. But after a short fifteen-minute talk, their bodies look very similar - this is called mirroring. This feeling happens a lot when things are going bad in a conflict, when people are angry and upset, but it also happens quietly when things are going well. It hardly ever happens during a calm conversation. Scientists have observed how emotions can spread between people when they are close to each other, even without speaking. For instance, when three people who don't know each other sit in front of each other without talking for a minute or two, the one who shows their feelings the most passes on their mood to the other two, even without saying anything. In the office, meetings, or work area, people in groups easily pick up on each other's feelings like jealousy, envy, stress, or happiness. The more connected the group is, the better they share their feelings, emotions, and things that make them upset[9], [10].

In 70 different work teams, people who sat in meetings together ended up feeling the same emotions within two hours. Nurses and accountants who worked together also showed similar emotions over time, even if they were dealing with different challenges. Research on professional sports teams shows that, regardless of how well the team is doing, the players' moods tend to align with each other over time. Contagion means a disease spreading from one person to others. Leadership means guiding and directing a group of people.

The ongoing interaction of emotions among people in a group creates a mix of feelings, with each person adding their own emotions to it. However, the leader has the most influence. Why? Because it's true that in business, everyone pays attention to the boss. People look to their leaders for guidance on how to feel. Even if the boss is not seen much, his attitude can still affect his employees' moods and spread throughout the company.

Watching groups at work showed how important the leader is in shaping the team's feelings. Leaders usually spoke a lot and people paid close attention to what they said. Leaders were usually the first to talk about something. When others said something, they often talked about what the leader had said instead of what anyone else said. Leaders have a big influence on how a group understands a situation and how they feel about it. They help shape the group's perspective and emotions.

But how a leader speaks affects our feelings in a big way. In the studies, even when leaders were silent, they were still looked at more closely than anyone else in the group. When people asked a question, they looked at the leader to see how the leader would answer. Yes, usually people in a group think that the leader's emotional reaction is the best one, so they copy it, especially when the situation is unclear and different members have different reactions. In a way, the leader decides how everyone should feel.

Leaders can either say nice things or not say nice things to people, they can either give helpful criticism or mean criticism, they can offer help or ignore when people need help. They can explain the group's goals in a way that makes each person feel important, or they can choose not to. They can help people see clearly and know what to do in their work, and they also allow people to be flexible and use their own ideas to get the job done. All these actions help show how a leader's basic emotions affect others.

However, not all "official" leaders in a group are always the ones who lead emotionally. When the leader is not trusted, people may seek guidance from someone else they trust and respect. This leader becomes the person who shapes how others feel. For example, a famous jazz band named after its leader actually got their emotional inspiration from another musician. The person who started the group still handled booking and planning, but when it was time to choose a song or adjust the sound, everyone looked to the main leader.

Attracting People

No matter who leads with emotions, they are likely to have a talent for influencing the emotions of others around them. See a talented actor in action and notice how she easily captures the audience's emotions. When she shows how much it hurts when someone betrays her, or when she shows how happy she feels when she wins, the audience also feels those same emotions.

Laughing and not finishing a thought

The School of Management discovered that among groups of people working together, happiness and friendliness are easily passed on to others, while grumpiness is not as easily spread, and sadness hardly spreads at all. This means that when people are in a good mood, it can have a big impact on how well businesses do. The Yale study discovered that people work better when they are in a good mood. Being happy at work makes people cooperate more, be fairer, and do better in business[11], [12].

Smiling and laughing show how emotions can easily spread from one person to another. When we hear laughter, we often smile or laugh too, and then this makes other people around us do the same. It can make everyone in a group laugh together without thinking about it. Glee spreads easily because our brain has special circuits that can detect smiles and laughter, making us feel like laughing too. The outcome is a strong positive emotion. Similarly, smiles are the most contagious of all emotions, and they have a strong ability to make others smile too. Scientists believe that smiles and laughter became strong because they helped people become friends without speaking. This shows that someone is relaxed and friendly, not unfriendly or mean. Laughing shows that someone is friendly. Laughter is harder to fake than a smile because it involves complex systems in the brain that are mostly automatic and not easy to control. Although we might not notice a fake smile, a forced laugh sounds fake. In simple terms, laughing brings people closer together by connecting their brains quickly. This quick and automatic response happens when people communicate directly with each other through their brains, without thinking about it. It's not surprising that people who enjoy being with each other laugh a lot. But if people don't trust each other or don't get along, they don't laugh much, if at all.

In any workplace, the sound of laughter shows that people are happy and involved in what they're doing. In addition, laughing at work is usually not because of a joke. A study found that people mostly laugh in response to simple comments, not jokes. A funny joke shows that we understand each other and get along well. It shows that you trust and feel comfortable with someone and that you both understand each other. When people laugh during a conversation, it shows that everything is good for now. How we can tell what leaders are feeling depends on how much emotion they show on their face, in their voice, and through their gestures. The better a leader is at showing emotions, the more those emotions will spread to others. This type of communication doesn't rely on acting, but on the way people watch a leader and how even small emotions can have a big effect. However, when leaders are more open and show their enthusiasm, others will also start to feel the same passion[13], [14].

Leaders with that talent are like emotional magnets; people are naturally drawn to them. If you think about the leaders that people want to work with the most, they are probably able to show positive and happy feelings. One reason why emotionally intelligent leaders attract talented people is because it's enjoyable to work in their presence. On the other hand, leaders who are grumpy, easily annoyed, controlling, and unfriendly push people away. Nobody wants to work for someone who is always grumpy. Studies show that positive and enthusiastic leaders are better at keeping their employees than bosses who are often negative. Now let's look at how much our feelings affect how well we do our jobs. Strong feelings can be overwhelming and disrupt work, while lighter feelings last longer and usually don't get in the way of work. And when something emotional happens, it often creates a lasting feeling that stays with the group for a while.

Even though feelings and attitudes might not seem important in business, they actually have a big impact on how well work gets done. A leader's small worry can be a sign that something needs more attention and careful thinking. Actually, being calm and serious can be really helpful when thinking about a dangerous situation. And being too hopeful can make you ignore potential dangers. A leader may become very angry when they find out a top executive has been harassing people. This makes the leader focus on solving the problem and finding ways to stop it from happening again. Mild anxiety can help a leader to focus and have more energy, but if it goes on for a long time, it can hurt their relationships and make it harder for them to do their job well because it makes it harder for their brain to think and react. Laughing or feeling happy makes it easier to do good work.

Both feeling good and feeling bad can make us keep feeling that way because they affect how we see things and remember them. When we are happy, we notice the good things and remember them, but when we are unhappy, we focus on the bad things. Apart from how a person sees things, when someone is upset, their body releases stress hormones that take a long time to go back into the body and calm down. That's why having a bad relationship with a boss can make a person very upset, unable to relax or sleep properly. For example, He made me so mad during that meeting that I tossed and turned all night and couldn't sleep. So, we like to be around people who are happy and positive because they make us feel good.

Emotional Hijacking

Feeling bad, especially being angry a lot, worried all the time, or feeling like nothing matters, can really mess up your work. It makes it hard to focus on what you need to do. For example, a study at Yale found that when groups had positive moods, they made better decisions about how to give out yearly bonuses. But when they had negative moods, their decision-making abilities were not as good. The group members did not know how much their own moods were affecting them.

For example, at a big hotel company, the thing that made employees feel the worst was talking to their bosses. Talking to bosses made people feel bad almost every time. They felt frustrated, disappointed, angry, sad, disgusted, or hurt. These interactions caused more distress than customers, work pressure, company policies, or personal problems. Leaders don't have to be too "nice", but they need to handle work demands without upsetting people too much. One of the oldest rules in psychology says that too much anxiety and worry can make it harder to think clearly.

Worry not only makes it harder to think, but also makes people less able to understand and manage their emotions. People who are feeling upset might find it hard to understand how others are feeling, which makes it difficult for them to show empathy and affects how they interact with others. New research shows that people's feelings at work are the best way to

measure how good their work life is. The amount of time people feel happy at work is a big factor in how happy they are overall, and how likely they are to leave their job. In simple terms, leaders who make people feel bad are bad for business, and those who make people feel good help a business succeed.

When people are happy, they do their best work. Feeling good helps people think better and make decisions easier. It also makes people more flexible in their thinking and helps them understand information better. Feeling happy can make people see others and events in a more positive way, according to research. This helps people feel more hopeful about reaching a goal, makes them more creative and better at making decisions, and makes them more likely to be helpful. Insurance agents who have a positive attitude are better at handling rejections and are able to make more sales compared to agents with a more negative attitude. Additionally, studies show that making jokes or laughing at work can help people be more creative, communicate better, feel more connected and trusting, and make work more enjoyable. Having fun and making jokes can help you get a better deal when negotiating about money. No surprise that playful behavior is important for emotionally intelligent leaders.

Feeling happy and positive is really important for teams. A leader who can get everyone excited and working together can make a big difference in how well the team does. However, when people in a group have emotional conflicts, their ability to work together is hurt and their performance goes down. Think about what was found in a study of sixty-two CEOs and their top teams. CEOs from big companies in the Fortune 500 and other top U. Companies were present.

Companies that provide services, organizations that are not for making a profit, and agencies run by the government. The bosses and their management team were judged on how lively and determined they were. They were also asked how much fighting and strong emotions the top team had, like people not getting along, getting angry and causing problems in meetings, or having emotional conflicts. The research discovered that when the leaders of a company were in a good mood, they worked better together and the company did better too. In other words, if a company was led by a management team that didn't work well together for a long time, the company did not do well in the stock market.

The group's intelligence, which is made up of everyone's talents working at their best, depends on the group getting along and working well together. A leader who is good at working with others can help the group work together well and make sure that their decisions will be worth the time and effort. Good leaders can find a good balance between making sure the group gets their work done and making sure everyone in the group gets along well. They make a nice and productive atmosphere that makes everyone feel good.

CONCLUSION

The important role that leaders have in creating the overall emotions and atmosphere in a company. The examples given show how emotional intelligence is important for getting good results, like the BBC news division's leadership comparison. Talking about how leaders can affect the emotions of their teams by showing emotions themselves and how emotions can spread among people. The article says that leaders who understand their team members' feelings and are good at managing their own emotions can create a positive atmosphere for their team. The idea of emotional hijacking and how it affects how well we do our jobs shows how essential it is for leaders to be emotionally intelligent. In conclusion, the article says that leaders who are good at understanding and managing emotions stand out because they are able to achieve both business success and build positive qualities like higher morale,

motivation, and commitment in their teams. As companies try to be successful, it's important for leaders to understand and use emotional intelligence. This will help them become better leaders and make their organizations better.

REFERENCES:

- [1] N. O. Martins, "An ontology of power and leadership," *J. Theory Soc. Behav.*, 2018.
- [2] E. Y. Chou, "Naysaying and negativity promote initial power establishment and leadership endorsement," *J. Pers. Soc. Psychol.*, 2018.
- [3] D. K. Haller, P. Fischer, and D. Frey, "The power of good: A leader's personal power as a mediator of the ethical leadership-follower outcomes link," *Front. Psychol.*, 2018.
- [4] H. Wang and B. Guan, "The positive effect of authoritarian leadership on employee performance: The moderating role of power distance," *Front. Psychol.*, 2018.
- [5] E. K. Akhmatshina, Y. Y. Jamil Hana, and A. A. Mokrushina, "Concepts of 'Freedom', 'Power' and 'Leadership' in the Arabic Folklore as an Archetypal Element in Political Culture of the Middle East," *J. Soc. Sci. Res.*, 2018.
- [6] The Lancet, "Silence in the face of abuse of power: UN leadership lacking," *The Lancet*. 2018.
- [7] M. Koeslag-Kreunen, P. Van den Bossche, M. Hoven, M. Van der Klink, and W. Gijsselaers, "When Leadership Powers Team Learning: A Meta-Analysis," *Small Gr. Res.*, 2018.
- [8] "17th International Studying Leadership Conference 'The Power of Leadership?'," *Leadership*, 2018.
- [9] R. Gupta, "The Purposeful Power of Effective Leadership in an Organization," *Arts Humanit. Open Access J.*, 2018.
- [10] M. Aberese-Ako, I. A. Agyepong, and H. Van Dijk, "Leadership styles in two Ghanaian hospitals in a challenging environment," *Health Policy Plan.*, 2018.
- [11] J. Ford and N. Harding, "Followers in leadership theory: Fiction, fantasy and illusion," *Leadership*, 2018.
- [12] E. A. Lofquist and S. B. Matthiesen, "Viking leadership: How Norwegian transformational leadership style effects creativity and change through organizational citizenship behavior (OCB)," *Int. J. Cross Cult. Manag.*, 2018.
- [13] S. O. Lopez, "Vulnerability in leadership: The power of the courage to descend," *Ind. Psychol. Diss.*, 2018.
- [14] T. Cone, *Cultivating charismatic power: Islamic leadership practice in China*. 2018.

CHAPTER 2

VARIOUS DIMENSIONS OF DISCORDANT LEADER

Shilpi Kulshrestha, Associate Professor
Department of ISME, ATLAS SkillTech University, Mumbai, India
Email Id-shilpi.kulshrestha@atlasuniversity.edu.in

ABSTRACT:

The less explored and often overlooked aspect of leadership—leaders who elicit discord and disharmony within their organizations. This abstract delves into the various dimensions of discordant leadership, examining how leaders can inadvertently create dissonance, tension, and negativity among team members. Drawing on real-world examples and case studies, the discussion sheds light on the detrimental impact of discordant leadership on team dynamics, organizational culture, and overall performance. The abstract also explores the factors contributing to discordant leadership, such as ineffective communication, lack of emotional intelligence, and a disregard for employee well-being. By understanding the characteristics and consequences of discordant leadership, organizations can take proactive measures to foster a more harmonious and collaborative work environment, ultimately contributing to enhanced team morale, productivity, and overall success.

KEYWORDS:

Conflict, Discord, Disharmony, Leadership, Organizational Dynamics, Team Management.

INTRODUCTION

The general idea is that when employees are happy, they will work harder to make customers happy and this will help the company make more money. There is a math rule that shows the relationship: If the service gets 1 percent better, the revenue goes up by 2 percent. Next, unhappy workers do not help customers well, which can have very bad consequences. For example, in cardiac care units where the nurses were feeling sad, patients were four times more likely to die compared to units where the nurses were in a better mood. On the other hand, employees feeling positive at work helps the company. If customers have a good time talking to the store worker, they will think the store is a pleasant place to shop. This means people coming back again and telling others about it. Furthermore, when workers are in a good mood, they work harder to make customers happy. This was found in a study of thirty-two stores in the United States. Shops in a retail chain where the salespeople are friendly and helpful made the most sales[1], [2].

But why is this discovery important for being a leader. In all of those stores, it was the manager who created the atmosphere that affected the salespeople's moods, and in the end, their sales. When the managers were happy, sure of themselves, and positive, their feelings affected the employees. Customer service reps who work directly with customers are likely to leave their job and make customers less happy in the future. This makes customers unhappy and causes the company to make less money. Resonant leaders are very important in the connection between climate, work conditions, and salary. Usually, if the job is emotionally difficult, the leader needs to be more understanding and caring. Managers influence how employees feel about serving customers, which affects how willing they are to make customers happy. At an insurance company, Schneider discovered that good leaders made the service better for the workers and this led to a 3 to 4 percent increase in customers renewing their insurance. Even though it seems small, it actually had a big impact on the company's

success. Consultants who help companies have always believed that the way employees feel at work is connected to how well the company does. However, there has been little information connecting the two, so leaders could ignore how their personal style affects the people they lead and focus on more concrete business goals instead. But now we have evidence from different types of businesses that show how leadership affects the environment and how well a business does. This means we can measure the real impact on business performance that is caused by something as intangible as the "vibe" of a company. For example, a big company that sells food and drinks made more money when the weather was good. In a study of nineteen insurance companies, it was found that the working environment created by the CEOs with their direct reports could predict how well the company would do. In 75% of cases, the working environment accurately showed whether the company would make a lot of money and grow, or not.

The weather doesn't directly affect how well something works. The things that determine which companies do best in a certain time period are very complicated. Our research shows that the atmosphere at a company, or how employees feel about working there, can affect business performance by 20 to 30 percent. Getting the most out of people leads to good outcomes. If the weather affects how well a business does, then what affects the weather? About half to three-quarters of how employees feel about their company's environment can be connected to the behavior of one person: the boss. The boss has the most influence on how well people can do their work. Basically, the emotions and behavior of leaders can affect how their followers feel and how well they perform. How leaders handle their emotions can influence how others feel, and this can affect how successful a business is. This is how the brain controls leadership, whether it's good or bad[3], [4].

Leadership is coming back to the BBC division that was going to close. The first leader who brought the bad news made people very angry. They were so out of touch with how people felt that they almost needed security to leave. This is an example of dissonant leadership, when a leader doesn't understand the people they are leading and makes them feel worse. The leader caused the group to go from feeling frustrated to resentful, and then to angry. When leaders don't understand how a group feels, they make them upset by not showing empathy and understanding. The group gets too worried about the same things and forget to focus on what their leader is saying or their goals. In a job, when a boss doesn't get along with their employees, it can have a big effect. People feel uncomfortable and don't do their job well. The second boss, who received a loud clap from the fired workers, shows good leadership. He cared about how people felt and made them feel better. Speaking honestly from his own beliefs and connecting with the feelings of those around him, he said the perfect things that made people feel better and motivated, even when times were tough. When a leader makes others feel connected, you can see it in their eyes: They are interested and happy.

The word resonance comes from the Latin word *resonate*, which means to resound. Resonance means sound gets louder when it bounces off something or when two things vibrate together. When two people feel the same emotion, they are in sync and this makes the good feeling last longer. One sign of good leadership is when a leader's positive energy is felt by their followers. An important leadership rule is that emotions can be made stronger and last longer through connection with others. When people understand each other well, their conversations are smoother and there is less interference. Resonance helps to reduce distractions and keeps things running smoothly. "One team" means less confusion. People stay together in a team because of their feelings[5], [6].

The ability of leaders to manage and guide emotions to help a group reach its goals depends on how emotionally smart they are. Emotionally intelligent leaders naturally understand and

connect with other people's feelings. They all have a lot of energy and passion in the group. However, these leaders may sometimes show a more serious attitude when needed, by understanding and connecting with the emotions of the people they lead. For instance, if something has happened that makes everyone angry or sad, the EI leader understands and shares those emotions with the group. This type of connection makes people feel in sync and cared for, just like when they are excited. With the help of an emotional intelligence leader, people feel comfortable with each other. They talk about their ideas, teach each other, make decisions together, and accomplish tasks. They build a strong connection that helps them stay on track even when things are uncertain and changing a lot. One of the most important things is to emotionally connect with others because it makes work feel more meaningful. We all know how it feels to be happy and proud after doing something great. These emotions make people work together to do things that they couldn't or wouldn't do alone. The leader knows how to create strong connections. However, if a leader doesn't connect with their team, the team may just do a decent job instead of their best. Without a strong sense of care and empathy, someone who is called a "leader" may be able to control things, but they are not truly leading.

DISCUSSION

Dissonance is a term that describes a harsh and unpleasant sound in music. It can also refer to a lack of harmony in both music and people. Ineffective leadership makes people feel out of sync and unhappy in groups. Just like how laughter shows how well people get along at work, feelings of anger, fear, not caring, or being quiet can show the opposite. Researchers have found that a lot of people feel confused or uncomfortable at work. In a study of over a thousand people in the United States. Workers, like 42% of them, said they have been yelled at or verbally abused at their jobs.

Also, almost 30% of workers said they have yelled at a co-worker. Think about the negative effects on the body caused by this disagreement. When people express their real complaints, it can help solve problems and bring people together. But if someone complains angrily, it can make the situation worse and create bad feelings. For instance, instead of saying calmly, "When you're late for our meetings, it wastes our time—we'd all be more effective if you showed up on time," the person complaining starts to criticize the character of the late person. He growls, "I see the king is here with us. " I'm happy you found time for us in your busy schedule. We will try not to take up too much of your time. Upsetting arguments can really mess with your feelings, as shown in studies where they checked how people's bodies reacted during fights.

These attacks can emotionally hurt the person they're aimed at, especially when the attacker is a spouse or boss, who has a lot of influence. They send out hurtful messages of disgust or contempt. John Gottman, a psychologist at the University of Washington, says that when people feel extreme contempt, it can cause them to have a strong fight-or-flight reaction. This can make their heart beat really fast and make them feel really upset. When someone is flooded, they can't hear clearly and their thinking becomes confused. They may respond with basic instincts just to end the situation. So, people will often ignore the other person by keeping their emotions or physical space away from them[7], [8].

Even though these studies were done with married couples, a difficult interaction between a boss and an employee has a similar emotional impact. In a study, workers were asked to remember moments when their bosses got angry and criticized them personally. Usually, the worker got defensive, avoided taking responsibility, or refused to talk to the manager. 108 managers and office workers said the main reason for conflict at work is when their boss

criticizes them in a bad way. In simple words, dissonance makes people feel down, exhausted, or makes them leave. Working in a bad environment can affect your personal life, as it may make you act in a harmful way even at home. Stress hormones from a bad day at work stay in the body for a long time.

Different types of discordance

There are many different leaders who are not very understanding and they often communicate in a negative way. We have found that many leaders don't want to be so out of sync; they just don't have the emotional intelligence skills they need to lead effectively. At the worst, bad leaders can be really mean and hurtful to people, or they can be sneaky and dishonest. These leaders make people feel really bad, like the "demeanors" in Harry Potter who suck the happiness out of the air. They make terrible work environments, but they either don't realize how bad it is or they just don't care[9], [10].

Some dishonest leaders are not obvious, but they act friendly and charming to trick and control others. These leaders don't really believe in what they say, and they don't care about others, only about getting ahead themselves. When people feel like someone is being fake or not genuine - like when a controlling leader acts nice on purpose - the connection turns into skepticism and lack of trust. Leaders who create problems and conflict may seem successful at first, maybe by getting a promotion by pleasing their boss. But the harm they cause shows that they aren't truly successful. Wherever they go in a company, their time there leaves behind a noticeable feeling of people feeling unmotivated, not caring, and being angry and unhappy. In summary, dissonant leaders are the bosses that people don't want to work for.

When we see someone running a company and creating a lot of negativity, we know there will be problems in the future. If a leader always shows negative emotions, it will make people tired and worn out, even if they perform well for a short time. These kinds of leaders pass on their own strong and harmful feelings, but they don't take in others' feelings. Throughout history, bad leaders have used this ability to do terrible things. Dictators like Hitler and Pol Pot have gathered angry crowds with a damaging message. Resonance and demagoguery are different because of this important reason. Demagogues are leaders who spread scary and angry messages that make people feel afraid and angry. They talk about the danger from others and make people worry that they will lose what they have.

Their message makes people either strongly agree or strongly disagree instead of bringing them together for a common purpose. These leaders base their plan on making people feel scared or angry, which makes them react with fight or flight instincts. Slobodan Milosevic, the leader of Serbia, was really good at getting people to hate each other because of their background. He got his supporters to rally behind him using their anger and fears, which ended up hurting both him and his country. Demagoguery uses negative emotions to control people and stop them from feeling hopeful or creative. In comparison, strong leadership based on common positive values keeps emotions feeling good. It encourages people to have faith and imagine what is possible, bringing everyone together with a shared dream[11], [12].

Fortunately, there are not many demagogues in business. They are more commonly found in politics. However, some business leaders still use dishonest tactics. Leadership at work that is based on creating fear or hatred towards someone else is like using a shortcut to get everyone to work together. It's not a good way to lead a team. It is easy to make people hate or fear something when there is a threat. But from a biological standpoint, these feelings were made for quick, intense bursts to get ready to fight or flee. If they go on for a long time or keep happening, they make us feel tired or worn out. Anger or fear might help a leader deal with a crisis for a short time, but they don't last long as motivators. Show kindness and compassion

to others. The leaders who use emotional intelligence inspire people by getting them excited about a good goal, and this kind of motivation lasts longer. There are also leaders who are called "clueless". They try to be positive but they don't realize that their employees are feeling negative. Basically, the way the organization is run makes people feel upset, but the leader doesn't realize this and sends a positive message that no one agrees with. One leader we know describes his plan for the company like this: "We are quickly adapting to a complicated future, leading our industry as we aim for new goals. Our leaders search for chances all the time and our managers are beating the competition. We are happy when our customers are satisfied.

At first it may seem good, but actually it's just a bunch of empty words. We don't understand what he was trying to say, but when we looked at the culture and leadership, we didn't see much flexibility, willingness to take risks or try new things, or concern for customers. We saw people in groups who were stuck in their usual way of doing things and didn't believe in their leader's vision. The problem is that using complicated business language can hide the truth, so a leader never talks about what people are really doing in the company and never has to make any changes. Self-centered leaders may not always understand what is going on around them. For example, some managers at a company that sells products to people wanted to talk to the CEO because they were worried about what was happening at their company. The company was still one of the top ten in its industry, but its performance was getting worse. The managers who work closely with the CEO wanted to help steer things in the right direction. However, when the CEO had a meeting with the managers, it seemed like he wasn't listening to them. He said to them: "People want and need a hero, and that's what I am to the employees. I feel like a famous actor, and people admire and look up to me. "That's why I wanted you to come here, so you can hear what I have to say and tell everyone what I'm really like.

The room went quiet when he spoke, and the CEO probably thought everyone agreed with him. He was thinking only about himself, not about us. Ambition can make a leader ignore other people's concerns and cause problems. On the other hand, leaders who are emotionally intelligent connect with people's feelings and guide them in the right way. To figure out how emotionally smart leaders work and connect with others, we study new discoveries in how the brain functions.

No animal can fly with only one wing. Talented leadership happens when emotions and thinking come together. These are the two things that help a leader fly high. All leaders must be smart enough to understand the details of the work and problems they face. Certainly, leaders who are good at making clear decisions and thinking logically and abstractly are valuable. We think being smart and able to think clearly are the main things that help someone become a leader. If you don't have those basic skills, you can't come in. But being smart is not enough to be a leader. Leaders also need to inspire, guide, and persuade others to follow their vision. It's important for leaders to create a strong connection with the people they lead. Albert Einstein said we shouldn't rely too much on our brains. It's very strong, but it doesn't have any personality. It can't be in charge, it can only help. The parts of our brain that control thinking and emotions are separate, but they are closely connected to each other. This brain system that connects thinking and feeling is the basis of primal leadership. Despite businesses valuing intellect without emotion, our emotions are actually more powerful than our intellect. During emergencies, our emotional centers take control of the rest of our brain.

There is a good reason why our emotions are so strong. They are very important for staying alive, because the brain uses them to let us know if something important is happening and to tell us what to do right away: either fight, run away, or stay still. The smart part of our brain

grew from the emotional part and still listens to it when we feel scared or anxious. The part of our brain called the amygdala is responsible for strong emotions. It is always watching out for anything that might be a problem. The amygdala is like a radar for strong feelings. It can take control of other parts of the brain, like the rational thinking area, to react quickly if it senses danger. This plan has been good for the last 100 million years of evolution. Fear helped early mammals stay away from predators. Anger made a mother fight to protect her young. Feelings like jealousy, pride, dislike, and love affected how families of primates interacted, just like they still affect how people in groups act today. Emotions have helped humans survive for a long time, but now there's a challenge for leaders to figure out how to control them. In our modern society, we deal with complicated social issues using a brain that was originally meant for surviving physical dangers. And sometimes we can feel overwhelmed - carried away by anxiety or anger, which are better for dealing with physical dangers than the complexities of office politics.

Luckily, strong emotions are controlled by a path in the brain that goes from the amygdala to the prefrontal area, which is the part of the brain that makes decisions. The front part of the brain gets information from all over the brain and then decides what to do with it. The prefrontal area can stop a sudden feeling, and make sure that our reaction will work better. Without stopping it, there would be a strong emotional reaction, where the amygdala's instinct controls behavior. This happens when the part of the brain that controls emotions is not working properly and can't control these impulses.

The communication between the brain cells in charge of emotions and the thinking part of the brain works like a super-fast road that helps control our thoughts and feelings. The ability to understand and manage emotions is important for being a good leader. It depends on how well the prefrontal and limbic parts of the brain work together. Research on patients with brain damage in the front part of the brain and emotional control areas shows that they can still think clearly, but have trouble understanding and managing their emotions. This fact about the brain shows that these skills are different from just being smart or knowing a lot about business. These skills involve more than just thinking. In simple terms, the art of resonant leadership combines our thinking and feelings in a biological way. Certainly, leaders need to have the necessary business knowledge and critical thinking skills to make decisions. However, if they only lead using their brain, they will miss an important part of the whole picture.

For instance, think about the new leader of a big company who wanted to change the way the company does things. He did not do well, so he lost his job after only working for one year. "He believed he could improve the company just by using his smarts, without making an emotional connection with the people," said a high-ranking executive at the company. He made big changes to the plan without asking the people who would do the work. The employees sent a lot of emails to the boss saying he wasn't listening. Finally, the CEO got fired.

We are not the first to say that a leader should make people feel excited, hopeful, and passionate about their work. They should also create a feeling of teamwork and trust. However, we want to go one step beyond and show how being good with emotions helps leaders to do those important jobs. Emotional intelligence has four parts: understanding yourself, controlling your emotions, being aware of others, and managing relationships. All of these skills are important for being a good leader. These areas are all connected and have a continuously changing relationship with each other. For example, a boss can't control his feelings if he doesn't know what they are. If he can't control his feelings, then he won't be able to handle relationships well. Our study has discovered a system that supports this

change. In simple terms, knowing yourself helps you understand and manage your emotions, which in turn helps you manage your relationships with others. EI leadership starts with understanding yourself.

Knowing and understanding ourselves is very important in business. If we don't recognize our own emotions, we won't be good at controlling them and we won't be able to understand other people's emotions as well. Leaders who know and understand themselves well are aware of their internal feelings and thoughts. They understand how their emotions can impact how they feel and how well they do their job. Instead of getting really mad, they notice when they start to feel angry and understand why. Then they figure out how to handle it in a better way. Leaders who don't know how they feel might get angry without knowing why. Knowing yourself is important in understanding how others feel. If you don't pay attention to your own emotions, you won't be able to understand how others are feeling.

Understanding and caring about others helps leaders connect with people on a deeper level. By understanding how others are feeling, a leader can choose the right words and actions to calm fears, ease anger, or join in on happy feelings. This attunement also helps a leader feel the same values and priorities that can lead the group. Similarly, a leader who cannot understand or feel the emotions of others will unintentionally say and do things that cause negative reactions. Empathy means listening and understanding how others feel. It helps leaders to connect with people's emotions and understand their perspectives. Listening carefully helps leaders adjust their message to make sure it matches. Finally, when leaders know what they want and understand the emotions of the group, they can use their people skills to create a strong connection. Leaders need to understand their own feelings and goals before they can influence how a group feels. This is why self-awareness is so important.

CONCLUSION

It's important for companies to understand and fix leadership styles that make the work environment unpleasant. The talk revealed how bad leadership can cause problems in different ways. It showed that not communicating well, not being aware of people's feelings, and not caring about employees can make a work environment unhealthy. The real-life examples and stories show the real effects of bad leadership on teams and how it affects their performance. As companies try to do well, it's really important to realize that the way leaders act and think affects everyone who works there. Poor leadership not only causes tension at work, but also makes people feel less motivated, more stressed, and less productive. Recognizing problems in leadership and fixing the reasons for them can help organizations make a better and friendlier work environment. In the end, organizations need to focus on leadership training programs that teach good communication, understanding emotions, and caring about their employees' well-being. By doing these things, companies can lessen the bad effects of leaders who don't get along and create a work environment that supports peace, working together, and lasting success.

REFERENCES:

- [1] K. Ondenge *et al.*, "Community perceptions and personal accounts of HIV discordance in rural western Kenya," *African J. AIDS Res.*, 2018.
- [2] O. Hidalgo, R. Jaimes, E. Gomez, and S. Lujan-Mora, "Sentiment analysis applied to the popularity level of the ecuadorian political leader rafael correa," in *Proceedings - 2017 International Conference on Information Systems and Computer Science, INCISCOS 2017*, 2017.

- [3] G. M.M. *et al.*, “Integrating oral HIV pre-exposure prophylaxis (PrEP) in a public family planning facility and youth center to inform national roll out in Zimbabwe,” *J. Int. AIDS Soc.*, 2018.
- [4] M. E. *et al.*, “Delivering PrEP: Lessons from early demonstration projects,” *AIDS Res. Hum. Retroviruses*, 2018.
- [5] D. Ayton, L. Manderson, and B. J. Smith, “Barriers and challenges affecting the contemporary church’s engagement in health promotion,” *Heal. Promot. J. Aust.*, 2017.
- [6] A. M. Ducatman *et al.*, “Quality Improvement Intervention for Reduction of Redundant Testing,” *Acad. Pathol.*, 2017.
- [7] F. H. Weeks *et al.*, “Bringing Evidence-Based Sexual Health Programs to Adolescents in Black Churches: Applying Knowledge From Systematic Adaptation Frameworks,” *Heal. Educ. Behav.*, 2016.
- [8] F. M. Cowan *et al.*, “PrEP implementation research in Africa: What is new?,” *Journal of the International AIDS Society*. 2016.
- [9] M. Landler and J. Perlez, “Rare Harmony as China and U.S. Commit to Climate Deal,” *New York Times*, 2016.
- [10] DRKS00011006, “LEADER (Long-term Early Development Research) - A Study on the Development of Children with Congenital Heart Defects,” <https://trialsearch.who.int/Trial2.aspx?TrialID=DRKS00011006>, 2016.
- [11] E. M. Minei, “Discursive Leadership: Harmonious and Discordant Framing-to-Sensemaking Outcomes,” *J. Creat. Commun.*, 2015.
- [12] B. T. Breitnauer, O. Mmeje, B. Njoroge, L. A. Darbes, A. Leddy, and J. Brown, “Community perceptions of childbearing and use of Safer conception strategies among HIV-discordant couples in Kisumu, Kenya,” *J. Int. AIDS Soc.*, 2015.

CHAPTER 3

ANALYZING THE KEY DIMENSIONS OF EMOTIONAL INTELLIGENCE

Poonam Singh, Associate Professor
Department of ISME, ATLAS SkillTech University, Mumbai, India
Email Id-poonam.singh@atlasuniversity.edu.in

ABSTRACT:

The multifaceted Dimensions of Emotional Intelligence (EI) and their significance in personal and professional realms. Emotional Intelligence is a concept encompassing a range of skills and attributes that go beyond traditional cognitive intelligence, emphasizing the ability to recognize, understand, manage, and leverage emotions effectively. The abstract delves into the core dimensions of EI, including self-awareness, self-regulation, social awareness, and relationship management, elucidating how each dimension contributes to an individual's overall emotional intelligence. Drawing on contemporary research and practical examples, the discussion elucidates the impact of emotional intelligence on interpersonal relationships, leadership effectiveness, and overall well-being. Recognizing the importance of developing emotional intelligence, both at the individual and organizational levels, emerges as a critical imperative for fostering success, resilience, and positive collaboration in diverse personal and professional settings.

KEYWORDS:

Emotion, Emotional Intelligence, Empathy, Interpersonal Skills, Leadership, Regulation, Self-Awareness.

INTRODUCTION

In simple words, this means that people's emotions are working well in their brain. One of the strongest and most effective ways to connect with someone's brain is through laughter. Think about how the brain and leadership are connected when something challenging happens at a meeting of top bosses at a big store. From the market research data that everyone had, the vice president for marketing made a bad choice about a big advertising purchase. As the group looked at the information, they all agreed silently that the marketing chief had made a mistake. After a while, a person in the room joked, "Maybe you just didn't have your glasses on. Everyone laughed the small joke had two purposes: It showed that the marketing chief made a mistake without making a big deal out of it. The group smoothly moved on to the next problem, which was how to fix the situation[1], [2].

Everything we know about how the brain responds to humor suggests that the joke told by the boss made the management team feel good. This helped the group not get too upset about the problem and quickly find a solution. And the leader was able to keep them on the right path in a positive way without saying it directly. As we mentioned before, using humor well is a common trait of good leaders. Just because you should not always avoid disagreeing or having conflicts. The best leaders know when it's helpful to talk about problems and when it's not.

You don't have to be a professional comedian to use humor well. A small joke that may not seem very funny can still make a big impact on our emotions if it makes us laugh or smile in a tense situation. Many real stories show that when leaders make people laugh, they are better

at leading. An example is a joke told by a marketing chief that helped reduce tension. For example, a study looked at how many times executives laughed during job interviews for leadership jobs. Then they followed the candidates for two years to see who did well in their careers. The study found that great leaders made the interviewer laugh twice as much as the average executives did [3], [4].

The researchers talked to top leaders, many of whom were CEOs or managers, from the US and other countries. They asked about the best and worst parts of their careers. During the interview, the really good leaders made three times as many funny comments as the regular leaders, about one every four minutes. Great leaders use humor to lighten up tense situations and spread positivity. This changes the overall mood of the interaction. Leaders use words to talk about boring things like contracts and business plans, but laughing together helps leaders stay close with others.

Primal Leadership Cars

What's really interesting is that the successful leaders who use humor also have the emotional skills that we've found are important for a leader to do really well. These emotional intelligence skills are important for good leadership. To look at what we did before, a big part of our research comes from a new idea from 1973 by Harvard professor David McClelland. He suggested that if a company wants to hire or promote the best person for a job, like a leadership role, they should not use the usual criteria. Instead of testing people for their intelligence, skills, or personality, or just looking at their job history, McClelland suggested studying employees who were already excelling at their job and comparing them to those who were just okay at it.

The analysis shows not only the basic skills needed for the job, but also the special abilities that the top performers had and the average workers did not. McClelland said to pick people who have the same skills, or help your people learn those skills. That idea created the common practice in top organizations today: making a "competency model" to find, train, and promote potential leaders. For instance, Lyle Spencer created a model to show what makes a good leader for a company that controls industrial operations. First, they found the best leaders who made the most money for the company. Then they compared the top leaders to average managers and asked them a lot of questions to see what skills they had. The best employees have four emotional skills: the drive to get things done, the ability to take charge, good teamwork skills, and leadership skills. These are more important than technical or purely thinking skills. Next, a group of branch managers received training to develop the same emotional intelligence skills that were identified as important. They were given a clear understanding of which competencies to focus on. They learned about and were tested on their skills, and they made plans to get better at those skills, which then helped their business do better. The outcome was that the leaders became better at their jobs and made a lot more money. That year, the branches made \$1.5 million more money, which was twice as much as another group that didn't have any training[5], [6].

New leaders for the future

When we discuss why it's important to have a leader who is emotionally intelligent, we are not saying that a company or country's success depends entirely on one charismatic leader. A hundred years ago, sociologist Max Weber said that institutions that last a long time succeed not because of one leader's charm, but because they develop leaders at all levels.

This is especially true when it comes to making companies that last a long time: The ones that do well for many years know how to develop many good leaders. For instance, think

about a really interesting study on what leadership will be like in the future at Johnson & Johnson, a big pharmaceutical company. After seeing how much the company was expected to grow, the boss, Ralph Larsen, knew that J&J would need more and more leaders if it wanted to do well. He thought that training new leaders was the most important thing for the company to focus on. His team studied 358 managers at J&J, half of whom were labeled as "high potentials" because they had shown early success, and the other half were not as successful. 45 percent of the executives were women and 55 percent were men, and they were from all over the world. Three executives who knew their work well rated each person using the company's leadership model and emotional intelligence skills. The researchers looked at the group of talented people to see if they had the skills needed to be leaders. They used a test called the ECI to measure their emotional intelligence. Managers in the high-potential group had almost all the necessary skills, while executives in the comparison group had very few of those skills. In simple terms, the leadership skills that create positive vibes are strong abilities of this special group. Also, differences between cultures didn't matter; emotional intelligence skills can be identified in the same way everywhere in the world, showing that these skills are important and can be measured in any location where a company works.

DISCUSSION

Our understanding of emotional intelligence and the skills that come with it has changed as we have studied new information. People who know the old EI model will see some differences in this version. We used to have five main parts of emotional intelligence, but now we have changed it to four parts. These include self-awareness, self-management, social awareness, and relationship management. There are now 18 skills instead of the original 25. For example, an example of an EI domain would be understanding other people's feelings; a skill in that domain would be being able to understand and help others. The outcome is a model for emotional intelligence that connects certain skills to the brain activities that cause them more clearly. New discoveries about feelings and the brain show how the brain is involved in these abilities. This helps us understand how they work better, and gives tips for developing leadership skills. A key point we will talk about more in this book is that Emotional Intelligence skills are not something you're born with, but something you can learn. Each skill helps leaders be more in tune with others and therefore more successful.

This shows that businesses really need to help their leaders become better at leading so it can make a big difference in making money. Now that we understand the brain science behind emotional intelligence, we can figure out what is effective and what is not when it comes to learning leadership skills, which is the focus of Part II of this book. In simple words, our main point is that good leaders use emotional intelligence to create a strong connection with their team. The idea behind this is a theory about how well someone can do something. It connects how the brain works with the four basic emotions and the skills that come from those emotions. These EI skills are the basic parts of the types of leadership that create harmony in a group [7], [8]. Surprisingly, no leader we have met, no matter how good they are, is good at every emotional intelligence skill. Good leaders are usually really good at a few emotional intelligence skills. There is no one-size-fits-all way to be a great leader.

Knowing and understanding yourself

In simple terms, self-awareness means knowing and understanding your emotions, strengths, weaknesses, values, and motives. People who know themselves well are practical and not too hard on themselves or too optimistic. Instead, they are truthful about who they are. They are truthful and don't try to hide who they are. They can even joke about their mistakes. Leaders

who are self-aware know what is important to them, what they want to achieve, and what they hope for in the future. They know where they are going and the reason. They are sensitive to what they believe is right for them. For instance, they can say no to a job that pays well but goes against their beliefs or future plans. On the other hand, someone who doesn't know themselves well may make choices that go against their own values and cause them to feel upset inside. "I thought the pay was good, so I took the job," someone might say after two years, "but I find the work unimportant and I am always bored. People who are aware of themselves and make decisions that align with their values often find their work more exciting[9], [10].

One clear sign that someone is self-aware is if they often think about and reflect on themselves. People who know themselves well like to spend time alone thinking quietly. This helps them to think carefully instead of acting without thinking. Many great leaders bring the practice of thinking about themselves and their actions from their spiritual beliefs into their work. Some people find meaning in praying or meditating, while others seek to better understand themselves through philosophy. All these qualities help self-aware leaders to act with confidence and authenticity, which is needed to connect with others.

In simple terms, our brain holds our most important beliefs and feelings in a hierarchy, with the things we like and care about the most at the top, and the things we hate at the bottom. Our feelings decide if we like or don't like a goal. If the idea of helping children who need it, or of working with people who are really good at what they do, makes us really excited, it will make us want to work harder. This happens in the front part of the brain, which is responsible for paying attention and being aware of oneself. It keeps track of how we feel about what we like. The circuits in our brain store our happy thoughts and remind us of them as we work towards our goals. Positive thoughts work as a way to keep us happy and motivated for a long time. From a neurological perspective, what motivates us to work towards our life goals is our mind's ability to remember how happy we will feel when we achieve those things. This ability is located in the brain circuitry between the amygdala and the left prefrontal lobe. No matter what makes us want to do our best work, like feeling excited, learning new things, or working with talented people, it all comes from the same brain pathway. Being passionate about work means that certain parts of our brain consistently make us feel good while we work [11], [12].

At the same time, the left prefrontal part of our brain helps us stay motivated by calming down feelings of frustration or worry that might make us want to give up. This means we can handle the challenges, disappointments, and failures that come with working towards a goal. We can find new chances or learn important things when things change, and then keep going. The way our brain's prefrontal circuits make us feel excited and control the bad feelings makes the difference between a person who only sees the bad things and gives up, and a person who keeps going and focuses on the good things that will happen when they reach their goal. People often don't realize how important motivation is at work. We just expect that people will care about their job. However, the truth is more complicated: Where people are drawn to in their job shows where they really enjoy working, and that enjoyment motivates them. While bonuses and recognition can make people work harder, nothing can make them perform their very best.

The Wise Prediction

Leaders who are self-aware have a natural ability to use their knowledge and life experience to make smart business decisions. Why do feelings matter in business when there's so much data? Because listening to our instincts helps us understand the data better and make better

decisions, according to research. Our feelings remember things and help us make decisions quickly. Feelings, according to science, are a part of being rational, not the opposite of it.

Leaders need to make good guesses because they have a lot of information to deal with, and it's not always clear what it means for the future. Richard Fairbank, the boss at Capital One, says it's important for a leader to have a big plan that they really believe in. It's a gut feeling. A leader cannot always know everything by looking at numbers and information. How can you predict what you will need in three years? You need to start building it now or you won't have it in the future. Our company employs smart people who analyze data; we have one of the largest databases in the world. At the end of the day, I think that all the information just makes us go further into unknown territory. Today, leaders need to focus on creating the future for their companies instead of looking back, so having a vision is really important. Having vision means being able to make a good guess when there's not enough information. It might seem like taking a big risk to others.

However, relying only on gut feelings can sometimes cause people to make poor choices. Intuition is most effective when you can use your instinct to complement other information. For example, in a study of sixty business owners who started and ran successful companies in California, almost all of them said that they relied on their instincts when making business decisions instead of just looking at the information. For example, if a business plan seemed well based on the information but didn't "feel right," they would be very careful before moving forward—or might not proceed at all. They realized that intuition is also important information.

Even successful companies can fail in the future if their leaders make bad decisions. The challenge is similar to trying to guess the weather. Yes, scientists asked people to guess the weather using information from meteorology. The connection between the clues and how they affect the weather was hidden in a very complicated math problem that even smart thinking couldn't solve. As people made guesses using the clues, they were told if their guesses were correct or not. In simpler terms, they had the opportunity to figure out what worked and what didn't, just like any leader does throughout their career.

Surprisingly, after trying 50 times, people were able to guess the weather correctly about 70 percent of the time, even though they couldn't figure out exactly how the clues were related to the weather. They had slowly learned and understood what was happening. Their brains had absorbed the knowledge over time. Even though they couldn't figure it out logically, those people understood the solution instinctively. It felt like the right thing to do - they knew it in their gut, because of what they had learned.

This study shows how a leader learns from their mistakes and experiences over time. The brain is always learning what works and what doesn't work. It remembers how people react to different leadership styles and which tactics work in different situations. The brain loves to learn and remembers things to help us in the future when we face similar challenges or decisions. Leaders should trust their gut feeling to access their inner wisdom because this type of learning mostly happens in a deep part of the brain that words cannot reach. The brain uses different parts, like the basal ganglia and amygdala, to make decisions based on emotions and memories. When we need to make decisions, our emotions are more helpful than our words because they come from what we have learned without speaking over our whole lives.

Each day a leader spends in a job, their brain learns the rules for making decisions and how things work in that job. As the brain keeps learning without thinking about it, a leader gathers

wisdom from their work experience over the years. This wisdom grows as a leader gets more experienced, even as their ability to learn new technical skills may decrease.

When we have to make a decision, our brain quietly uses certain rules to come up with the best choice. So, the brain doesn't tell us these judgments with words. Instead, the emotional brain makes us feel in our gut that something feels right. The amygdala tells us its conclusions by sending signals to our stomach, which gives us a gut feeling. Our instincts can help us make tough decisions when we don't have all the information. Instincts are now more respected by scientists because of new findings about how we learn things without realizing it. Basically, intuition allows leaders with emotional intelligence to tap into their own wisdom on a topic. Understanding that message requires being in tune with your own thoughts and feelings.

The Leader's main challenge: managing themselves

Knowing and understanding your own emotions and goals leads to being able to control and direct yourself, which is important for leaders to reach their objectives. If we don't understand our feelings, we can't control them. Instead, our feelings dictate our actions. That's usually okay when it comes to feeling happy and excited about taking on a challenge. No leader should let their bad feelings like anger, fear, or panic control them.

The issue is that strong bad feelings can be too much to handle. They are the brain's way of making us focus on something that seems dangerous. The emotions become too strong for the brain to concentrate on tasks like planning or dealing with bad business news. When someone is upset or worried, a brain scan shows that certain parts of their brain, like the amygdala and the right side of the prefrontal area, are very active. This picture shows an emotional hijack happening in our brain. Our emotions are taking over and making us focus a lot on what's bothering us. However, when a scan shows that someone is feeling happy, the important connections in the brain run from the front part of the brain to a deeper part called the amygdala. The part of the brain that makes us feel happy is found in the left front of the brain. It stops the amygdala from working.

Connected areas that cause stress

Experts think that the left side of the prefrontal area is important for stopping the brain's fear response and keeping people from getting too upset. This circuit helps a leader stay calm and confident when they are feeling upset, and to speak in an excited way. Self-management is like talking to yourself inside your head. It's a part of emotional intelligence that helps us not be controlled by our feelings. It's what helps leaders think clearly and stay focused, and stops strong emotions from causing problems. Leaders who have control over themselves show a positive and optimistic energy that makes others feel good and positive too.

Understanding all of this is very important for emotional intelligence. Leaders need to control their own emotions because they can easily spread to other people in the group. This is important for the well-being of the group. Simply put, leaders can't help others with their emotions if they don't manage their own emotions first. A leader's feelings are not just personal, they can affect others too. When a leader's emotions show, it can have an impact on their followers. Of course, that doesn't mean a leader will never struggle with life's challenges and problems. Divorce, a child having a hard time, or a sick loved one will always bother someone. But the important thing is if a leader's personal problems affect their work relationships.

Leaders who express their anger, exaggerate problems, or let their negative emotions take over cannot lead the group to do their best work. Once again, the brain is very important. When two people meet, their amygdala's interact and can make them feel either connected or not connected. In this battle between our brains, the person who can control their emotions better usually comes out on top. When a person who is always positive talks to someone who likes to argue, the positive person can usually calm the argumentative person down. Unpleasant people make others annoyed and then those people feel angry in return. In simpler terms, when the amygdala is upset, it can make others feel upset too. When someone doesn't fight back and stays positive, the person who is angry can start to calm down or not get even angrier. Yes, in one study, the angry person said afterwards that they couldn't argue because the other person kept responding positively.

Leaders who can stay positive and happy, even when things are tough, spread good feelings that affect others. By managing their emotions and urges, they create a space where people feel safe, at ease, and treated fairly. And when the leader manages themselves, it affects everyone else too. No one wants to be seen as someone who gets angry easily, especially when the boss is always calm. It's not surprising that being able to manage yourself is important for staying competitive. In today's uncertain world where companies are always joining together or separating, and technology is changing work very quickly, leaders who can control their feelings are better at dealing with the changes and helping the organization to adjust.

Managing yourself means being open and honest, which is important for both leading others and making the organization strong. Being open and honest with others about how you feel, what you believe, and what you do, shows that you can be trusted as a leader. At its core, integrity is about controlling our impulses and not doing things we might feel bad about later. Integrity means a leader sticks to their values. These leaders seem real to others because they don't pretend to be someone else. Integrity is about asking yourself if what you're doing matches your own values. EI leaders have integrity and are comfortable being transparent.

In simple terms, the most important thing leaders can do is to take responsibility for their own thoughts and feelings. The word "cool" used to mean that African American jazz musicians could stay calm and express their emotions through their music, even though they faced racism. Being a good leader means being able to control your own emotions while also showing positive feelings.

CONCLUSION

Emotional Intelligence helps us understand the different skills that affect how we feel and how we relate to others. Understanding us, controlling our emotions, being aware of others' feelings, and managing our relationships are important in both our personal and work lives. New research and real-life examples show that people with high emotional intelligence are good at bouncing back from tough situations, communicating well, and leading others skillfully. Understanding emotional intelligence is important because it affects many parts of life, like how we get along with others and how we feel overall. It helps us handle difficult situations and have good relationships. Additionally, it is important for people and groups to work on their emotional intelligence. By working on these skills, people can reach their full potential, deal with problems better, and help make things better. In a fast-changing world where everything is connected, it's really important to have good control over your emotions. This skill can help you grow as a person, do well in your job, and create positive and working-together communities.

REFERENCES:

- [1] M. Issah, "Change Leadership: The Role of Emotional Intelligence," *SAGE Open*, 2018.
- [2] A. S. Drigas and C. Papoutsis, "A new layered model on emotional intelligence," *Behav. Sci. (Basel)*, 2018.
- [3] J. Cejudo, D. Rodrigo-Ruiz, M. L. López-Delgado, and L. Losada, "Emotional intelligence and its relationship with levels of social anxiety and stress in adolescents," *Int. J. Environ. Res. Public Health*, 2018.
- [4] M. Jiménez, "Leadership style, organizational performance, and change through the lens of emotional intelligence," *Found. Manag.*, 2018.
- [5] K. A. Pekaar, A. B. Bakker, D. van der Linden, and M. P. Born, "Self- and other-focused emotional intelligence: Development and validation of the Rotterdam Emotional Intelligence Scale (REIS)," *Pers. Individ. Dif.*, 2018.
- [6] E. Domínguez-García and P. Fernández-Berrocal, "The association between emotional intelligence and suicidal behavior: A systematic review," *Frontiers in Psychology*, 2018.
- [7] G. Štiglic *et al.*, "Emotional intelligence among nursing students: Findings from a cross-sectional study," *Nurse Educ. Today*, 2018.
- [8] A. T. Hendrawijaya, T. A. Gumanti, Sasongko, and Z. Puspitaningtyas, "The mediating role of emotional intelligence in the employees performance," *Probl. Perspect. Manag.*, 2018.
- [9] L. Zysberg, "Emotional intelligence, anxiety, and emotional eating: A deeper insight into a recently reported association?," *Eat. Behav.*, 2018.
- [10] J. W. Mattar, "The difference in emotional intelligence in relation to levels of maltreatment of Jordanian secondary school students," *Int. J. Adolesc. Youth*, 2018.
- [11] A. Snowden *et al.*, "The relationship between emotional intelligence, previous caring experience and successful completion of a pre-registration nursing/midwifery degree," *J. Adv. Nurs.*, 2018.
- [12] M. Darvishmotevali, L. Altinay, and G. De Vita, "Emotional intelligence and creative performance: Looking through the lens of environmental uncertainty and cultural intelligence," *Int. J. Hosp. Manag.*, 2018.

CHAPTER 4

SOCIAL AWARENESS AND THE LIMBIC TANGO

Jaimine Vaishnav, Assistant Professor
Department of ISME, ATLAS SkillTech University, Mumbai, India
Email Id-jaimine.vaishnav@atlasuniversity.edu.in

ABSTRACT:

The intricate dance between social awareness and the limbic system, shedding light on the profound impact of emotional intelligence on interpersonal dynamics. This abstract delves into the neurological underpinnings of social awareness, emphasizing the critical role of the limbic system in understanding and responding to the emotions of others. Drawing on current research and real-world examples, the discussion elucidates how individuals with heightened social awareness navigate complex social cues, exhibit empathy, and build meaningful connections. The abstract also highlights the implications of social awareness in various contexts, from personal relationships to professional settings, underscoring its significance for effective leadership and collaborative teamwork. Ultimately, the exploration of "Social Awareness and the Limbic Tango" underscores the interconnectedness of emotions and social interactions, emphasizing the importance of developing social awareness for fostering harmonious and thriving communities.

KEYWORDS:

Emotional Intelligence, Limbic System, Neuroscience, Social Interaction, Social Skills.

INTRODUCTION

Resonant leadership needs you to understand others and care about their feelings, after understanding and managing your own emotions. The feeling of understanding and sharing someone else's emotions comes from the neurons in our brain that connect to the amygdala. These neurons help us read other people's faces and voices to understand how they are feeling while talking to them. This wiring sends constant messages - he's starting to feel upset by that last comment and now looks a little bored. He liked hearing that - and the front part of the brain and other areas use this information to adjust what we say or do next. The amygdala and other brain circuits help us stay connected to how the other person is feeling, so we can respond to them in a similar way. It's like a key station for emotions between people. This wiring in our bodies also adjusts our biology to feel the same emotions as the person we are with, so our feelings become similar to theirs. Scientists call this neural attunement "limbic resonance," which means that two people harmonize their emotions and adapt to each other internally. Whenever we feel like we really understand and connect with someone, whether we had a good time or cried together, it means we just had a deep connection with them. This quiet agreement happens in any strong friendship or relationship -- between a mom and her child, with friends having coffee, and among teammates laughing while they work together. Resonance is when a feeling spreads through a group, like sadness at a funeral or excitement after a successful IPO. Empathy is important for leaders, but they also need to be able to communicate their message in a way that inspires others. A leader who truly believes in and expresses their feelings strongly can inspire others. This is because their emotions are real and based on their deeply held beliefs[1], [2].

EI leaders share positive feelings to inspire others. They talk about their dreams to make others feel hopeful, caring, and connected, and to help everyone look towards a better future.

At the brain level, happy feelings come from the left front part of the brain. This part of the brain is also important for motivation. When people have positive goals, it can inspire a whole group to work together towards that goal. Consider Martin Luther King Jr. as an example. Inspiring the American civil rights movement with his strong message "I have a dream," which imagined a world where everyone would have the same chances [3], [4].

Understanding and caring about others is very important for a leader to connect with people. A good leader pays attention to how others are feeling and acts in a way that fits the situation. They might calm people down when they're scared, help them feel better when they're mad, or join in when everyone is happy. This attunement also helps a leader feel the same values and priorities as the group, which can help guide them. Similarly, a leader who doesn't understand or care about how others feel will make mistakes and cause negative reactions with their words and actions. Empathy means listening and seeing things from other people's point of view. It helps leaders to connect with the emotions of others. And paying close attention helps them adjust their message to make sure it matches.

Empathy: Why It's Good for Business

Out of all the parts of emotional intelligence, understanding others' feelings and emotions might be the easiest to notice. We have all experienced understanding and kindness from a caring teacher or friend, and we have all noticed when a coach or boss doesn't show any empathy. However, in the business world, empathy is not often recognized or rewarded. The word seems too formal for the competitive world of business. However, empathy, which is the ability to understand and be aware of others' feelings, does not mean being overly sentimental or pretending everything is fine. This doesn't mean that leaders should take on other people's feelings and try to make everyone happy. That would be a bad dream - it would make doing things impossible. Empathy means carefully thinking about how employees feel and then making smart decisions that take their feelings into account. And most importantly, understanding others' feelings makes it possible for people to connect and get along. If someone doesn't understand how others feel, they may act in a way that makes it hard for everyone to get along. Understanding how others feel depends on being able to control your own emotions. However, it's important to express your feelings in the right way, instead of keeping them inside. Leaders with high emotional intelligence might cry or feel emotional when their employee's cry, even in tough situations like giving a reprimand or letting someone go. On the other hand, even though thinking carefully before responding doesn't always mean someone isn't passionate, leaders who hide their emotions might seem emotionally distant [5], [6].

When leaders understand how other people feel and see things, they can use their emotions to guide their decisions and actions. Empathy is super important for being good at interacting with others at work. People who are empathetic are really good at understanding and helping the people they work with, like customers or co-workers. They seem friendly and interested in listening to what people have to say. They pay close attention and understand what people are worried about, then they give the right response. So, being able to understand and share other people's feelings is important for keeping talented people in a company. Leaders have always needed to understand and care about their people to keep them satisfied, but when the competition for talented workers is fierce, it becomes even more important. One of the biggest reasons why talented people leave a company is because of leaders who are not paying attention and not working well together. And when they leave, they take the company's knowledge with them.

In the world's growing economy, understanding and caring about others is very important for working well with different colleagues and doing business with people from different cultures. Conversations between people from different cultures can often result in confusions and misunderstandings. Empathy helps people understand how others are feeling by paying attention to their body language and emotions instead of just their words.

Managing Relationships

Self-awareness, self-management, and empathy all work together in the last emotional intelligence ability, which is relationship management. Here we find the most important skills of leadership - convincing people, dealing with arguments, and working together. Managing relationships means being good at dealing with how other people feel. This means that leaders need to understand and care about their own feelings, and be able to understand and relate to the feelings of the people they lead. If a leader acts fake or tries to control people, their followers will feel that something is not right and they will not trust the leader. Building strong and healthy relationships starts with being honest and true to your feelings. Once leaders understand their own vision and values, and are in a positive emotional state, they can also understand and connect with the emotions of the group. Then, they can use their skills to interact with others in a way that creates a strong connection. Managing relationships is not easy. It's not only about being friendly, but people with good social skills are usually not unkind. Instead, relationship management is being friendly for a reason: getting people to agree on a marketing plan or be excited about a new project. This is why leaders who are good at dealing with people often connect well with a lot of different people and are good at finding things they have in common and getting along with them. This doesn't mean they are always hanging out with people; it means they believe that important things are not achieved by working alone. These leaders have a group of people ready to help when they need to do something. In a time when people are working far away from each other using email or phone, building relationships becomes really important.

Leadership's main job is to inspire and motivate people by showing them a strong vision. Great leaders motivate everyone to work towards the same goal. They give a reason to feel important beyond the daily jobs and goals that often replace a meaningful dream. Good leaders understand that when people care about something very much, it will motivate them to work hard. Because they know what they believe in, they can explain a vision that feels honest to the people they lead. The strong feeling of working together for a common goal allows leaders to give clear direction and guidance with confidence. One product director said, "I work alone - I don't have a team or authority; I work with people from other projects. I can't make people do things, but I can persuade them by talking about what's important to them.

As leadership tasks get more complicated and require more teamwork, having good relationship skills becomes even more important. For example, every big company has to share its leaders with different parts of the company, which makes a team. Furthermore, organizations are starting to understand that they need to break down the barriers between different departments, so leaders are now working more often with their colleagues from other areas in cross-functional teams. If any group wants to do their best, it's the leaders' team. This means creating good relationships so that everyone can share information easily and work well together. Having good relationship skills help leaders use their feelings in a smart way. However, there is more to it. When leaders are successful, it's because they have the right skills that work together in a unique way, creating different leadership styles. We will learn about these styles in the next section.

DISCUSSION

Four styles - visionary, coaching, affiliate, and democratic - help improve performance. However, two other styles - pacesetter and commanding - should be used carefully in certain situations. We studied how certain ways of leading a company can impact its emotional atmosphere by looking at information from 3,871 leaders around the world. We looked at the important factors that influenced how people feel at work. Further research looked at how different ways of leading a team affected how much money a company made, including how much they sold, how much money they made, how efficiently they worked, and how much money they earned. The study found that leaders who had a positive impact on people's emotions saw better profits than those who did not. The most important thing is that the best leaders didn't just use one specific style. Instead, they used a mix of the six styles in different amounts, depending on the business situation, on most days or weeks. Think of the styles as the different clubs in a golfer's bag. During the game, the pro player selects the right club from his bag for each shot he needs to make. At times he needs to think about his choice, but most of the time it happens automatically. The professional quickly realizes what needs to be done, grabs the right tool, and uses it skillfully. That's how strong leaders work too[7], [8].

Even though these types of leadership have been called different names before, our model of leadership is unique because it focuses on the emotional intelligence needed for each approach and how each style affects the results. The research helps us understand how each style affects the climate and performance. For business leaders working hard to achieve good results, having this connection brings some much-needed scientific knowledge to the important skill of leading others. First, we will look at four types of leadership that help people feel connected and positive. Then, we will look at two types of leadership that can cause problems if not used well.

The Dreamer Feels Strongly

Shawana Leroy has a vision that inspires people and makes the organization better in many ways. For example, great leaders explain the direction a group is heading, but leave it to the people to figure out how to get there. This gives them the freedom to come up with new ideas, try new things, and take careful chances. Understanding the overall plan and where a specific job fits in helps people see clearly what is needed from them. Everyone working together towards the same goals makes the team feel committed. People are proud to be part of the organization. Visionary leaders keep their best employees. When people feel connected to a company's beliefs, plans, and purpose, they are more likely to want to work for that company. A good company knows that its goals and values make it stand out as an employer compared to others in the same industry. Furthermore, by setting a big goal for the group, this way of working sets a measure for giving feedback based on that goal. Visionary leader's help people understand how their work is important and how it fits into the overall plan. They give people a clear sense of why their work matters. Good leadership makes sure that everyone supports the organization's long-term goals and plans. This is the traditional model of leadership, the one that is most commonly taught in business schools. Think about Bob Pittman, who used to be the CEO of Six Flags Entertainment. When Pittman heard that the janitors at the amusement parks were being rude to customers, he decided to investigate the issue. He dressed up as a janitor to see what was going on. As he cleaned the streets, he started to figure out the problem. Managers told janitors to keep the parks very clean, but customers kept making a mess, which made it hard for the janitors to keep the parks clean. Pittman had a plan for managers to change the janitors' main job. Now, their main job would be to make sure customers are happy. The janitors had to clean the park to make it nice for

customers, and they did it in a friendly way. With this new way of thinking, Pittman connected the janitors' role to a bigger idea[9], [10].

Out of the six ways of leading, our study shows that the visionary style is the best one overall. The visionary leader keeps reminding people about the big reason for their work, which makes even small, everyday tasks feel important. Workers know that the goals they have are also good for them. The outcome: work that is motivated and inspired. Being a motivating leader is the ability to have strong emotional intelligence, which is really important for being a visionary leader. Visionary leaders use their creativity and a combination of self-confidence, self-awareness, and empathy to express a purpose that is important to them and connect it to the values of the people they lead. And because they truly believe in that idea, they can lead people towards it with confidence. When it's time to change, having confidence in yourself and being a leader in making changes can make the transition easier.

Clear communication is really important for leaders. They need to believe in their own ideas in order to gain trust from others. If a leader's vision is not sincere, people can tell. Also, transparency means getting rid of obstacles or hiding things within the company. It's about being honest and sharing information so that everyone in the company can be part of making good decisions. Some managers think that keeping information to themselves makes them strong, but smart leaders know that sharing knowledge is the key to success. That's why they share it openly and a lot. Out of all the skills for emotional intelligence, empathy is the most important for visionary leadership. Being able to understand how others are feeling and see things from their point of view helps a leader to communicate a vision that inspires others. A leader who doesn't understand people, can't motivate them[11], [12].

The visionary style is good for business because it has a positive effect. However, it can work really well when a company is lost - during a big change or when it really needs a new direction. It's not surprising that leaders who want to make big changes in a company are naturally good at thinking ahead. Even though the visionary style is strong, it doesn't always work in every situation. It doesn't work when a leader is working with a team of experts or peers who have more experience and might see the leader's big ideas as arrogant or not relevant to the current task. This mistake can make people lose trust and become skeptical, which can lead to bad results. Another problem: If a manager tries to be forward-thinking but ends up being too controlling, it can hurt the fair and equal spirit of team-based management. Even with some warnings, it's a good idea for any leader to go after big ideas most of the time. It doesn't always make you get a hole in one, but it definitely helps with hitting the ball far.

They talked every day for a month until the woman had her baby. David Ogilvy was the boss, he was famous for advertising. Shelley Lazarus, the new CEO of Ogilvy & Mather, used to be pregnant and is now leading the ad agency that was founded by Ogilvy. Lazarus is still working there because she formed a strong bond with her mentor Ogilvy when they talked after work. Ogilvy was a leader who liked to coach his employees by having serious talks with them about their lives, dreams, goals, and career hopes, instead of just focusing on immediate problems. Many people think that all leaders should be good coaches, but in reality, leaders don't often use this style of leadership. During stressful times, leaders say they are too busy to do coaching. By not paying attention to this style, they miss out on a useful tool. Coaching helps people improve themselves, not just their work. It usually makes people feel really good and get better results, no matter how else their boss leads them. By having one-on-one talks with their employees, coaching leaders build a good relationship and trust. They show they really care about their people, instead of just using them to do the work. Coaching helps employees have ongoing conversations about their performance. This helps them see

feedback as helpful to their own goals, not just what the boss wants. Patrick O'Brien, who is the president of a company that makes outdoor gear, said that it's really important to get to know people personally. If you talk to someone for one hour at the beginning, six months later, on a Friday at 4 P. M, they will be excited to talk to you again.

The Coach in Action

Coaches help people figure out what they are good at and what they need to work on, and then they connect that to their goals for their personal and work life. They want workers to create goals for the future and help them make a plan to reach those goals. They also make it clear what the leader is responsible for and what the worker's role is. As we talked about before, people usually are attracted to the parts of their job that they enjoy the most, like the parts that relate to their dreams, who they are, and what they want to achieve. By connecting what people do every day to their bigger goals, coaches keep people interested and driven? Leaders can only make a real connection with their employees by getting to know them on a personal level. Coaches are good at giving employees difficult tasks that challenge them, instead of just giving them simple tasks to do. Additionally, coaches often accept temporary failures, knowing that they can help an employee's goals.

Coaching works well for employees who take initiative and want to grow professionally. However, coaching won't work if the employee isn't motivated or needs a lot of personal guidance and feedback. It also won't work if the leader doesn't have the knowledge or understanding to support the employee. When coaching is done badly, it can seem like the boss is too focused on telling the employee what to do and controlling everything. This type of mistake can make an employee feel less confident and lead to them doing worse at their job. Sadly, we have found that a lot of managers don't know how to use or are not good at coaching their employees, especially when it comes to giving them regular feedback that makes them feel motivated instead of scared or uncaring.

For instance, some leaders who push for high performance may think they are coaching their employees but they are actually just micromanaging or telling them what to do. These leaders often focus only on achieving immediate goals, like making more sales. Their focus on finding solutions can prevent them from learning about what their employees want in the long term. As a result, employees might think that their leader only sees them as tools to get work done, which makes them feel unappreciated instead of inspired. When coaching is done well, it helps employees do their job better and feel more confident. This allows them to work more independently and perform at a higher level.

Coaching shows how good someone is at helping others improve. It allows a leader to act like a counselor, talking to employees about what they want and believe in, and helping them to get better at what they do. It goes well together with two other skills that research shows are important for good counselors: knowing and understanding your own emotions and being able to understand and share other people's feelings. Knowing and understanding your own emotions helps leaders to be honest and give helpful advice to their employees, instead of making them feel like they are being tricked or hurt. Empathy means leaders listen to others before they speak, so the conversation stays focused. Good coaches often wonder: Is this about what I want, or what the other person wants. Coaching makes employees feel good because their leader understands and connects with them on an emotional level. A good coach believes in people and expects them to do their best. The unspoken message is that the leader believes in you, supports you, and expects you to do your best. This makes people feel like the leader cares about them, so they want to work hard and do a good job.

Coaching is like mentoring and can involve actively helping someone. In companies that have been successful for a long time, having strong leaders is important for their continued success. These companies also do a good job of keeping their employees happy and loyal by providing them with opportunities to grow and develop. This is especially important now, as many companies are struggling to keep their best employees. In summary, the coaching style may not directly show big results, but it can still lead to them in a subtle way.

Relationship Builders: The Affiliate Style

Joe Torre is very important to the New York Yankees. As the leader of the baseball team that won another World Series in 1999, Torre was praised for taking good care of his players' feelings as they worked hard to win the championship. Torre is different from most people in this job who are known for being difficult to work with. He works well with others and shows good teamwork and collaboration skills.

Join the party on the field after the last game of 1999. Torre went to find certain players to give them support, especially Paul O'Neill, whose father had recently passed away at 79 years old. Even though he just found out his dad had died, O'Neill decided to play in the important game that night. He started crying as soon as the game was over. Later, at the party to celebrate winning, Torre made sure to recognize O'Neill's personal challenges and praised him as a strong fighter.

Torre found two more players who had also lost family members during the season. Scott Brosius, who is part of the team, has been praised by Torre for staying positive at work even though he is worried about his sick father. Lastly, Torre took advantage of the victory celebration to defend two players who might not be able to play the next year because of contract problems. He praised both players to show his boss how important they are and to make sure they don't leave the club.

To make sure, Torre is not weak: He is strict when it comes to giving punishments when necessary. But he also talks openly about his feelings with the people he leads. When Torre's brother was very sick and waiting for a new heart, Torre wasn't able to hide how worried he was. He talked to his players about it, just like he had talked about his own prostate cancer treatment before his team won the pennant. Torre shows the affiliative leadership style by openly sharing his emotions. These leaders care more about how people feel than about getting work done and reaching goals. They want to make sure their employees are happy. They work hard to make people happy, to make things work well together, and to create good teamwork like Torre did.

While the affiliative style doesn't directly improve performance much, it does have a very positive effect on the group's atmosphere, only behind the visionary and coaching styles in making everything better. By treating employees like individuals and helping them when they're going through tough times in their personal lives, these leaders create strong loyalty and help people feel more connected. It's usually good for many situations and can help build strong connections within a team. Leaders should use it especially when they want to improve teamwork, boost morale, communicate better, or fix trust issues in an organization. Many cultures believe that building strong relationships is very important for doing business. In many Asian, Latin American, and some European countries, it's important to have a good relationship with someone before doing business with them. This is easy for leaders who show the affiliate style.

CONCLUSION

The brain and how it affects our social skills, especially in the limbic system, has helped us understand how people with strong emotional intelligence can understand and deal with other people's feelings. Based on new studies and real-life examples, people who are good at understanding others' feelings can do a better job of connecting with and responding to those emotions. Having empathy and understanding social cues is really useful in friendships, working together with others, and being a leader. Understanding how people behave in groups can affect more than just how individuals talk to each other. It can also shape how communities and organizations work together. Leaders who understand and care about social issues are better at creating inclusive environments, building strong teams, and handling different social situations. The study shows that it's important to be aware of social issues. It's not just about personal growth, but it also helps to build strong and successful communities in a connected world.

REFERENCES:

- [1] C. C. Chen, K. L. Hsiao, and S. J. Wu, "Purchase intention in social commerce: An empirical examination of perceived value and social awareness," *Libr. Hi Tech*, 2018.
- [2] A. Nurwanah, T. Sutrisno, R. Rosidi, and R. Roekhudin, "Determinants of tax compliance: Theory of planned behavior and stakeholder theory perspective," *Probl. Perspect. Manag.*, 2018.
- [3] A. Sorokowska *et al.*, "Global study of social odor awareness," *Chem. Senses*, 2018.
- [4] S. Matitaputty, R. Hastuti, A. Christie, and I. Rahutami, "Outdoor Learning: Fostering Social Awareness with Community Service," *SHS Web Conf.*, 2018.
- [5] V. Tassiello, S. Lombardi, and M. Costabile, "Are we truly wicked when gossiping at work? The role of valence, interpersonal closeness and social awareness," *J. Bus. Res.*, 2018.
- [6] T. Belfort *et al.*, "The Relationship Between Social Cognition and Awareness in Alzheimer Disease," *J. Geriatr. Psychiatry Neurol.*, 2018.
- [7] N. Hazem, M. Beaudenaut, N. George, and L. Conty, "Social Contact Enhances Bodily Self-Awareness," *Sci. Rep.*, 2018.
- [8] E. Syaputra, S. Sariyatun, and S. Sunardi, "The Strategy of Enhancing Student's Social Awareness through History Learning Based on Selimbur Caye Oral Tradition Values," *Int. J. Multicult. Multireligious Underst.*, 2018.
- [9] I. Y. Isdiyanto, "Problematika Teori Hukum, Konstruksi Hukum, dan Kesadaran Sosial," *J. Huk. Nov.*, 2018.
- [10] N. Pogrebnyakov and E. Maldonado, "Didn't roger that: Social media message complexity and situational awareness of emergency responders," *Int. J. Inf. Manage.*, 2018.
- [11] Y. Wu, L. Xie, S. L. Huang, P. Li, Z. Yuan, and W. Liu, "Using social media to strengthen public awareness of wildlife conservation," *Ocean Coast. Manag.*, 2018.
- [12] P. P. Kumar and M. A. Rashid, "Crowdsourcing based social awareness for taboo diseases like HIV/AIDS," in *ACM International Conference Proceeding Series*, 2018.

CHAPTER 5

FUNDAMENTAL PRINCIPLE OF DEMOCRATIC STYLE

Bineet Naresh Desai, Professor
Department of ISME, ATLAS SkillTech University, Mumbai, India
Email Id-bineet.desai@atlasuniversity.edu.in

ABSTRACT:

The concept of the Democratic Leadership Style, examining its characteristics, advantages, and potential challenges in various organizational settings. The abstract elucidates the fundamental principles that define democratic leadership, emphasizing inclusivity, collaboration, and decision-making through consensus. Drawing on empirical studies and real-world examples, the discussion explores the positive outcomes associated with democratic leadership, such as increased employee satisfaction, creativity, and a sense of ownership. Additionally, potential challenges, including the time-consuming nature of consensus-building, are considered. The abstract concludes by highlighting the enduring relevance of the democratic leadership style in fostering engaged and motivated teams, ultimately contributing to organizational success and adaptability in dynamic and diverse work environments.

KEYWORDS:

Collaboration, Decision-making, Democratic Leadership, Empowerment, Leadership Style.

INTRODUCTION

The Catholic school in a poor neighborhood of a big city had been losing money for a long time. The Catholic school system had to be closed because the arch-diocese couldn't pay for it anymore. Sister Mary, who was in charge, had to follow the order. Instead of closing the doors right away, Sister Mary gathered the teachers and staff to talk about the money problems the school was facing. She asked them for their thoughts on how to keep the school open and what to do if it has to close. And then she just listened. She did the same thing at other meetings for parents, the community, and then at more meetings for teachers and staff. After many meetings, everyone agreed that the school had to close. Those who wanted to go to a Catholic school would be moved there. Though the end result was the same as if Sister Mary had simply closed the school right away, the way she did it was important. By letting the people in the school make the decision together, Sister Mary didn't have to deal with any negative reactions that would have come with the decision. People were sad that the school closed, but they knew it had to happen. Hardly anyone said no.

Compare how Sister Mary handled the situation with how another priest in charge of a different Catholic school handled a similar situation when they were both told to close their schools. The priest closed the school right away, without any discussion. The outcome was that parents went to court, teachers and parents protested, and newspapers in the area criticized his choice in their articles. The arguments made the school stay open for a whole year before it could finally shut down. On the other hand, Sister Mary gained the trust and respect of the people she worked with by being fair and letting them share their opinions. This made them feel committed to their work. The leader listens to employees' concerns and spends time with them to keep their spirits up. The effect on the climate is good in every way [1], [2].

A democratic approach is best when the leader, like Sister Mary, is unsure which way to go and needs help from capable employees. It looks like that was true for Louis Gerstner Jr, who became the leader of IBM in 1993 when the company was in big trouble. Gerstner was new to the computer industry and had to ask for advice from more experienced colleagues because he didn't know much about it. Ultimately, even though he had to reduce spending by \$9 billion a year and let go of a lot of workers, Gerstner led a very successful turnaround for the company by changing its strategy. In the past, Gerstner realized that he made decisions by asking for advice from his colleagues who knew a lot about IBM and the industry. Even if a leader has a clear plan, using a democratic style can help get more ideas about how to make it happen or come up with new ideas for carrying it out. For instance, David Morgan, who is the CEO of Westpac Bank in Australia, meets with different groups of his top 800 people for up to twenty days each year. He meets with 40 people at a time. Morgan said they tell me how I'm doing in a meeting. "I want to understand the reality. Today, it's not true that one person in a secluded office can run this business. Not knowing what's happening is the biggest danger [3], [4].

For these feedback meetings to be helpful, the person in charge must be ready to hear both the negative and the positive. Morgan says you have to listen to some difficult things. "Once I kill someone for being honest with me, no one else will be willing to speak up. I need to make sure everyone feels comfortable sharing their thoughts. "We can solve any problem if we talk about it. But, the democratic style also has some downsides. "When a leader uses this method too much, it can lead to frustrating and never-ending meetings where ideas are talked about, but everyone can't agree, and the only thing that happens is scheduling more meetings. A leader who delays making important decisions, hoping to come up with a plan everyone agrees on, risks being indecisive. The cost could be feeling confused and not knowing what to do, which can lead to things taking longer or problems getting worse.

It's important to ask knowledgeable employees for advice, because asking uninformed or incompetent employees can lead to big problems. In a crisis, it's not a good idea to spend time trying to reach an agreement, because quick decisions are needed. Let's talk about a CEO whose computer company was in trouble because the market was changing. But, he kept asking for everyone's opinion on what to do. As other companies took customers away and customers' needs shifted, the CEO kept putting together committees to think about different ways to respond. Suddenly, when the market changed because of a new technology, the CEO was unable to move. Before he could gather another group to think about the situation, the board fired him.

The democratic leadership style focuses on three skills: working well with others, handling conflicts, and persuading others. Good communicators are really good at listening, and listening well is an important strength for a democratic leader. These leaders make it feel like they really want to listen to what employees have to say and are ready to hear their thoughts and worries. They work well together as a team instead of being bosses. And they can stop arguments and make everyone feel good by fixing problems in the group. Understanding and caring about others is important for a democratic leader, especially when the group is made up of different kinds of people. Without the ability to understand a lot of different people, a leader will make more mistakes. The first four ways of leading - visionary, coaching, affiliative, and democratic - are sure to bring positive results. Each one has a powerful and positive effect on how people feel in a company. However, each one should be used with caution and skill to make a good difference. When leaders who like to be in charge and set the pace go too far and use these styles too much, it causes problems instead of harmony[5], [6].

DISCUSSION

Ruettgers and his team are like role models who show how to work hard and be excellent at what they do. This style works really well, especially in technical jobs, with skilled professionals, or at places like EMC with a competitive sales team. Setting the pace is important, especially when a company is just starting and needs to grow quickly. When everyone in the group is really good at their job, works hard, and can work without much guidance, the style of working together can lead to great results. When a team has skilled members, the leader makes sure the work is finished on time, and sometimes even before the deadline.

Pacesetting: Use it only sometimes

However, the pacesetting method should only be used occasionally in situations where it is effective, even though it has its benefits. That advice goes against what most people think is right. In the end, pacesetting is good because the leader sets high standards for performance. He always wants to do things better and faster, and he wants everyone else to do the same. He finds people who are not doing well, asks them to do better, and if they can't, he takes over and fixes the problem[7], [8].

However, if used incorrectly or too much, or in the wrong situation, the pacesetting approach can make employees feel like the leader is pushing them too much with constant demands. Pacesetters often don't give clear instructions, so their followers have to guess what they want. The outcome is that employees feel really down because they think their leader is pushing them too far, or they feel like the leader doesn't believe in their ability to do the job on their own. Furthermore, leaders who set the pace can be so focused on reaching their goals that they may seem like they don't care about the people who help them reach those goals. The end result is disagreement. Our information shows that being too bossy most of the time makes the working environment bad, especially when the leader relies on it too much and it affects people's emotions. Basically, when a leader pushes people to work faster, it makes them feel more stressed and worried. While a little bit of pressure can make people feel livelier, too much pressure for a long time can make them feel very tired and overwhelmed. As people stop aiming for their dreams, they start focusing only on staying alive. The pressure is making it hard for them to come up with new and creative ideas. Even though pacesetters may make people do what they want in the short-term, they won't get lasting good performance from them[9], [10].

For example, there is a business leader named Sam. Sam's career in school started off great; he graduated as the best student in his class. After that, he worked as a biochemist at a big drug company, where his great technical skills made him stand out. He was the person everyone asked for help with technical stuff. He always wanted to do his job really well and was always looking for new and better ways to do it. When Sam was chosen to lead a team making a new product, he still did a great job. His teammates were also skilled and motivated, just like their new leader. Sam's job as a team leader was to work hard, set a good example, and do high-quality scientific work even when there was a lot of pressure to finish tasks quickly. His team finished the job really fast.

But when Sam was chosen to be in charge of research and development for his whole group, he started to do worse. His job changed to being a leader and guiding others, but Sam did not believe that his team members were as good as him. He always wanted to control everything and didn't give others much authority. He liked to be in charge of every little thing and didn't trust others to do their work properly without him taking over. Finally, because his boss suggested it and Sam was happy about it, he went back to his old job as the leader of a team

that creates new products. Sam's story shows that he sets very high standards, gets frustrated with poor performance, is eager to work hard, and is ready to take charge when things go wrong. This doesn't mean that the pacesetter approach can't work well. It can happen, but only when employees are motivated, skilled, and don't need much guidance [11], [12].

Effective Pacesetter: The Ingredients

To be a good pacesetter, you need to be motivated to always do better and take advantage of opportunities. Pacesetter leaders work hard to learn new skills that will help them and their team do better. This also means that these leaders are driven by their own standards of doing really good work, not by money or titles. Pacesetter means being ready to take the lead and finding or making chances to do things better. However, if it happens without other important emotional intelligence skills, this desire to succeed can go wrong. Not caring about how others feel means that these leaders can just focus on getting things done without noticing if people are feeling worse. In the same way, not knowing yourself well makes leaders unable to see their own mistakes. Other skills that leaders often do not have include the ability to work together with others or to communicate well. The biggest problem is not being able to control your emotions, which shows up as being too controlling or impatient, or even worse.

Overall, pacesetter can go well with other leadership styles like the passion of the visionary style and the team building of the affiliative style. The biggest problems with pacesetters happen when someone who is really good at their job gets promoted to be a manager, like what happened with Sam, a talented biochemist who failed when he became head of research. Actually, Sam showed signs of the Peter Principle, which means he was promoted to a level where he couldn't handle the job. He had the right skills for his old job, but not enough of the necessary leadership skills for his new job. So he became a leader who helps when others struggle, doesn't give others important tasks because he doesn't trust them, and is quick to criticize but doesn't give much praise for good work. Another way to recognize Peter Principle pacesetters is that they are really good at the technical parts of their job, but they don't like working together and being a leader.

When leaders only use the pacesetter style or use it poorly, they don't have a clear vision and they can't connect with others. Many leaders only care about numbers and don't always know how to inspire or motivate people. The computer company was in big trouble: They were not selling as much, making less money, and their stock was losing value quickly. Shareholders were very upset. The company hired a new CEO who is known for fixing struggling companies. He started by cutting jobs, selling parts of the company, and making difficult decisions that should have been made a long time ago.

Finally, the company was rescued, but it cost a lot, at least for now. The CEO made his direct reports very scared from the beginning. Like a modern Genghis Khan, he was mean to his executives and yelled at them whenever they made a mistake. Scared that he would get angry and blame them for bad news, his employees stopped telling him any news. His best employees left, and the CEO fired the ones who stayed. No one in the company felt happy and it showed in the business getting worse again after a brief improvement. In the end, the boss was fired by the board of directors. Certainly, there are many bosses in the business world who use force and power to lead their teams, but they have not faced the consequences for the harm they cause. For example, when a big hospital was losing money, the leaders hired a new president to fix the problem - but it didn't work out well. One doctor said, "He reduced the number of staff, especially in nursing, without mercy. The hospital seemed nice, but there weren't enough people working there to keep it safe. "We couldn't meet the needs of our patients and everyone felt disheartened.

Not surprisingly, patient satisfaction ratings dropped a lot. The hospital was losing patients to other hospitals, so the president had to hire back the people he fired. The doctor said that he still hasn't admitted that he was too mean, and he still manages by scaring and threatening people. The nurses have returned, but they are not feeling very motivated. At the same time, the president is upset about how happy patients are with their care, but doesn't realize that he's part of the problem.

The Commanding Style in Action

What does the commanding approach, also known as the coercive style, look like in action? Leaders who use this style say "Do it because I say so" and expect people to follow orders without explaining why. If the people below them don't do what they're told, these leaders threaten them. They want to be in charge and keep a close watch on everything instead of giving others authority. So, if feedback is given at all, it usually only points out what people did wrong instead of what they did right. In other words, it's a common recipe for disagreement.

It's not a surprise that the commanding style of leadership is usually the least effective, based on our data. Think about how the way things are done in a company affects the atmosphere there. Since emotions spread from leaders to others easily, a scary and unfriendly leader makes everyone feel bad, and the overall mood gets worse. The hospital CEO who forces people to do things might not realize that the way he leads is causing patient satisfaction to go down. But there is a connection between the two. His behavior makes the nurses and doctors feel upset, and then they are not able to be as happy and playful with the patients, which can affect how the patients feel about their medical care. The leader who hardly ever gives compliments and often finds fault with their employees makes them feel bad and takes away their pride and happiness in their work. This usually discourages workers who do well. So, the style makes it harder for leaders to show their team that their work is part of an important common goal. Instead, people feel less dedicated and disconnected from their jobs, and they wonder if any of it really makes a difference. Despite the bad things it causes, there are still a lot of leaders who use force and control in many places around the world. This comes from the way businesses were run in the 1900s. These groups used a leadership style that was like the military, which worked best in war. Even in today's more modern military organizations, the way leaders give orders is combined with other styles to build commitment, team spirit, and teamwork.

The doctors and nurses show another example. In America today, a lot of healthcare organizations have a problem with leadership because the medical culture has focused on leaders who push their employees and give orders. These styles are suitable for the operating room or emergency room. However, because they are in charge most of the time, many medical professionals don't have the opportunity to learn different leadership styles. In many modern companies, bosses who expect employees to do what they say without question are no longer common. One company leader said, you can make a lot of money by treating people badly, but will the company survive in the long run.

The command-and-control style can be useful for an EI leader if used carefully, despite its negative tendencies. For instance, leaders dealing with a business crisis like turning things around quickly can use a commanding style to help change old habits and get people to do things differently. In a real emergency, like a fire or a hurricane, or when dealing with a hostile takeover, leaders who take charge can help everyone through the chaos. In addition, when nothing else has worked, using this approach can be effective with difficult employees.

One leader in our study used a strong style effectively when he became the president of a food company that was losing money. He did this to change the company's direction. He started off by making strong decisions in the beginning to show that he wanted to make big changes.

For instance, the leaders of the company would often have meetings in a big, fancy room that made them feel a little nervous. They sat in huge chairs around a table that reminded one person of a spaceship from a TV show. People were far apart and didn't talk naturally. When they did meet, the conversations were awkward and nobody wanted to say anything controversial. In summary, the conference room showed that the senior managers didn't talk and work together well. The new president showed that he was open to change by demolishing the room. This had a positive impact. From then on, the management team started meeting in a regular conference room where they could talk to each other, according to the new president.

He followed the same plan for a group of detailed manuals that explained who needed to agree before making a decision. The new rule is that we won't use manuals or pass around lots of paper. "I want people to have conversations with each other," the president told us. "Anyone who wants to can come to the executive committee meeting to share what they're working on and ask for help and ideas. I want us to be more helpful to people instead of just approving everything. The new president was clear and determined in sending these messages. However, his tough approach was successful because he criticized the old way of doing things, not the individuals themselves. He made it clear that he liked their skills and abilities, but he wanted them to change the way they do things a lot.

Using the commanding style well relies on three emotional skills: being able to influence others, being successful, and taking the lead. Just like with the pacesetter style, it's important to be aware of yourself, control your emotions, and understand others when using the commanding style to lead. This will help to avoid any problems. The urge to do well means a leader gives clear directions to help achieve the best results. Taking initiative means not only grabbing opportunities but also giving direct orders without hesitation. It's about acting quickly without thinking too much about what to do. The leader takes charge and does things without waiting for them to happen.

The most important thing in using this style well is being able to control your emotions. This helps the leader control their anger and impatience, or use their anger to get attention and motivate people to make changes or get things done. When a leader doesn't know themselves well enough to control their emotions, it can be really risky to use the commanding style of leadership. Leaders who are controlling and show not only anger but also disapproval or disdain can deeply hurt the emotions of their followers. If a leader is always shouting and doesn't care about other people's feelings, they may become like a dictator, commanding without considering how others feel. Leading with authority means knowing when and how to show anger towards the right person, at the right time, and for the right reason. Aristotle believed this was important for effective leadership. However, it is important to use a commanding style of leadership very carefully, and only when it is really necessary, such as in a situation where a company is in trouble or there is a threat of a takeover. If a leader knows when to be strong and when to be flexible, it can be beneficial for the team. However, if a leader only knows how to use a chainsaw, they will destroy the organization. The SOB Paradox is a term used to describe a confusing situation where things don't make sense.

Even though there is proof that bosses who are too controlling cause problems, there are still successful CEOs who are rude and aggressive. If emotional intelligence is important, why are some people still mean and cruel?

First, let's examine those SOBs more closely. Is the person in charge of the company the one who is most seen by others. Not always. The CEO of a big company might not be the one who leads the most. It might be the leaders of the different parts of the company who have the most influence. Some people say that Bill Gates and his company, Microsoft, operate in this way. He can lead well because his team members are very smart, motivated, and hardworking. His team leaders use strong leadership styles in their own departments, which is necessary to encourage teamwork and get good results for the company. Some leaders seem successful because their company looks good on the stock market or they make big changes, but really they are losing important staff and this will hurt the company in the long run. Most of the time, those bosses end up being self-centered people who are not good at leading. The CEO of Scott Paper, Dunlap, was tough and mean while leading the company. He fired a lot of employees and many people thought it was too much. This hurt the company in the long run. And in his next job at Sunbeam, it looks like he did well at first, but it was because he used different methods. But then, two years after he was fired as CEO, Dunlap and other executives were accused of cheating to make it look like Sunbeam was doing better than it really was, and then selling the company for more money than it was worth.

People in charge with very big egos usually only focus on making money now, without thinking about how it might harm people or the organization in the future. Often, when CEOs like Al Dunlap leave their companies, the businesses they were in charge of may seem like they were using steroids. They were pushed to make a lot of money quickly, but this hurt the people and resources that they needed to keep making money in the long run. Finally, the boss might have one or two big weaknesses in their emotional intelligence skills, but they still have enough strengths to do a good job. Simply put, no leader is perfect and they don't have to be. We may have too high expectations of leaders, wanting them to be perfect in every way. When we look at the question about a difficult leader, we also need to think about their good qualities that might not be well-known. When Jack Welch first started at GE, he took charge and made big changes to the company. In that moment and in that specific situation, his strict and controlling style was the right way to lead. What was not talked about as much is that Welch became a more emotionally intelligent leader in the following years. He was good at expressing a new vision for the company and getting people to support it.

In simple terms, some people might try to argue that emotional intelligence isn't useful by sharing a story about a tough boss who gets good results despite being rude. People who think that being mean and ruthless makes a great leader are wrong. There's no evidence to support this idea. We need to look at what kind of leadership actually works. A study of leaders in science starts by getting rid of any confusion and making fair comparisons between them. These methods make sure that a mean leader can't take credit for things that were just a result of luck or short-term actions. In an unusual interest to teach more, for example, a group of American companies. Insurance companies paid for research to study the characteristics of CEO leaders and how well their companies were doing. A group of researchers studied the money results of nineteen top leaders in insurance companies. They put the CEOs into two groups based on how well their companies did. Then they talked to the CEOs to figure out what made the top leaders different from the ones who were just okay. The team reviewed each CEO and also asked for honest opinions from their employees.

The key skill that made the most successful CEOs different from others was having a lot of emotional intelligence. The best CEOs spent a lot of time helping and teaching their top

executives, working together with them, and building close relationships with them. One important skill that the SOB-style leader doesn't have is empathy, working well with others, and caring about helping people improve. Additionally, when the company's leader showed strong emotional intelligence, the company made more money and continued to grow. This was much better than companies where the leaders did not have strong emotional intelligence.

CONCLUSION

The Democratic Leadership Style helps us understand its main principles, benefits, and possible difficulties in organizations. The focus on including everyone, working together, and making decisions together shows that the democratic leader wants to give power to the team and involve them in making decisions. Democratic leadership has good results like happy employees, more creativity, and a stronger feeling of ownership. This shows that it is still important in workplaces today. Although there may be challenges, like needing a lot of time to make decisions together, the democratic style is still a great way to have teams that are involved and motivated. As companies change in different surroundings, the democratic leadership style is important for helping them adapt and succeed. Democratic leaders help create strong and cooperative work environments by encouraging people to talk openly, treating each other with respect, and making decisions together. This helps company's deal with the challenges of today's constantly changing business world.

REFERENCES:

- [1] K. Dolly C and O. Nonyelum P., "IMPACT OF DEMOCRATIC LEADERSHIP STYLE ON JOB PERFORMANCE OF SUBORDINATES IN ACADEMIC LIBRARIES IN PORT HARCOURT, RIVERS STATE, NIGERIA," *Int. J. Res. - GRANTHAALAYAH*, 2018.
- [2] S. Peker, Y. Inandi, and F. Giliç, "The relationship between leadership styles (autocratic and democratic) of school administrators and the mobbing teachers suffer," *Eur. J. Contemp. Educ.*, vol. 7, no. 1, pp. 150–164, 2018.
- [3] G. I. Onongha, "Comparative analysis of administrative leadership styles of principals in public and private schools in Oriade Local Government Area, Osun State, Nigeria," *Educ. J. Univ. Patras UNESCO Chair*, 2018.
- [4] F. Ahmed, M. M. Naqshbandi, S. Kaur, and B. K. Ng, "Roles of leadership styles and relationship-based employee governance in open service innovation: Evidence from Malaysian service sector," *Leadersh. Organ. Dev. J.*, 2018.
- [5] H. Perbowosari, "Parenting Models In Building The Religious Characters Of Children," *Vidyottama Sanatana Int. J. Hindu Sci. Relig. Stud.*, 2018.
- [6] K. Sas-Nowosielski, W. Szóstak, and E. Herman, "What makes coaches burn out in their job? Prevalance and correlates of coaches' burnout in Poland," *Int. J. Sport. Sci. Coach.*, 2018.
- [7] S. Ayaz, T. M. Ch, S. Razaq, and A. H. Doger, "Effect of Professional Training on Educational Leadership Styles," *JISR Manag. Soc. Sci. Econ.*, 2018.
- [8] A. S. and H. N. Iqbal N, "A Causal Relationship between Collaborative Leadership and Innovation," *Arab. J. Bus. Manag. Rev.*, 2018.

- [9] U. A. Saliu, J. A. Wankasi Mr, G. Osas Eromosele, and O. Abdullahi Olukade, "Leadership Styles and Motivation on Job Performance of Library Personnel In Public University Libraries in North-Central Nigeria," *Libr. Philos. Pract.*, 2018.
- [10] N. A. Q. A'yunin, "Analisis Gaya Kepemimpinan Demokratik Di Perpustakaan Fakultas Ekonomika dan Bisnis Universitas Gadjah Mada Yogyakarta," *Al-Kuttab J. Perpust. dan Inf.*, 2018.
- [11] A. A. Rozana, A. H. Wahid, and C. Muali, "Smart Parenting Demokratis Dalam Membangun Karakter Anak," *AL-ATHFAL J. Pendidik. ANAK*, 2018.
- [12] S. N. Hakim and R. Mayasari, "The Relationship Between Democratic Parenting Style and Student Achievement of Grade One Students in the Full-Day Elementary School Program," in *Proceeding of International Conference On Child-Friendly Education, Muhammadiyah Surakarta University*, 2018.

CHAPTER 6

LEADERSHIP STYLES UNVEILED: NAVIGATING THE EMOTIONAL INTELLIGENCE SPECTRUM

Shoaib Mohammed, Associate Professor
Department of ISME, ATLAS SkillTech University, Mumbai, India
Email Id-shoaib.mohammed@atlasuniversity.edu.in

ABSTRACT:

This comprehensive analysis delves into the impact of various leadership styles on organizational success, drawing on real-world examples and research data. The narrative emphasizes the importance of emotional intelligence in leadership, showcasing how leaders with a diverse range of emotional intelligence abilities are more likely to drive positive outcomes. The abstract encapsulates the book's exploration of leadership styles, shedding light on the dynamic interplay of emotions in the workplace and the transformative potential of honing emotional intelligence for leaders at all levels. The "Emotional Intelligence Spectrum" serves as a compelling guide to the nuanced world of leadership and emotional intelligence. Through a careful examination of diverse leadership styles, the book underscores the pivotal role emotional intelligence plays in the success of leaders and organizations. The narrative culminates in the understanding that a leader's ability to navigate the emotional intelligence spectrum is instrumental in fostering positive workplace climates, driving innovation, and achieving sustainable results. The dynamic interplay of emotions in leadership is unraveled, emphasizing the need for leaders to develop a diverse range of emotional intelligence abilities. As the book closes, it leaves leaders inspired to cultivate and apply emotional intelligence in their respective roles, recognizing its transformative impact on personal and organizational effectiveness.

KEYWORDS:

Authoritarian, Democratic, Leadership, Leadership Styles, Laissez-Faire, Participative.

INTRODUCTION

Another little secret about those mean people: They make talented people go away. The most talented people in any job don't have to deal with a bad boss. And more and more, they go to work somewhere else. The main reason people quit their job is because they are not happy with their boss. In a tough job market, if people can easily find a similar job, those with mean bosses are four times more likely to quit than those who like their boss. Studies of 2 million workers at 700 US companies found that the most important factor in how long employees stay and how well they work is the relationship they have with their direct supervisor. "Many people join companies, but they leave their managers," said Marcus Buckingham from the Gallup Organization after studying the data. By learning new leadership skills, leaders who are not in harmony with their team can improve. Harvard professor David McClelland found that leaders who are good at at least six emotional intelligence skills are better at leading than those who aren't. He also discovered that different types of star leaders had different qualities that made them good leaders. For instance, one leader might be really good at being confident, adaptable, taking the lead, being determined, understanding others, and helping others to be better, while another leader might be good at understanding themselves, being honest, staying relaxed under pressure, understanding how organizations work, having an impact, and working with others[1], [2].

Having more emotional skills can help a leader be better at their job because they can handle lots of different challenges. Each leadership style uses different emotional skills. Good leaders can switch between styles as needed. People who don't have the necessary skills for leadership are limited in how they can lead, and often end up using a style that doesn't fit the situation well. Think about the research on nineteen CEOs in the American insurance business again. The study showed that the best companies had CEOs who were good at understanding and controlling their emotions. They were also good at motivating people, making change happen, being understanding, and helping other people become leaders. The researchers went on to ask important workers about their experiences at the companies led by the nineteen CEOs. They focused on things that directly impacted how well people could do their jobs, not just how happy they were. The organizations led by CEOs who had great business results felt very different from those led by CEOs with not-so-good results. Companies with great leaders did a better job in every way when it comes to dealing with the environment, from being clear about what they expect from their employees to making sure people feel like they can be creative and come up with new ideas at work. The top CEOs motivated employees to take ownership and responsibility for their work. They also set higher performance goals and encouraged people to meet more challenging targets. In summary, these CEOs made a working environment where people felt happy and motivated, took pride in their work, enjoyed what they did and stayed in the company for a long time[3], [4].

Good leadership helps all kinds of organizations, not just businesses, to do well. The UK government asked for a study to look at how leaders in 42 schools affect students' grades. In most of the best schools, the principal showed at least four effective leadership styles. However, in two out of three of the low-performing schools, the leader used only one or two styles of leadership, and they were usually conflicting. The secret to a good atmosphere among teachers was when school leaders were able to be flexible in their approach. They could talk to teachers one-on-one, set inspiring goals for the whole group, or just listen when needed. This helped create a positive environment for the teachers. When the leader had a strict and controlling style, the teachers felt really down. The better a leader can use the six styles, the better. Leaders who are really good at using four or more different leadership styles, especially the ones that create a strong connection with their team, create the best working environment and help the business perform well. In addition, both experienced leaders and entrepreneurs used style switching. Experienced leaders could explain their leadership methods, while entrepreneurs said they relied on their instincts.

Leading with Style the Right One at the Right Time

Joan is in charge of a big part of a global food and drink company. She got the job when things were really bad in that part of the company. It did not make enough money for six years, and it missed its goal by \$50 million the last time. The top managers were feeling very unhappy and not trusting each other, and they were holding a lot of grudges. Joan's boss gave her a clear order: Make the division better[5], [6].

Joan was able to switch between different styles quickly and smoothly, which is what we see in top leaders. She knew she didn't have much time to show that she could be a good leader and build trust. She needed to quickly learn about what was going wrong. In her first week at work, she had lunch and dinner meetings with each member of the management team, one at a time. Joan wanted to know what everyone thought about the current situation with the business and organization. But she was more interested in getting to know each manager as a person, rather than how they diagnosed problems. Using a supportive approach, she talked with them about their lives, what they wanted to achieve, and their hopes for the future. She

also started coaching, trying to help each person achieve their career goals. For example, a manager who was told he wasn't good at working with the team, talked to her about his concerns. He thought he was a good team member, but kept getting complaints that he knew he had to fix in order to do well at the company. Joan noticed that this executive was very skilled and important to the company. She talked to him about how he could improve his ability to work well with his team. She felt like he could sometimes be mean without meaning to, by saying something that upset someone. She promised to talk to him after a meeting where this happened, to help him see his behavior and improve. Joan then had a three-day meeting for the management team after meeting with each person individually. She wanted to build a strong team so that everyone would take responsibility for the solutions to the business problems. The democratic leader told everyone to share their problems and complaints openly as a way to "cleanse" everything that's not right.

The next day, Joan thought the group was ready to come up with solutions. She asked each person to share three ideas about what could be done to fix the problem. Joan gathered everyone's ideas and they all agreed on what's most important for the business, like saving money. The group made plans for each important thing, and Joan got the support and commitment she wanted. Joan had a vision for the future and changed her approach to be more forward-thinking. She gave specific executives tasks to do and made sure they were responsible for getting them done. For instance, the company lowered prices on items but didn't see more sales. One solution could be to increase prices a little. The old sales vice president didn't take action, so the new one has to change the prices to fix the problem.

Over the next few months, Joan kept on leading the group with her big ideas, always reminding everyone of their importance in achieving the group's new mission. However, especially in the first few weeks when the plan was implemented, Joan believed that the seriousness of the business crisis was enough reason to sometimes use a more authoritative style if someone didn't fulfill their responsibility. "It would require self-control and concentration. Seven months later, our research team spoke to Joan and found out that the company had made \$5 million more in profit than it expected for the year. This was a big improvement from the \$50 million loss the year before Joan joined the company. It was the first time in five years that the division achieved its goal.

The Right Tools for the Job

Great leaders don't just use the same style in every situation. They can change and adapt their approach as needed. They observe people alone or in groups, looking for signals that tell them what kind of leadership is needed, and they quickly change their approach. This means they can use different styles to connect with others, and they can also show strong leadership when needed. However, when they use these riskier styles, they do it with self-control so they don't create conflict by acting with anger, impatience, or attacking someone's character. As a result, these leaders not only achieve good results, but also make their team members feel committed and enthusiastic. Effective leadership requires a variety of leadership styles. This means that when hiring, promoting, and planning for the future, it's important to consider different leadership abilities. In other words, when choosing a leader, it's best to find someone who can use four or more different leadership styles. This makes them a great leader. If that doesn't work, find out if the person you're thinking about for a leadership position is good at the specific leadership styles that are important for your business.

For instance, a leader needed to turn things around should have the skills of a visionary - they should be able to explain a new vision that will bring about change. If the job requires urgent actions, like removing incompetent people quickly and completely, the person will have to be

in charge for a while and then go back to their normal way of doing things. When the business needs input from workers or wants to get everyone on board with a decision, the leader should be democratic. This means they should involve everyone and encourage new ideas. If all that's needed is to lead a really good and self-motivated team, like lawyers or researchers, the leader should know when to use the pacesetter style.

No matter what a leader's go-to styles are now, they can learn new ones in the future. The most important thing is to improve the emotional skills that influence how someone behaves. Leadership can be learned, as we will see in the next chapter of this book. The process is difficult. It requires time and dedication above all else. However, having good emotional intelligence in a leader has many benefits for both the person and the organization, making it not only valuable but also very positive for everyone involved [7], [8].

DISCUSSION

Some of the best workers went along with Bill's big ego, playing along because it helped them too. Other people ignored him. "Later on during the change, the board told a powerful but forceful committee member to leave, which made the whole team feel upset. Bill kept talking about the situation with anyone who would listen for a long time. He said bad things about someone and told lies about them. When his boss found out about one of these talks, he said sadly, "Bill is very ignorant. But the boss and other top managers never talked to Bill about his behavior to help him change. At that time, Bill thought of himself as the person everyone goes to for help and a valued team member. Bill didn't understand the world around him and didn't know how to handle it. He also didn't understand himself very well. He didn't know much about politics and wasn't very empathetic. It happens more often than you think. Actually, the more successful a leader becomes, the less likely they are to accurately judge themselves. The issue is that there is not enough feedback, like with Bill. Leaders have a hard time getting honest feedback, especially about how well they are leading. In simple terms, leaders should know how to improve their emotional intelligence skills because it is important for being a great leader. Bill spreading rumors caused problems at work, and his overthinking was not interesting. The outcome was that people didn't think he was important. The higher up a leader is in a company, the more they need feedback, even though it may seem strange. CEO Disease refers to the phenomenon where leaders in top positions of a company become isolated and disconnected from the rest of the employees, which can have negative effects on the company's performance[9], [10].

This is a classic case of CEO disease: when important information is kept from a leader, creating a lack of information. Why don't leaders get accurate information about important things? Sometimes, the people who are supposed to give them the facts are scared of the leader getting angry, especially when the leader is usually commanding or pacesetter. If someone tells the leader bad news, they could be punished as a warning to others. Some people only give the leader good news because they want to be seen as a good team player or because they are afraid of being criticized if they say something negative. Or they might just want to appear happy, so they hide bad things.

Regardless of the reasons, the outcome is a leader who only knows some of what is happening around them. This illness can spread throughout a company, affecting not only the top bosses, but also other important leaders. People naturally want to make the boss happy, so they often give positive feedback and keep the negative comments to themselves when they talk to the boss. Leaders struggle to receive helpful feedback about their own performance. It might not be easy to tell the boss about problems in the company, but it takes even more courage to tell the boss that he's not connecting with the employees or that his motivational

speeches aren't working. Many people, not just leaders, say they don't get enough helpful feedback about how they're doing at work. However, high-ranking leaders usually receive the least trustworthy information about their performance. For example, a study of 177 different researches that looked at over 28,000 managers discovered that feedback on how well they were doing at work was not as steady when the manager was in a higher position or had a more complicated job. Leaders who are women or are from a minority group have an even harder time with this problem. Overall, women receive less helpful feedback on their performance in any job than men do. The same is also true for people from minority groups, like Chinese managers in Malaysia or Sikh executives in London[11], [12].

People don't give honest feedback to their co-workers because it can be uncomfortable. We don't want to make others feel bad or upset them in any way. However, we often keep to ourselves how others are actually doing, but we all want that kind of feedback. Honest assessments are really important, in a way that other information isn't. But how does a CEO's self-evaluation play a part in their leadership. It's clear that a leader's understanding of themselves and their ability to accurately judge their own performance is just as crucial as the feedback they get from others. However, the most harmful part of the illness is that those who are not good at something tend to think they are better at it than they actually are. This common human weakness can have big effects, not only for leaders, but also for the companies they lead.

For example, a study looked at bosses of health care companies. It found that the bosses of the most successful companies were very aware of their leadership skills. But the bosses of the least successful companies were not as aware of their leadership abilities. Harter, a CEO who likes to study, went to graduate school to find out what makes top executives different from less effective ones. He looked at the leaders of health companies that did well financially for ten years and compared them to leaders of companies that did poorly financially for the same ten years. He looked at how well the CEOs knew themselves and compared it to how well their employees thought they were doing in ten leadership skills. The CEOs of the worst companies rated themselves as the best leaders in seven out of ten areas. However, when their employees were asked to rate them, the CEOs received low scores for the same skills. On the other hand, employees at the top companies thought their CEOs showed all ten leadership skills the most.

Harter's information matches what we found with 787 people in different jobs and organizations. When we looked at the information based on job level, we noticed something interesting. Top executives and managers thought they were better at twenty emotional intelligence skills compared to lower-level employees. The more important the leaders were in a group, the more they thought they were better at their job than others. This made prices go up. This misunderstanding caused a bigger difference between how top executives and managers saw themselves and how others saw them. The people in charge didn't know how they treated others very well.

It's important for a leader to have honest information about their leadership skills. This can help them understand themselves better and improve their effectiveness. Why don't more leaders ask for and support honest feedback. It's not because they're very vain or think they can't make mistakes. Our talks with leaders make us think that they feel they can't change. Even if they were told that their leadership style was good for the team or organization, and even if they knew it was true, they still couldn't change the way they've been doing things for a long time, sometimes their whole lives. The people around the leader sometimes think that the leader can't change, so they don't bother giving negative feedback. But we have seen that

leaders can change. Leaders can change the way they do things, which can have a big impact on their team and the whole organization.

Nick Mimken was the best employee at his insurance company, always winning prizes for his sales skills. However, when he became the boss of a new department in a different city, with twenty-five salespeople reporting directly to him, he was not a very good leader. He realized early on that his new agency was not doing well in sales compared to other offices in the United States, so he knew he couldn't make any mistakes because he couldn't afford to fall behind.

When Mimken started his job, the Hay Group started working with him. In a few months, feedback from his team showed that his success as a salesman made him a pacesetter leader. He was counting on his strong motivation to do well, which had helped him succeed in sales. However, in his new office, it was making his salespeople feel less motivated. When Mimken was stressed and had tight deadlines, he started to act bossy and tell people what sales targets to aim for instead of working together to set achievable goals. At the same time, the mood at the agency was getting more and more stressful.

First, Mimken was told to pay attention to how well his salespeople were doing, instead of just focusing on himself. This means he wanted to help each person he was in charge of to grow and improve. He did this by using coaching and being a visionary leader. Luckily, those styles use skills that Mimken already had, like understanding others, controlling his own actions, and being a motivating leader, which had helped him succeed as a salesman. Now he had to learn how to use them to guide his team. Over time, he started taking chances to coach his sales team individually, having ongoing conversations about their goals and how well they were doing. He tried hard to control his urge to take over when he got impatient with a salesperson, and he made sure to give both criticism and praise. So, he figured out how to explain the agency's goals in a way that everyone could understand and agree with.

A year and a half later, there were clear signs of things getting better. Reports from Mimken's team showed that he had changed the way he leads from being very focused on getting things done and giving orders to a more supportive approach, and he was starting to think about the future and set goals for the team. Furthermore, a survey found that the changes were working: Salespeople said they felt much better about the rewards they were getting and that their work was more inspiring. They knew better what was most important to them, because of Mimken's help. In just three years, Mimken's agency won two national awards for growth, out of only eight given to 100 agencies nationwide. This happened as Mimken continued to get better at being a leader. Mimken was very young when he got the award, younger than most people who receive it. In just five years, the agency went from being one of the least productive to one of the most productive under his leadership as the new manager. We have seen stories like Mimken's many times before. They show that leaders can be created and that people can learn emotional intelligence, just like Mimken learned to use better leadership skills.

The question is still there: Do some people have empathy from when they are born or do they learn it. The answer is both. Emotional intelligence is partly from genetics, but how you grow up also makes a big difference. Even though people may start with different natural abilities, everyone can get better through learning. It doesn't matter where you begin. Sometimes it's just about getting better at the things you already know how to do. For example, when Mimken was a salesman, he was good at understanding his clients' feelings. But when he became a boss, he focused too much on his employees' mistakes instead of helping them improve. With practice, he got much better at understanding and caring about his salespeople,

so they felt like he really understood them. Mimken learned how to use tools that supported the leadership styles he was creating. For example, he got good at making plans for how to do a good job. When he helped his sales team to reach their goals, they started to trust that he could help them do well. Additionally, Mimken's changes at work also affected his personal life at home. His wife said that he had started paying more attention to her and his family's needs.

Mimken's story shows that you can learn how to understand and manage your emotions, and you can keep that skill for a long time. Our research has found specific steps that leaders can take to make sure that learning will continue. We have seen these leadership improvements continue for up to seven years after they first started, even after the initial excitement has worn off.

We see how Mimken's story shows us the type of learning that has a lasting impact on business performance. These results are very different from what usually happens after training, where any quick improvement doesn't last very long. The usual process is like this: Someone leaves the program feeling excited and determined to get better. However, when he returns to work, there are many emails, letters, and calls waiting for him. The boss and another worker both have urgent problems, and now he's overwhelmed with all the things they need. I forget new things when I automatically rely on old habits. Soon he is behaving in the same old way he always has, not the new way he promised at the end of the training. The honeymoon suddenly ended. For many years, human resource professionals have been annoyed by this issue. They have seen many times how people come out of training excited, but then lose their motivation over time. Research has shown that training can lead to real change, but often the change doesn't last for a long time. This is why it's called the "honeymoon effect." Thinking about the fact that over \$60 billion dollars is spent on training in North America, it's a serious thing to consider.

Perhaps, because many people think that training doesn't have a long-lasting effect, there haven't been many studies on how training changes people's behavior. Very few studies have looked at how people's behavior improves, and even fewer have tested people before and after training or compared their behavior to those who haven't been trained. There are some cases where this may not apply. We have found ways to help people get better at talking and presenting. A study found that sales managers improved their communication skills by 37% after one week of training. However, we can't be sure if this improvement will last in the long term.

When we look at a wider range of skills for managing ourselves and our relationships, which are part of emotional intelligence, training programs usually don't have a big effect. Research has found that people's emotional and social skills improve by about 10 percent within three months to a year and a half after they receive training. Why are the results not very good when we put a lot of money and effort into it? When it comes to developing leadership skills, how motivated someone is and how they feel about learning is really important. People learn things that they are interested in. If we are forced to learn something, even if we understand it for a short time, we will forget it quickly. That's maybe why one study discovered that the knowledge learned in an MBA course only lasts about six weeks. When a company makes everyone do the same leadership training, people might just do it without really wanting to learn.

CONCLUSION

Different ways of leading shows how emotions and leadership results affect each other. By understanding and managing emotions, leaders can build toughness, flexibility, and

understanding, creating a work environment that is good for working together and coming up with new ideas. The book says that leaders should have good emotional skills and be able to use different leadership styles in different situations. It shows that good leaders can change how they lead depending on the situation. The ending of the story tells leaders to think about their own emotions and keep learning how to deal with them. In simple words, the book is a great help for leaders who want to improve their leadership skills by understanding and mastering emotional intelligence. As leaders start their journeys with a better understanding of emotions, they are more ready to handle challenges, motivate their teams, and achieve long-lasting success in their organizations.

REFERENCES:

- [1] Y. Xie *et al.*, "Leadership style and innovation atmosphere in enterprises: An empirical study," *Technol. Forecast. Soc. Change*, 2018.
- [2] U. Saleh, T. O'Connor, H. Al-Subhi, R. Alkattan, S. Al-Harbi, and D. Patton, "The impact of nurse managers' leadership styles on ward staff," *Br. J. Nurs.*, 2018.
- [3] T. Wikaningrum, Udin, and A. Yuniawan, "The relationships among leadership styles, communication skills, and employee satisfaction: A study on equal employment opportunity in leadership," *J. Bus. Retail Manag. Res.*, 2018.
- [4] A. Razak, S. Sarpan, and R. Ramlan, "Effect of Leadership Style , Motivation and Work Discipline on Employee Performance in PT . ABC Makassar," *Int. Rev. Manag. Mark.*, 2018.
- [5] I. Miloloža, "Impact of Leadership Style to Financial Performance of Enterprises," *Bus. Syst. Res.*, 2018.
- [6] T. Sethibe and R. Steyn, "The Mediating Effect of Organizational Climate on the Relationship between Leadership Styles and Their Components on Innovative Behaviour," *J. Entrep. Innov. Emerg. Econ.*, 2018.
- [7] A. Junita, Erlina, E. Abubakar, I. Muda, and S. Abdullah, "Influence of budget participation and leadership style against rebudgeting on work unit of apparatus," *J. Bus. Retail Manag. Res.*, 2018.
- [8] G. L. Tortorella, D. de Castro Fettermann, A. Frank, and G. Marodin, "Lean manufacturing implementation: leadership styles and contextual variables," *Int. J. Oper. Prod. Manag.*, 2018.
- [9] N. Xhomara, "Influence of school leadership style on effective teaching and teacher-student interaction," *Pedagogika*, 2018.
- [10] H. Munir and M. Zafar Iqbal, "A Study of Relationship between Leadership Styles of Principals and Job Satisfaction of Teachers in Colleges for Women Background of the Study," *Bull. Educ. Res.*, 2018.
- [11] I. Mkheimer, "The impact of leadership styles on business success : A case study on SMEs in Amman," *Arab. J. Bus. Manag. Rev.*, 2018.
- [12] D. M. da C. Nogueira, P. S. A. Sousa, and M. R. A. Moreira, "The relationship between leadership style and the success of Lean management implementation," *Leadersh. Organ. Dev. J.*, 2018.

CHAPTER 7

NEUROPLASTICITY: THE CRUCIAL ROLE OF EMOTIONAL INTELLIGENCE IN LEADERSHIP DEVELOPMENT

Anand Kopare, Associate Professor
Department of ISME, ATLAS SkillTech University, Mumbai, India
Email Id-anand.kopare@atlasuniversity.edu.in

ABSTRACT:

The intricate interplay between neurobiology and leadership skills. Exploring the contrasting learning mechanisms within the limbic brain and neocortex, the passage underscores the need for an emotionally intelligent approach to leadership training. It contends that traditional programs often overlook the limbic brain, hindering effective learning and potentially yielding counterproductive outcomes. The text challenges prevalent beliefs about the limitations of neural plasticity in adulthood, presenting evidence of the brain's capacity to create new connections and tissues. Drawing from a wealth of longitudinal studies, the narrative highlights the sustained benefits of emotional intelligence training, outperforming conventional leadership development programs. Finally, through a compelling real-life example, the abstract emphasizes the transformative potential of self-directed learning and the enduring impact of fostering emotional intelligence in leadership.

KEYWORDS:

Empathy, Emotional Regulation, Leadership, Relationship Management, Self-management, Social Awareness.

INTRODUCTION

Emotional intelligence involves connections in the brain between the thinking part in the front and the part that controls emotions, feelings, and impulses. Research shows that skills related to emotions and behaviors are best learned when you are motivated, practice for a long time, and receive feedback. Compare the type of learning with the way the neocortex helps us think and solve problems. The neocortex learns and understands things very fast, connecting them to other things it already knows. This part of the brain can learn how to use a computer program or make a sales call just by reading a book. When you are learning new technical or analytical skills, your brain works really well. Most emotional intelligence training programs focus on the thinking part of the brain instead of the feeling part. So, learning has limits and can sometimes be bad. The emotional part of the brain, called the limbic areas, looks more basic under a microscope compared to the thinking part of the brain, called the neocortex. The neocortex is really good at learning. It helps us understand things by connecting new ideas or facts to what we already know. This way of learning happens really fast. Your brain can understand something after just hearing or reading it once[1], [2].

On the other hand, the limbic brain takes longer to learn, especially when it comes to changing long-standing habits. This difference is very important when trying to get better at leading: Basically, leadership skills are all about habits we learn when we are young. If those habits aren't enough or are stopping someone from progressing, it will take longer to learn. Teaching the emotional brain to be a leader is different from teaching the thinking brain. It needs a lot of practicing and doing things over and over again.

If you use the right model for training, it can change the parts of the brain that control feelings of both sadness and happiness- the connections between the amygdala and the prefrontal lobes. For instance, scientists at a biotech company were feeling stressed at work, so the University of Wisconsin taught them how to be more mindful. Mindfulness is a way to pay close attention to what's happening now and not let other thoughts distract you. This can help you feel more calm and relaxed. After only eight weeks, the people who work on developing new products and ideas said that they felt a lot less stressed. They also said that they felt more creative and excited about their work. However, what's really interesting is that their brains showed less activity on the right side and more on the left, which is where positive and optimistic feelings come from in the brain.

These discoveries go against the common belief that as people get older, the connections in their brain naturally weaken and can't be replaced. Neurological research found the opposite. The human brain can make new brain tissue and connections even when they are grown up. For instance, scientists discovered that London taxi drivers, who are known for being able to find their way through a complex city with lots of traffic and one-way roads, have brains that can change as they learn their job. As people drive through London over time, the part of their brain that helps them understand where things are gets bigger and works better. At any time in life, when you use the same neural connections a lot, they become stronger. But when you don't use them, they become weaker[3], [4].

Clearly, learning is the key to creating new connections in the brain. When we want to become better leaders, we need to use emotional intelligence to help change our brains. This means working on our emotions directly. Scientists have found that once a certain way of thinking or feeling is established in the brain, it's hard to change it. The best time to learn how to be a good leader is from your teenage years to early twenties. During this time, the brain, which is the last part of the body to grow, keeps building the pathways for emotional habits. Young people who practice or are part of a team are building a foundation in their brains that will help them become good leaders when they are older. This early learning will help children learn how to control themselves and work with others, and also how to influence and persuade others.

If people don't have the past experience to be good leaders, it's not too late to learn, but they need to be motivated. The brain can keep making new connections as we grow older. Learning new things as an adult is harder because our brains are already used to certain ways of thinking. So, it takes more work and energy to change those habits than it would have when we were younger. We have to change our habits and make new ones. The work has become twice as hard. That's why motivation is really important for becoming a better leader: We need to put in more effort and time to change a habit than we did when we first learned it. Developing emotional intelligence is only possible with genuine intention and hard work. A short class won't work and you can't learn it from a manual. The part of the brain that controls emotions and empathy learns slower than the part that controls thinking and analyzing. It takes more time and practice to get better at empathy compared to getting good at analyzing risks [5], [6].

DISCUSSION

The type of learning we talked about before takes more time and practice, but it's also more likely to be remembered. People can get better at understanding emotions and also keep getting better at it for a long time. This comes from data from a study that has been going on at Case Western Reserve University. Since 1990, students have been doing research as part of a class on being good at things. They can figure out how well they understand emotions, pick

which things they want to get better at, and come up with a plan to improve those skills. We can see how well this leadership development approach works by testing students at the start of the course, then again at the end, and even years later when they are working.

The results have been very good. Unlike most leadership programs that only have short-term effects, the MBA students in this program saw long-lasting benefits. Even two years later, they still had 47 percent improvement in knowing themselves better, like having more confidence, and in being able to handle things and have the motivation to succeed. Improvements in social awareness and relationship skills were even better, with a 75% increase in abilities like understanding others and leading teams.

These gains are very different from the results of regular MBA programs, which don't really try to improve emotional intelligence skills. The most reliable information comes from a group of researchers at the American Assembly of Collegiate Schools of Business. It looked at two top business schools and found that students only improved by 2 percent in emotional intelligence skills by the time they finished their MBA programs, compared to when they started. Actually, when students from four other top MBA programs were tested in different ways, they improved their self-awareness and self-management by 4 percent but became less socially aware and skilled at managing relationships by 3 percent. Reviewing the Weatherhead study again, it was found that part-time MBA students, who usually take three to five years to graduate, also showed improvement in their emotional intelligence. At the end of their program, these groups showed a 67 percent better understanding of themselves and how to control their emotions, and a 40 percent improvement in understanding others and managing relationships. However, even after two years, Jane Wheeler, a professor at Bowling Green State University, found that 63 percent of part-time workers showed improvement in understanding themselves and managing their emotions, and 45 percent had improved in understanding others and managing relationships. The studies found that full-time MBA students showed improvements in all fourteen emotional intelligence skills. Students were able to get better at everything they tried to improve, as long as they included it in their learning plans[7], [8].

This is the first time that we have seen long-lasting improvements in the emotional skills needed for strong leadership. They are feeling positive because the training programs have led to a 10 percent improvement in one to two years, and typical MBA programs have led to a 2 percent improvement in emotional intelligence. Jane Wheeler found an extra surprise in her data: After five to seven years, people were still getting better at new things, not just the things they had already improved on after three to five years. In other words, after they figured out how to make leaders better at understanding emotions, they kept getting even better on their own. This discovery shows strong proof that people can keep learning these skills throughout their life.

More proof of people learning throughout their lives comes from a study of senior executives in a program at Case Western Weatherhead School of Management. The program is for people who are already successful in their careers, like CEOs, lawyers, and doctors. They want to improve their business and leadership skills. In long-term studies of these top leaders, improvement was seen in two-thirds of their emotional intelligence skills for up to three years after the program. It's clear that leaders can be better at their job if they have the right tools to learn. This advanced learning goes further than just using the correct tools. It's not a straightforward or easy process; instead, it's a journey with unexpected moments and realizations.

A Wake-up Call

When Nolan Taylor clicked the send button, he realized he had sent a harsh email criticizing the company's recent announcement of job cuts and his boss's involvement in it, to his boss instead of his friend in another department as he had meant to. But as he was thinking of ways to get the message back before his boss saw it, he realized the bigger problem the email showed. It was a surprising moment: He realized he was not behaving like the person he wanted to be. For a long time, Nolan Taylor promised to manage his anger and learn how to have more self-control. The big mistake made him realize how important his goal was, and made him even more determined to achieve it. He wanted to feel more positive and hopeful, and to see the good things in difficult situations without being quick to be negative or critical of others. He had to face a big difference between who he wanted to be and who he actually was when he sent that email. And at that moment, he decided to make a change[9], [10].

These interruptions can cause big changes, even in nature. Complexity theory says that many things happen suddenly instead of gradually. An earthquake happens when the earth suddenly cracks, even though pressure may have been building up beneath the earth's surface for a while. Similarly, when it comes to being a leader, surprising things we learn about ourselves can motivate us to make changes and give us a better understanding of our lives. These big changes can be scary or eye-opening. Some people run away when they see them. Some people do not acknowledge their abilities and ignore them. Some people realize it's time to change, and they start working on turning their bad habits into strengths. But how do they really make those changes.

Learning by yourself

The most important part of becoming a good leader is learning on your own: doing things to make yourself better or to become the person you want to be. First, you need to have a clear idea of the person you want to be, and a good understanding of who you are right now. Learning on your own works best and lasts longest when you know how change happens and what you need to do to make it happen while you're doing it. This way of learning was created by Richard Boyatzis over 30 years while working with leaders in businesses and as a researcher. The book explains how to learn on your own.

Learning on your own means finding five important things, each one showing a big change. The aim is to use each new understanding to help become a leader who can understand and manage emotions well, as discussed earlier in this book. This type of learning goes in a repeating pattern. The steps do not happen in a predictable order, but instead follow a sequence, with each step needing different amounts of time and effort. When you practice new habits for a long time, they become a natural part of who you are. Sometimes, when you change how you act, think, and lead, your goals and dreams for yourself can also change. And so the cycle goes on - a lifelong way of growing and changing.

When you find out who you want to be, it makes you want to become a better leader. This means that you can see the person you want to become. Whether you see this vision in a dream, think about your values and commitments, or just reflect on it, the image is strong enough to make you feel passionate and hopeful. It keeps you motivated to work hard and make difficult changes. The second discovery is like seeing yourself in a mirror and finding out who you really are, how you behave, how others see you, and what you truly believe. Some of the things you notice about yourself will match the person you want to be, and can be seen as strengths. Other things will show where you are different from the person you want to be. Understanding what you are good at and what you need to work on will help you change the way you lead. This is the cure for the problem we talked about before with CEOs.

But in order for the change to work, you need to make a plan to get better at what you do, which is the third important thing to figure out. We need to create a plan that tells us what new things to try every day, focusing on what we are good at and getting us closer to our ideal. The plan should make you feel happy and satisfied, and it should fit how you like to learn as well as your life and work. The fourth discovery happens when we start using new leadership skills. The fifth discovery can happen at any time during the process. You need help from others to figure out who you really are, identify your strengths and weaknesses, make plans for the future, and try new things. Leadership growth happens in our interactions with others, in both challenging and promising situations. Other people can help us notice things we didn't see, support any improvements we have made, check our understanding, and tell us how we are doing. They give the background for trying things out and practicing. Even though it's called self-directed learning, you can't really do it alone [11], [12].

Ali has been a hydrogeologist for eight years at a big energy company in the US. He seems like a calm employee who takes care of his family. But Ali had a plan, although he had always planned to do it after he retired. Ali grew up in Mandera, a place in northern Kenya, with 25 brothers and sisters. He moved to the United States to give his children a good education and better medical care. But when the kids were adults and he stopped working, he wanted to go back to Kenya with his wife to teach people about water and to help dig wells in his village - something that his country really needed. As a child, Ali saw many long periods of no rain in his village near Ethiopia and Somalia. This made him really wish for rain. During a really bad drought, he saw many cows, goats, and camels die. His family usually ate meat and milk but had to eat grain to survive. In the past few years, not having enough water has really hurt Mandera's irrigation projects and the electricity coming from Kenya's hydroelectric dams. At the age of 40, Ali still had to wait 20 years to fulfill his dream of helping his hometown in Kenya. He liked his job and the perks he got from working for a big company, but he was feeling uneasy. One talk was about to make everything different.

Ali said he didn't want to give up the good things he gets from working for a big company. His coach asked if any big companies work on water in Kenya or East Africa. Ali said no. The coach asked if he thought about suggesting his company, or another one, to make a new part of their business for managing water in Eastern Africa. Ali said it would cost too much to do that. At that idea, Ali stopped talking. His face lit up as he slowly realized something. He nodded, leaned back, and smiled. He started to explain in a lot of detail how a project in managing water resources would be good for his company. He found out that he could use his company's Global Social Initiative project to make his dream come true. He talked with so much excitement, it was like he was giving a speech to a captivated crowd. Ali had found his dream and it became even bigger than he had ever thought.

That was a big discovery for Ali: the moment when things started to change. He found something he loved, and it made him want to chase his dream more than ever before. Before, Ali only had one way to achieve his dream, which was to work hard and save money until he could stop working. But now, he sees that there are different ways he could achieve his dream, with lots of opportunities. In the following conversation, Ali realized that his ability to understand and manage his emotions could help him achieve his goals, especially his skills in understanding others and managing relationships. He always liked working with others and enjoyed working together with them. He used to be an engineer and learned how to manage himself well, but he struggled with feeling confident and adapting to new situations. To make his dream come true, Ali knew he had to convince company executives about the benefits of managing water resources. He needed to be a leader who could drive change in the company. That meant trying to feel better about himself. He needed to be more open-minded and

flexible in order to encourage his coworkers to try new ways of working. Ali's dream became clearer and he started to believe he could make a big difference not just in his village, but in all of Kenya and East Africa.

Ali quickly imagined a new direction for his career. He was really excited and hopeful about the future. He had found a new sense of who he wanted to be and what he could achieve. In one week, Ali said he had made progress at his job with his new idea, faster than he expected. This new job would need him to learn new skills, but he had already imagined himself succeeding in it.

The First Discovery:

The Ideal Self—Where Change Begins

Following your dreams makes you feel excited and full of energy about life. In leaders, this kind of passion can inspire excitement in the people they lead. The most important thing is finding out who you really want to be and what you want in your life and job. This is the first thing people learn when they start learning on their own. It was mentioned in the last section. Creating the perfect image means digging deep inside yourself and trusting your instincts. You know you have found it when, like Ali, you feel very excited about what you can do with your life. To start or keep growing emotionally, you need to connect with the best version of yourself. The reason is simple: It's difficult to change habits. Just think about whether you've succeeded or failed in keeping your New Year's resolutions. That should be enough to show you the evidence. When people want to change the way they think and act, they have to undo many years of habits that are deeply ingrained in their brain. These habits have been practiced and reinforced over a long time. This means that if you want to make a big change in your life, you need to be really dedicated to the future you want, especially when things are tough or you have a lot of things to do.

Write down your thoughts about what you want to be like in fifteen years, or talk about it with a friend or record your thoughts on a tape. When people do this exercise, they feel like they have more energy and are more hopeful than they were just a few moments ago. Imagining our ideal future can help us see how we can make positive changes in our lives. Actually, just thinking about making a change can make people worry about the problems they think they might face. Often, people feel excited about their future plans but then quickly become frustrated because they're not living that dream right now. That's when thinking about how the brain affects feelings can be useful. As we talked about before, when the left prefrontal cortex is activated, it gives us the motivation and hope to imagine how good we'll feel when we reach our goals. That's what motivates us, even when there are challenges. On the other hand, if we focus on the things that are stopping us instead of thinking about our dream life, we might start feeling pessimistic and less motivated. This can make it harder for us to succeed.

I spent a lot of time when I was younger trying to be like someone else. In school, I wanted to be a great athlete. In university, I wanted to be popular and well-liked. After that, I wanted to be a successful business person. And later on, I wanted to be the leader of a big organization. I quickly found out that I was not meant to be successful in any of these roles. But that didn't stop me from trying and feeling disappointed with myself all the time. The issue was that I didn't focus on being myself because I was too busy trying to be like someone else. That idea was so scary to think about back then. I was more happy doing what everyone else was doing, trying to be successful by making a lot of money and getting a good job, and trying to impress others. I was more focused on collecting things and making connections instead of being true to myself and my own thoughts.

The person who said that was very successful in business, leadership, and writing. However, similar to Charles Handy, many people get caught up in the idea of being powerful or famous, or they give in to what others expect of them as they go through their busy lives.

When someone important in our life tells us how we should be, they are giving us an idea of how they think we should act. This influences the person we believe we should be. When we believe we should be a certain way, it can feel like we are stuck in a box and can't move freely. It's like being a mime pretending to push against invisible walls. When people think that everyone wants to move up in their career, they might not realize that everyone has different goals and ideas of success. Over time, people may forget what they really want to be and do in life.

They may not be able to see their dreams clearly anymore. The stress of having to pay for a house, kids' education, and wanting to keep up a certain lifestyle can make people keep moving forward, even if they don't think it will help them achieve their dreams. They lose interest in what they love and just stick to their current routine. The typical example is when someone chooses a job because their parents told them to, especially in cultures that value tradition. We know a man from India who grew up in a family that wanted him to be a dentist, like his father. Even though he loved music, he decided to become a dentist to make his family happy. In the end, he left his job in Mumbai, moved to New York, and happily made money playing the sitar.

It is easy to mix up what we should do with what we want to be and to behave in a way that isn't true to ourselves. That's why it's important to find your best self in leadership development. However, many of these programs assume that a person just wants to do their best at work. They don't explore important things and don't connect people's learning goals with their dreams and future plans. When a person realizes that their own goals don't match what they are expected to be, they may stop caring or start to resist.

CONCLUSION

The talk focuses on the important move towards using emotionally smart methods, especially aiming at the emotional parts of the brain. The discovery that the brain can keep making new connections as people get older is different from what we used to think. It gives us hope because it means we can keep learning and growing throughout our lives. Backed by long-term studies, the article promotes ongoing emotional intelligence training, demonstrating that it works better than regular leadership training programs. The real, lasting benefits seen in different groups show how important it is to develop emotional intelligence. The story ends with a powerful true story, showing how learning on your own can change your career path. Basically, this research looks at how the brain works and how leaders can use emotions to make better decisions. It suggests that leaders need to change how they think and develop their emotional intelligence. By understanding that the brain can change and using the principles of neuroplasticity, people and groups can keep growing and create strong and capable leaders.

REFERENCES:

- [1] J. R. Turner, R. Baker, J. Schroeder, K. R. Johnson, and C. hung Chung, "Leadership development techniques: Mapping leadership development techniques with leadership capacities using a typology of development," *European Journal of Training and Development*. 2018.

- [2] M. A. Smylie and J. Eckert, "Beyond superheroes and advocacy: The pathway of teacher leadership development," *Educ. Manag. Adm. Leadersh.*, 2018.
- [3] L. Hickman and M. Akdere, "Effective leadership development in information technology: building transformational and emergent leaders," *Ind. Commer. Train.*, 2018.
- [4] H. Heizmann and H. Liu, "Becoming green, becoming leaders: Identity narratives in sustainability leadership development," *Manag. Learn.*, 2018.
- [5] E. J. D. Ilac, "Exploring social enterprise leadership development through phenomenological analysis," *Soc. Enterp. J.*, 2018.
- [6] A. Monkhouse, L. Sadler, A. Boyd, and F. Kitsell, "The Improving Global Health fellowship: A qualitative analysis of innovative leadership development for NHS healthcare professionals," *Global. Health*, 2018.
- [7] L. Wiggins and J. Smallwood, "An OD approach to leadership development: questions and consequences," *J. Manag. Dev.*, 2018.
- [8] S. Cable and E. Graham, "'Leading Better Care': An evaluation of an accelerated coaching intervention for clinical nursing leadership development," *J. Nurs. Manag.*, 2018.
- [9] P. Ulvenblad and J. Cederholm Björklund, "A leadership development programme for agricultural entrepreneurs in Sweden," *J. Agric. Educ. Ext.*, 2018.
- [10] T. Ewest, "The prosocial leadership development process as a means to prepare the next generation of organizational leaders," *Horiz.*, 2018.
- [11] L. Gilson and I. A. Agyepong, "Strengthening health system leadership for better governance: What does it take?," *Health Policy Plan.*, 2018.
- [12] J. R. Turner, R. Baker, J. Schroeder, K. R. Johnson, and C. Chung, "Leadership development techniques," *Eur. J. Train. Dev.*, 2018.

CHAPTER 8

LEADERSHIP DEVELOPMENT: FROM CAREER PLANS TO PASSION-DRIVEN LEADERSHIP

Simarjeet Makkar, Associate Professor
Department of ISME, ATLAS SkillTech University, Mumbai, India
Email Id-simarjeet.makkar@atlasuniversity.edu.in

ABSTRACT:

The narrative unfolds the challenges often faced by leaders when traditional development programs lack resonance. The key premise posits that genuine leadership development should commence with a broader understanding of life, encompassing personal values, dreams, and aspirations. The article advocates for emotional engagement in self-development, emphasizing the significance of connecting leadership efforts to deeply meaningful aspects of one's life. A case study featuring Sofia illustrates the effectiveness of envisioning a holistic life in the future, prompting a reevaluation of personal and professional goals. The narrative suggests a growing trend among young leaders to adopt more holistic learning goals, aligning with contemporary generational values. Additionally, the article delves into the role of philosophy in shaping leadership values, exploring pragmatic, intellectual, and humanistic perspectives. The article underscores the dynamic nature of the ideal self, emphasizing the importance of adapting to evolving aspirations throughout one's career. Through reflections on the experiences of leaders like Jurgen and John Lauer, the narrative portrays how rediscovering one's passion can rekindle leadership efficacy. The discussion further delves into the challenges of identifying and articulating the ideal self, emphasizing the role of self-awareness and clarity in fostering hope and combating habitual inertia.

KEYWORDS:

Decision-making, Emotional Intelligence, Feedback, Leadership Styles, Mentoring, Motivation.

INTRODUCTION

Sofia, a top manager at a telecom company in northern Europe, realized she needed to improve her leadership skills. She went to workshops, read books, and learned from mentors. She made plans to improve and set goals for the near future and far future. She knew what she had to do, but none of her plans ever helped her grow, and after a few weeks, she would just put them away in her desk. "She told us not to get it wrong. I want to do well in my job. But none of those job plans were related to what really matters to me. I need more than just learning specific skills for my job to stay motivated[1], [2].

Sofia's experience is similar to other people who have completed leadership training programs. The issue is that a lot of those programs start with the wrong ideas. True leadership development begins with looking at the big picture of one's life, not just focusing on career planning. It's about having a complete vision of all aspects of life. To do better in business, leaders have to be personally involved in becoming better at what they do. And that means making sure the work is related to what is important to them. We asked Sofia to think about her future life and imagine what a normal day would be like: what she would be doing, where she would live, who would be there, and how it would feel. We asked her to choose a date that is 8-10 years from now. This is far enough in the future for life to be different, but close

enough to start thinking about. Sofia picked a date in August 2007 because it was an important time for her. Her oldest child was going to college that year. In August 2007, Sofia wrote about her life as if it were happening today. We told her to think carefully about all parts of her life, what is important to her, and what she wants to achieve by a certain time in her life. She had a strong and inspiring idea. I imagine myself in charge of my own business, with a small team of ten people working closely together. I have a good relationship with my daughter and I trust my friends and co-workers too. I think of myself as calm and happy as a leader and parent, and I love and support everyone around me.

Sofia thought about her life in a big picture way and realized how different parts of her life were connected. She saw that making a plan to achieve her dream could be really motivating and inspiring. Sofia said that she had to learn how to handle stressful situations better when dealing with people for a long time. I can often take charge and set the pace at work. Now, when I take a step back and see everything clearly, I realize that some of the difficulties I have with my daughter come from the same issues. Sofia was then able to start thinking about how to use this knowledge to set goals for dealing with stress in a better way[3], [4].

We discovered that lots of young leaders, generally people under 40, have goals for learning that are better-rounded. They want to improve many parts of their lives, not just their jobs, compared to older leaders. This change happens because surveys show that people in their 20s and 30s are more balanced in how they see work and life than earlier generations. They don't want to give up as much as their parents did, so they are looking for a balanced life. They are not waiting for a major problem to happen before they pay attention to their relationships, spiritual life, community responsibility, and physical health. Many older people they work with are also reaching the same conclusions, but they see it as just a normal part of getting older, reaching middle age, and having a crisis in their career.

Philosophy: How People Determine Value

Clearly, what we believe in is important for finding our best self. As we go through life, our values can change because of things like getting married, having a baby, or losing a job. But the way we see the world and think about life stays more constant. A person's philosophy is how they decide what is important to them and what kind of leader they prefer. A leader who cares most about meeting targets and getting things done will. Write down five or six rules that you follow in your work and personal life. Do you actually follow these rules, or just say that you do. Now, write a page or two about what you want to do for the rest of your life. You can write on a paper numbered 1 to 27 and list all the things you want to do or experience in your life. Don't think too much about what's important or useful, just write down whatever you think of.

This exercise is difficult because people tend to focus on their immediate tasks and not on longer-term goals. But the short-term plan only looks at the urgent things, not the important ones. When people think about the future and what they want to do before they die, they start to see new things they can do. When we work with leaders and ask them to do this exercise, we've noticed something surprising: Most people list a few goals related to their jobs, but 80 percent or more of their lists are about things that are not related to work. After they finish the exercise, and start examining their writing, they notice patterns that help them understand what their true dreams and goals are starting to become clear. I like to be in charge and don't see the point in using a more fair way of doing things. Knowing what guides your beliefs can show you how your best self-shows your values[5], [6].

For instance, a consultant says that "family" is really important to him, but he still travels for work and is away from his wife and kids for most of the week. He says he is showing what is

important to him by giving enough money to support his family. On the other hand, a manufacturing manager who considers "family" as the most important thing has rejected job advancements so he can have dinner with his wife and children every night.

These two men might be different because one may not know his true beliefs, or act differently from what he believes in, or interpret things differently. So, they show big differences in how they think about the worth of people, organizations, and activities. These differences may show different ways of thinking and working - the most common being practical, intellectual, and focused on people. And even though no belief system is better than another, each one has a unique influence on how a person behaves, thinks, and feels. A pragmatic philosophy thinks that something is good if it is useful. People with this philosophy believe they are in control of their lives and they often assess things to see if they are valuable. So, it's not surprising that being practical and managing yourself is important for emotional intelligence. Unfortunately, they usually but not always tend to use a pacesetter leadership style instead of a democratic, coaching, or affiliative style, because they focus on their own goals and not the team's.

"Meet Larry Ellison, the top boss at Oracle Corporation. He always tries very hard to get a lot of customers, and he often tells his employees to "beat" and "get rid of" other companies in the market. He also regularly compares the company's progress to its competitors, showing his practical approach through the many comparisons he mentions in his speeches and interviews. The main idea of intellectual philosophy is wanting to figure out how people, things, and the world work, so that we can feel more confident about what might happen in the future. People who follow this belief use logic to make choices and judge the value of something based on a set of principles that emphasizes reason. People with this way of thinking depend a lot on their thinking skills, and sometimes they don't focus on their social skills. Someone smart might say, "If you have a good idea, people will believe it. There's no need to persuade them about how good it is. They can use a leadership style that focuses on the future if the vision makes sense. John Chambers, the leader of Cisco Systems, thinks about how we can use technology to improve our lives in the future. He says that electronic systems will change clothes temperature when people go from a warm house to a cold car. He talks a lot about his beliefs, like a preacher talking about the Bible. He's confident that his company can make a better future, and wants everyone to help make society better.

The main idea of humanistic philosophy is that having strong connections with others is what makes life meaningful. People who follow this philosophy believe that family and close friends are more important than other relationships. They value human values. They judge if an activity is good or bad based on how it impacts their relationships with family and friends. A pragmatist may believe in sacrificing a few people for the greater good, but a humanistic leader sees every person as valuable and wants to build good relationships with others. So, humanistic leaders like to use styles that focus on working with others, like democratic, affiliate, or coaching. For instance, Narayana Murthy is the CEO who started Infosys Technologies Limited in Bangalore, India. He wants to involve everyone in their work and use a style of leadership where everyone has a say. As a result, he has made Infosys a top choice for people who want to work in the custom software development and maintenance industry. Murthy thinks of himself as someone who believes in making money but also cares about helping others [7], [8].

DISCUSSION

As people's careers progress, their dreams and goals change. They also start to see what is important in their life and work differently. At the same time, the image of their ideal self-

changes as they get older. These changes decide which skills people want to use and where they feel the most interested in using them. Sometimes, people can lose sight of their goals by sticking to the same routine and not paying attention to their dreams and priorities. That's why many older leaders change jobs to start a new career. When leaders have achieved most of their career goals and feel like experts in their field, they can start to lose interest in their work. Leaders can feel more energy when they have a new goal, like helping others. Peter Lynch was a great leader. When he was doing really well at his job as the leader of the very successful Fidelity Magellan Fund, Lynch said he was leaving the company. He didn't want to run another company, but instead, wanted to make a charitable fund with his wife. He said he wanted to help others because he had been successful. He wanted to do it when he felt full of energy and fresh ideas.

Our perfect self-image motivates us with our passion and emotions. A personal vision is a very important idea of what we want in life. It helps us make decisions and tells us if we are happy with our lives. However, if you want to be in charge of a group, just having your own vision is not sufficient. A leader must have a clear idea of what they want the organization to achieve. It's hard to get people excited without knowing what to do and where to go. This is where a person's idea of how they want to be becomes a vision that they share with others for the future. To understand what others want, you need to be open to their hopes and dreams[9], [10].

Being enthusiastic and dedicated

Jurgen, the boss of a Swiss bank, was unsure about his commitment. The bank was doing okay overall, but some of the top managers weren't really committed to their work and didn't have the right skills for their positions. Jurgen didn't think he could go against the usual way of doing things and ask them to quit their jobs. Also, he didn't know what was happening in other parts of the bank. Nobody ever told him the right information because they were scared to say anything negative or controversial. Jurgen was not feeling like he was doing a good job at work and wasn't enjoying it anymore. He thought his only choice was to quit.

However, during our six-month work with Jurgen, he was able to create a clear picture of his life and how he leads at the bank, which made him feel energized and motivated. Equally, it also motivated the people he was in charge of. "Jurgen started by thinking about himself, and looking at his own life and what he wants both at work and outside of work. He explained clearly why he was not happy with the situation at the bank. Comparing what was really happening with what he wanted to happen helped him see clearly what needed to change. It also made him feel a little worried.

He wondered if he liked the company and its people enough to stay for the hard work ahead. One summer day, Jurgen talked to a friend while hiking and admitted he was scared he couldn't make the necessary changes. He thought about the past, present, and future, and he thought about the people he had worked with for a long time. He thought about the problems and how he could make things better if he did it right. He thought about his goals and focused on what could improve if he went back to the bank and fought for it. At the end of the walk, he decided, "I will do It [11], [12].

Jurgen felt excited when he decided to get back into a leadership role. It made him feel passionate and energized. Passion gives you courage, and Jurgen discovered he had enough to tackle the challenging tasks ahead. Knowing who you really want to be and the life you want to have, like Jurgen did, requires understanding yourself. Once you figure out who you want to be, you will feel hopeful and be able to overcome the habit of being stuck. Napoleon said that a leader gives people hope. It's hard for leaders to find hope themselves. There is the

ability to bring out and express one's own best self-image and the shared ideals that come from it - and to guide others in the same direction. This type of leadership needs a clear idea of what's really happening, not just a plan.

The Second Discovery

If you put a frog into hot water, it will quickly hop out. However, if you put a frog in a pot of cool water and slowly make the water warmer, the frog won't realize that the water is getting hotter. It will stay there until the water gets hot, and will get hot along with it. The fate of the stolen frog is similar to some leaders who get stuck in their routine or let small things turn into big habits, and then they stop making progress. Let's think about John Lauer as an example. When he became president of BF Goodrich, no one would have thought things would stay the same for so long. He was a tall and handsome man with a nice smile. He faced his leadership challenges with energy and did well as a democratic and forward-thinking leader. For example, when Lauer met with important leaders in a company division, he listened closely to their conversation. Then he shared a vision for the company that used its current strengths and prepared it to do well in global markets. The people in the room nodded their heads to show they were inspired by his vision. In the next few years, as the company changed, Lauer stayed as a good leader and worked well with his top executives.

About six years after becoming the leader of BF Goodrich, he gave a speech to a group of executive MBA students and it was clear that he wasn't as charismatic as before. He spoke about business and management problems, but it all seemed ordinary and kind of boring. The excitement that many people used to feel about his work was no longer there. Like a frog slowly boiling in water, Lauer had slowly gotten used to feeling disappointed, frustrated, and bored with the rules and ways of a big company. He was not feeling excited about his job anymore. It's not surprising that Lauer left the company a few months after giving a disappointing speech. He wanted a change from his job in a big company, so he started working with his wife, Edie, who helped people in Hungary. Facing his lack of energy and interest as a leader, Lauer was starting a journey that would help him make a second important discovery. To get better at understanding and managing emotions, leaders need to figure out who they really are once they have an idea of what they want in life. It would be a journey that would help him look inside and find the leader within himself.

Two years after leaving BF Goodrich, Lauer attended a leadership training course as part of a program for top managers. He still said he didn't want to run companies anymore; that part of his life was over. Going for a doctorate degree was like starting a new chapter in his life. He didn't know exactly what he would be doing, but he felt optimistic about what lay ahead. At the seminar, Lauer thought about what was important to him, what he wanted to achieve, and what he was good at. As he thought about the next ten years of his life and what he was good at, he realized he really enjoyed being in charge. He remembered feeling excited while leading a company, working with a team of executives, and creating something important. One day he woke up and decided that he would be willing to take a CEO Job again. He would enjoy a situation where he can use the ideas he learned in his PhD program and have fun. He called back a few people who were looking to hire him, and within a month he was offered a job as the leader of Oglebay Norton, a company worth \$250 million that works with raw materials. He showed a good example of the democratic style by listening to employees and telling his leadership team to do the same. He said a really good idea for the company again and again. One of his managers said, "John makes us feel more positive, confident, and driven to do our best. Even though the company sold ordinary things like rocks and sand, Lauer made big changes in the first year, and the company was featured in famous magazines and newspapers.

Lauer left BF Goodrich because he had a different plan for his life. That was the first discovery of the perfect version of oneself. After realizing the problems he was facing and understanding his strengths, he was able to regain his passion for leading. That eventually helped him to get back on track and feel satisfied with a new leadership role.

The Elusive Real Self

Understanding your true self begins by recognizing your skills and interests, and being aware of who you are as a leader. This can be harder than it seems. First, you need to be very aware of yourself to overcome the habit of not paying attention. Our lives can change slowly over time because of our daily habits, making it difficult for us to see the actual changes happening. It's like trying to see yourself in a foggy mirror: it's hard to see the real you. And when we finally start to see things more clearly deceiving ourselves is a strong trap. It makes it hard to see ourselves clearly. As a result, we believe more in things that support our wrong beliefs about ourselves and we don't pay attention to things that don't. Actually, those distortions are not always in favor of oneself.

In coaching sessions with leaders, we have noticed that some powerful executives don't realize how effective they are, even though their colleagues think they are great leaders. Some leaders may seem humble because they don't think highly of themselves, but it's often because they have very high expectations for how well they should do. So, they think about what they're not doing right instead of what they're doing right. The easiest way to fix the way we see ourselves is to listen to what other people say about us and how they see us. It seems easy, right. With all the people in our lives who could tell us how we're acting, you'd think we'd get a lot of feedback and be able to fix how we see ourselves. One reason is the CEO sickness that we looked at before. This phenomenon causes people to not tell their leaders important information about how they behave and lead, as well as the state of the organization. People don't speak up because they are afraid of the leader's anger, they don't want to be the ones delivering bad news, or they want to seem like good team players.

CEOs aren't the only ones with this problem: Most leaders don't get the feedback they need. Sometimes people feel uncomfortable giving honest feedback about someone else's behavior. Not many people want to make someone feel bad on purpose, but sometimes they don't know how to give advice without being mean. So, they often try too hard to be nice. But when they give feedback, it's not helpful because they don't tell the truth about someone's behavior or style.

The chef wanted real praise from people, not just empty compliments because he owns a business. Similarly, people in organizations may mix up being kind with giving useful feedback to others. This is especially true for leaders. For a long time, some scientists suggested giving feedback without judging the performance. It wouldn't have any good or bad things, so it would be easier to understand and more helpful. They said that if we make feedback less harsh, people would be more willing to listen to it. However, the study at the Massachusetts Institute of Technology found that when feedback was made less direct, it was not as helpful. The study was done as part of a class, and MBA students were asked to set a goal for change to work on during the 15 weeks of the course. Every week in class, students met in small groups to get advice on how they were doing. At the end of each class, everyone would tell three things they found helpful from the feedback. Unlike what was commonly suggested, giving specific feedback about what did or didn't work in someone's behavior was more helpful than not giving any feedback at all. These discoveries are logical. We all know that people watch and judge us, so we prefer to have the complete story instead of a simplified version. When people try to make us feel better by giving only positive feedback,

they are not helping us. We are missing important information that we need to get better. This is why we have learned that the best leaders who understand emotions actively look for both criticism and praise. Those leaders know they need all the information, even if it's not what they want to hear, to do their best.

Uncovering the Truth

Leaders need to break through the barrier of limited information and the efforts to keep them happy, even if they don't know everything. This will help them be more successful. Not many people are brave enough to tell a strong leader that they are too strict, or to suggest that they could be more open-minded and fair. That's why leaders who understand emotions need to find the truth on their own.

How do good leaders find out what is true. A study of almost 400 bosses found that one way they do this is by being aware of their own feelings and understanding how others feel, so they can see how their actions affect others. They are open to feedback about their ideas or how they lead. They look for people who disagree with them and value their opinions. On the other hand, leaders who are not very good at their job usually ask for feedback that confirms their own opinions. It's not surprising that these leaders didn't have a good idea of how well they were doing as leaders. Great leaders carefully evaluated themselves based on how others saw them as leaders. Similarly, data from many questionnaires, filled out by bosses, colleagues, and employees in all directions, showed that asking for constructive criticism, not just compliments, was linked to how well people understood themselves and how effective they were. If a leader knows what he needs to get better at, he knows what to pay attention to. Alternatively, people who only looked for compliments didn't do well in evaluating themselves and were less effective. Asking for bad feedback can help a person improve and do better. Who do you ask for advice and feedback that may not always agree with how you see yourself? In other words, how does a leader make sure they are seeing things clearly?

Finishing the Second Discovery

As we have learned, the first step in self-directed learning is figuring out the kind of person you want to be. The second discovery starts with finding out the truth: how you think of yourself, and how others think of you. To find out what kind of leader you are, you need to know what you are good at and what you can improve on. This means understanding the difference between the perfect leader and the leader you actually are. This is when you start learning on your own: You look at the things you like about yourself and want to keep, and the things you want to change or adjust to fit your new situation. A person's self-awareness means knowing what they want to keep and what they need to work on. This helps them be ready to make changes.

You realize what is important to you and want to hold on to it. Similarly, you can recognize what you need to improve. Each thing should be considered in relation to the other - what to keep and what to change. For example, sometimes a strength can cause a problem, like using too much initiative and not being able to control your emotions. Sometimes, a gap is based on a strength. For example, if you have a hard time adjusting, it could be because you are a passionate leader who gets too focused on one idea. Your leadership strengths are the things you are good at. They come from when you are being true to yourself and being the person you want to be. When the way things really are doesn't match the way you want to be as a leader, that's your "gaps." Trying to figure out who you are and who you want to be is like solving a puzzle. First, look for the edge pieces and then add more pieces one at a time. At first, you may not understand the picture, but as more pieces come together, you will see the whole picture clearly.

CONCLUSION

The stories of leaders like Sofia, Jurgen, and John Lauer show how having strong personal values can help them become better leaders. The main idea is that becoming a good leader involves personal and emotional growth. The examples show that traditional leadership programs are not good enough because they don't consider how professional growth is connected to all aspects of life. Young leaders want to have a better balance in their lives and want their work to have a clear purpose. This shows that society's values are changing. Studying different leadership philosophies helps us understand how people decide what they value and how they lead. This way of thinking shapes how decisions are made, how people interact with each other, and how leaders lead. The changing idea of the perfect self is a main focus, showing that leaders need to constantly change and grow to meet new goals. Jurgen and John Lauer's experiences show that you can still find passion even after reaching the top of your career. This means that for someone to be a good leader, they need to figure out who they want to be and face the real world.

REFERENCES:

- [1] K. L. Cullen-Lester, C. K. Maupin, and D. R. Carter, "Incorporating social networks into leadership development: A conceptual model and evaluation of research and practice," *Leadership Quarterly*. 2017.
- [2] R. T. Harrison, "Leadership, leadership development and all that jazz," *Leadership*, 2017.
- [3] C. Forde and D. Torrance, "Social justice and leadership development," *Prof. Dev. Educ.*, 2017.
- [4] G. K. W. Wong, "Leadership and leadership development in academic libraries: a review," *Library Management*. 2017.
- [5] R. Elkington, N. J. Pearse, J. Moss, M. Van der Steege, and S. Martin, "Global leaders' perceptions of elements required for effective leadership development in the twenty-first century," *Leadersh. Organ. Dev. J.*, 2017.
- [6] E. McGowan and E. Stokes, "Leadership and leadership development within the profession of physiotherapy in Ireland," *Physiother. Theory Pract.*, 2017.
- [7] P. Sørensen, "What research on learning transfer can teach about improving the impact of leadership-development initiatives," *Consult. Psychol. J.*, 2017.
- [8] C. Kiersch and J. Peters, "Leadership from the Inside Out: Student Leadership Development within Authentic Leadership and Servant Leadership Frameworks," *J. Leadersh. Educ.*, 2017.
- [9] P. Gentle and L. Clifton, "How does leadership development help universities become learning organisations?," *Learn. Organ.*, 2017.
- [10] K. A. Crowne, T. M. Young, B. Goldman, B. Patterson, A. M. Krouse, and J. Proenca, "Leading nurses: emotional intelligence and leadership development effectiveness," *Leadersh. Heal. Serv.*, 2017.
- [11] E. B. Van Oosten, K. Buse, and D. Bilimoria, "The leadership lab for women: Advancing and retaining women in STEM through professional development," *Front. Psychol.*, 2017.
- [12] S. A. Haslam, N. K. Steffens, K. Peters, R. A. Boyce, C. J. Mallett, and K. Fransen, "A social identity approach to leadership development; The 5R program," *J. Pers. Psychol.*, 2017.

CHAPTER 9

AN EXPLORATION OF SUSTAINING LEADERSHIP CHANGE

Aditya Kashyap, Assistant Professor
Department of ISME, ATLAS SkillTech University, Mumbai, India
Email Id-aditya.kashyap@atlasuniversity.edu.in

ABSTRACT:

The intricate dynamics and challenges involved in maintaining transformative leadership initiatives within organizations. Drawing from real-world examples and research insights, the article delves into the complexities of leadership change, emphasizing the need for a strategic and adaptive approach. The narrative navigates through the various stages of leadership change, shedding light on the initial impetus for change, the implementation process, and the often-overlooked aspect of post-implementation sustainability. Leaders are urged to move beyond episodic change events and embrace a continuous, adaptive mindset to ensure long-term success. Key components such as organizational culture, employee engagement, and leadership resilience are examined in the context of sustaining change. The article advocates for a holistic perspective, emphasizing the interconnectedness of leadership, organizational dynamics, and the broader socio-cultural landscape. Insights from successful cases underscore the importance of aligning leadership change with the organization's core values and fostering a resilient culture that can weather the inevitable challenges. The human element is accentuated, emphasizing the role of leaders in cultivating a sense of purpose, trust, and collaboration among team members.

KEYWORDS:

Continuous Improvement, Culture, Flexibility, Innovation, Organizational Resilience, Performance Metrics, Stakeholder Engagement.

INTRODUCTION

Like the CEO disease, leaders find it difficult to recognize their strengths and weaknesses by themselves. To become a better leader, you should ask others for their opinions so you can understand yourself better. The 360-degree method gives a complete view. Gathering information from different people like your boss, coworkers, and employees can help you see how you behave and how others perceive you from different angles. The 360-degree view shows a clear picture of your skills and abilities. Whether this agreement really shows who you are depends on two things: the people who take part in the 360-degree assessment actually talk to you regularly, and you are open with them [1], [2].

It's important to ask many different people for feedback because getting different perspectives gives you a better understanding of the situation. In lots of ways, you act differently around different people and in different places, like with your partner, boss, or coworkers. Certainly, the studies on various types of feedback show that it's common knowledge that supervisors, colleagues, and employees all notice different things about someone's behavior. That's why the same leader can appear very different when you look at them from each of these viewpoints.

For example, a study at a trucking company by professors from the University of Tulsa found that employees rated their managers as very responsible, while the managers themselves rated

their own emotional strength as their biggest strength. The managers thought they were really good at dealing with people, but their staff and even their bosses didn't agree and rated them as not very good at it. Both sources agreed that the managers were not good at giving feedback. These managers needed different viewpoints to help them see things they might miss and to get a better understanding from different sources of feedback.

In a different study, Fred Luthans and his fellow researchers from the University of Nebraska studied leaders to see if being successful and being effective meant the same thing. They saw success when they got promoted, their salary went up, and they received more money overall. But they said being effective means getting agreement from all the people involved, especially the ones lower in rank, who they thought would consider the future. They also gathered what other people thought about how the leaders acted. It's no surprise that the bosses think that managers need to be good at making connections, communicating, and influencing others. These are the skills that are important for managers when working with their higher-ups. However, the employees saw these managers as being good at helping others improve, working well in teams, and understanding others' feelings. These are important skills for leading others.

The way bosses and their employees view a leader's strengths shows why it's important to use a 360-degree assessment in leadership training. Good leaders use their skills in different situations, showing some to one group of people and others to a different group. People in different groups will only see a part of a leader's skills and abilities[3], [4].

Out of all these opinions, the opinions of the people who work for the leader and their colleagues seem to be the best way to predict how effective a leader really is. For example, in a long-term study of how well leaders in a government agency did their job, it was found that the opinions of their employees were the best way to predict how successful and effective the leader would be, even two or four years later. Even after seven years, the workers' evaluations were better at predicting the leader's success than the leader's own evaluations. The opinions of the lower-level employees were just as good at predicting as the fancy ratings based on performance tests done in assessment centers.

The Control of Spaces

Once you are sure that you understand yourself well from feedback, you can then think about what you are good at and what you need to work on. Many people tend to focus only on the things that are missing. In organizations, people talk about them a lot, especially when it comes to becoming a better leader. A work environment can encourage people to focus on areas where they need to improve, especially when the leader tends to point out what is wrong with the organization instead of what is going well. These leaders are often driven by a strong desire to achieve success and have a practical way of thinking.

However, people with low self-confidence often focus on their weaknesses and doubt positive feedback. Usually, these leaders focus on their weaknesses and don't pay attention to their strengths when they review feedback from all angles. Focusing on missing information can make people feel anxious and defensive, activating the right prefrontal cortex in the brain. When someone becomes defensive, it usually makes them lose motivation instead of gaining it. This can get in the way of learning on your own and chances of making a change. The Personal Balance Sheet is a document that shows what you own and what you owe[5], [6].

Despite the possible problems with this method, many leadership training programs or managers who do performance reviews often justify this mistake by saying "don't fix what isn't broken. This means they ignore people's strengths and only focus on their weaknesses.

However, this means that the things that people find important, love, and are most proud of are no longer recognized or appreciated. Only focusing on the things that are missing is not good. It can make you feel sad and not motivated. It can also make things unbalanced. Our strengths show the important things we've learned as leaders throughout our lives and careers. They are the most important lesson we have learned, similar to the profit a company keeps on its financial records.

Qualities that leaders have shown for many years, also known as their special talents, are usually things they want to keep, even if they aren't using them right now. These signatures give leaders natural resources to use. For example, Herb Kelleher, who led Southwest Airlines for a long time, always had a great sense of humor. As a boss, he enjoyed making jokes and making others laugh. He used this strength well: Being playful became a strong point for the company southwest and made it different from other companies. By asking people about what they are good at in all areas of their life, not just at work, it's easier to see what they are really good at. We found out that when you discover your strengths and weaknesses, it makes you want to change. How can you make things change? You need a plan to use your strengths, work on your weaknesses, and make your dreams come true.

DISCUSSION

Trebino was getting ready to start the third part of learning on his own: making a plan that would help him become a better leader. This plan should focus on things that a person really cares about, and give them practical steps to make them happen. It should focus on what he is good at and also help him improve on the things he's not so good at. To become a better coach, Trebino knew he needed to work on being more understanding and caring towards others. He chose to do things in different areas of his life to improve his skill. Trebino wanted to get to know all his employees better as part of his learning plan. He believed that if he knew more about them, he could help them achieve their own dreams and goals. He arranged to meet with each worker outside of work, in a relaxed place, so they could talk about their future goals[7], [8].

Trebino wanted to improve his ability to understand and help others, so he looked for opportunities outside of work to practice. He coached his daughter's soccer team and volunteered at a local center for families going through difficult times. Both activities gave him a chance to practice understanding others and to develop new coaching skills. These new places helped him to pay better attention and stay focused on his learning goals. It's like getting a new pair of glasses: It gives you a new way to see the world and helps you notice where you could do better.

The more areas of our lives we can connect to our goal of learning leadership, the more opportunities we have to practice. A research at Case Western Reserve University found that people who tried using their new skills in different areas of their lives, not just at work, improved the most. And those changes could still be seen even two or more years later. Paying attention to when you can learn something new and taking advantage of those moments helps you get better faster. Life is where we learn the most. It's important to remember that plans that only focus on specific goals are not as good as plans that compare your ideal self with your real self.

The third discovery: a plan for learning.

Leadership coaching focuses too much on ways to improve performance, which makes it seem like a punishment or a way to fix something that's broken. Instead of just doing something without thinking, learning goals should be meaningful to a person and connect with their own aspirations. A "performance agenda" is all about achieving success, which means a person has to show that they are successful. It can make people feel defensive. These plans don't show how our personal dreams can align with the goal.

A learning agenda is about making changes to improve how you do your job. It's not surprising that plans focused on learning instead of results have been found to be the most effective for improvement. For example, in a program to get better at talking to others, having a plan to learn made people give much better speeches. But having a plan to do well just made people feel defensive, not wanting to make mistakes, and didn't give them clear ways to actually get better. The best learning plan helps you concentrate on your own goals instead of what others think you should do. We should aim for setting standards for how well we want to do, instead of just following someone else's idea of success. When creating goals for learning, it's best to connect them to goals that excite you and use all of your talents [9], [10].

However, when given a goal to perform, it can make us feel anxious and doubtful, which can reduce our motivation and may not improve our performance. For instance, in sales, learning goals are better for improvement than performance goals. Setting important developmental goals moves us from thinking about change to taking actual steps to change. Our learning goals help us practice in our minds to prepare for changing how we behave. The part of the brain that helps us to be present and aware is called the prefrontal cortex.

Just like we saw with Juan Trebino, setting specific goals can turn life into a place to learn. Trebino learned to manage his feelings by spending time with his daughter's soccer team, at a crisis center, and with his coworkers. The goals helped him keep track of how he was doing and reminded him to focus. He was trying to change his habits that had become automatic, but first he needed to become aware of them. By paying more attention to situations like talking to a colleague or coaching soccer, he was able to break his old habits and try new responses instead. This signal for changing habits affects our brain and what we see and perceive. Scientists at the University of Pittsburgh and Carnegie Mellon University found that when people get ready to do something, their prefrontal cortex, which helps them make decisions and take action, becomes active. Without getting ready first, the prefrontal cortex doesn't turn on ahead of time. Therefore, if a person was already thinking about the task, they will do better at it.

Practicing in your mind is really important when we want to change our old leadership habits and do things in a better way. One of the scientists in this study discovered that the front part of the brain becomes very busy when a person is getting ready to change a habit. The active prefrontal cortex shows that the brain is focused on what is going to happen. Without feeling excited or interested, a person will keep doing the same old bad habits. The boss who doesn't listen will once again interrupt his employee; the leader will start another very harsh criticism.

Leadership skills are habits that we learn without realizing it, so it's not easy to change them. It's hard to break old habits and stay focused. It takes a lot of effort and reminders to do it. As time goes on, reminders will be needed less because the new habit will become stronger in the brain.

Setting goals: A different way of thinking

People have been setting goals and making plans to reach them for a long time. Benjamin Franklin explained a way to become a good person by setting daily and weekly goals to improve behavior. Research has shown that there is a science to this process. In the 1960s, David McClelland, a professor at Harvard University, found that when entrepreneurs set specific goals and make a plan to reach them, they are more likely to succeed. David Kolb, who was a student of McClelland, did some research at MIT to figure out the important parts of setting goals to make them better.

Managers know a lot about setting goals nowadays. They have to plan their own days and set goals for meeting yearly performance targets. They also have to do the same with each of their team members. In addition, they help plan the strategy for different parts of the company. They have lots of tools to help them make plans, like activity books and electronic devices. Managers often say they don't have enough time to do their work because they have to spend a lot of time planning.

With all this excitement about planning, what new information or tools could be helpful? Studies of people who have gotten better at understanding their emotions have found some important things about what helps and what doesn't. Some things may seem obvious and make sense, but people don't always do them [11], [12].

Goals should build ON strengths

Demetrios was the boss of a growing company that does research and gives advice. He was a good boss and led the company in a fair way. He was good at understanding himself and others, and skilled at making connections, working in a team, and helping others improve. Using his skill for getting ideas from other people, he helped the company during a difficult time and made it grow and take over more of the market.

But when the company was successful, Demetrios had a problem about being a leader. The people who work at the company are wondering what the company will do next. They wanted a leader with big ideas and able to make difficult decisions to keep their growth going. Demetrios's way of leading the company was too relaxed and allowed the partners to do whatever they wanted. This could have caused the company to fall apart. Demetrios learned a lot from working with an executive coach. It showed how setting goals can help improve skills and fill in any gaps. Together, they found that Demetrios needs to work on being more assertive and using his power to influence and manage conflicts better. They noticed some gaps in his style that show this. The coach showed Demetrios that he was not using his leadership and change skills at work like he does with his clients.

Demetrios wanted to become a better leader at work, so he set a new goal for himself: to treat the company as if it were his top priority. He would use his ability to understand people's feelings to solve problems at the company as if they were his own. He made a plan to figure out how his organization should tackle problems. He made it a daily habit to write a memo to himself with ideas for solving problems.

His second goal was to become a better leader during company meetings by being inspiring. For instance, he always started each group meeting by reminding everyone why they are in business - their vision, values, and mission. At first, he felt a little embarrassed and awkward, but as he kept practicing new visionary habits, it started to feel more normal and less silly. He was good at inspiring clients and working well in a team. For instance, when he talked about

what the company wants to do at the start of a meeting, he also asked the group for their ideas about what the company should aim for in the future.

Demetrios used his strengths to feel confident while following his learning plan. He already helped his clients and did what he needed to do for his own company. The company made three times more money in the next six years. Demetrios decided to work on his leadership style and improve his skills that are almost at the point of making him an outstanding performer.

David McClelland was the first person to use tipping-point analysis to study skills and abilities. Previous research already found out what skills are needed to be really good. But this new way of looking at things asked a different question: How much of these skills do you need to be really good. In Demetrios's situation, he was almost good at two skills - being a good leader and making big changes happen. But he was not so good at two other skills - influencing people and dealing with conflicts. If he wanted to come up with an idea by himself or with a few people and then convince everyone else to go along with it, he would have had to work hard on improving his skills in persuading and handling disagreements. However, if he focused on developing new habits that were similar to his current style, he was more likely to succeed in building a good visionary leadership style.

When Mark Scott, who helps with communication at a bank, thought about how he had changed after a training program for leaders, he said he had improved in three ways. He felt like he could understand people from different backgrounds better, make good relationships with many different kinds of people, and adapt well to new and uncertain situations. The profits showed that he met the first three goals he had set two years ago. But when he was asked about the fourth and fifth goals in his plan, he couldn't remember what they were. "He said those were the goals of my boss. She said a good plan for learning should cover all the missing parts in my tests.

It seems like Scott didn't agree with what someone else thought he should do. But often, people set goals because someone, like a boss, mentor, coach, or spouse, tells them to change. It's important to remember that if you are personally committed to your learning goals, you are more likely to achieve them. This is where passion and hope are really important for learning and achieving your dreams. The harder the goal, the more important it is to stay dedicated to it. I have never made a plan for what I want to achieve - not for my job or my personal life. "But I always knew that that whatever I do, it will be in line with what I think is important," said the entrepreneur when asked about his plans for the future. He owns a consulting business and is very successful in his work and personal life. He makes decisions about his future based on what he thinks is important to him, like his values, beliefs, and how he wants to live his life. He has set a direction for himself without any specific goals, like a specific job. But he has some tips to help him make decisions in life, and he relies on understanding himself and being good at finding good chances.

Compare the way the entrepreneur approaches things with how Denise Cesare, the CEO of Blue Cross of northeastern Pennsylvania, does things. Since she was young, Cesare has always had clear, specific goals and knew where she wanted to be in the future. "Public accounting is a career where you either move up or you have to leave the profession. So when I joined, I wanted to become a partner. When I started working in healthcare, I imagined myself becoming the leader of a company someday. I concentrated on my goals, stayed positive, remembered what's important to me, and worked towards my goal slowly but steadily. And that's exactly what she did. She did exactly that. At every step, she focused on achieving success in different parts of her career, always keeping her goal in mind. She's

good at understanding her surroundings, focused on reaching her goals, and knows how to handle changes. On the other side, there are people who don't think about the future at all, at least not like we usually do when we plan ahead. They make the future as they go, stubbornly holding on to their right to do whatever they want. The leader of a consumer goods company says he doesn't want to spend time worrying about what will happen in the future. That doesn't mean he can't be successful in both his personal and professional life. However, he usually focuses on being successful right now and lets what's happening at the moment affect how he acts.

There is no one correct way to plan for the future. Research shows that it is a very personal process. When people try to follow a set plan, their learning plans usually get ignored. Not every plan works for everyone when you are preparing for your future.

We have found that each planning style people use has skills worth learning. Some people are good at planning for the future and have a clear vision of what they want to achieve. They focus on their values and beliefs to create a meaningful picture of the future. Others set specific and measurable goals and are more likely to reach them. Knowing how to make goals can help people concentrate their energy in the right place at the right time. On the other hand, being focused on taking action leads to getting a lot done in a short amount of time. Furthermore, the freedom in this type of planning allows for unexpected and fortunate discoveries that improve creativity. In the end, even though we might want to ignore it, we all have to consider the "shoulds" when planning for the future. It's important to keep that in mind when thinking about what's to come.

CONCLUSION

It's really important to have a smart, flexible, and overall approach to make sure that leadership changes work out in the long run. As companies deal with changes, they learn important things about how to make changes last. Leaders need to remember that making change last for a long time is more than just starting it. They also need to keep being devoted, strong, and ready to adapt. The ending shows that leaders need to take action to deal with problems and take advantage of opportunities after a plan is put into action. The conclusion focuses on the importance of people and their role in creating a culture of working together, trust, and having a goal. Leaders play a big part in making this happen. Understanding how leadership, company culture, and the bigger social context are all related, the recommendation is for leaders to connect their changes with their main beliefs and involve employees in the process. The conclusion says that to keep leadership change going, you have to keep adapting over time, not just do it once and be done with it. Leaders are encouraged to stay watchful, always check how change is affecting things, and change plans if they need to.

REFERENCES:

- [1] J. Jabbal, "Embedding a culture of quality improvement," *Kings Fund*, 2017.
- [2] C. M. Casey, E. M. Parker, G. Winkler, X. Liu, G. H. Lambert, and E. Eckstrom, "Lessons Learned from Implementing CDC's STEADi Falls Prevention Algorithm in Primary Care," *Gerontologist*, 2017.
- [3] A. Nugent, N. Hancock, and A. Honey, "Developing and Sustaining Recovery-Oriented in Mental Health Practice: Experiences of Occupational Therapists," *Occup. Ther. Int.*, 2017.

- [4] C. Ubaka, E. Brechtelsbauer, and D. A. Goff, "International mentoring programs: Leadership opportunities to enhance worldwide pharmacy practice," *Hosp. Pharm.*, 2017.
- [5] P. Ayieko, G. Irimu, and M. English, "Effect of enhanced feedback to hospitals that are part of an emerging clinical information network on uptake of revised childhood pneumonia treatment policy: Study protocol for a cluster randomized trial," *Trials*, 2017.
- [6] J. Schulkers, "Servant Leadership and Affective Commitment to Change in Manufacturing Organizations," *Walden Diss. Dr. Stud.*, 2017.
- [7] S. A. Green, D. Bell, and N. Mays, "Identification of factors that support successful implementation of care bundles in the acute medical setting: a qualitative study," *BMC Health Serv. Res.*, 2017.
- [8] C. M. Casey, E. M. Parker, G. Winkler, X. Liu, G. H. Lambert, and E. Eckstrom, "Falls and fall injuries among adults aged ≥ 65 Years," *Gerontologist*, 2017.
- [9] Y. Y. Li, "Processes and Dynamics Behind Whole-School Reform," *Am. Educ. Res. J.*, 2017.
- [10] K. K. Brown, J. Maryman, and T. Collins, "An Evaluation of a Competency-Based Public Health Training Program for Public Health Professionals in Kansas," *J. Public Heal. Manag. Pract.*, 2017.
- [11] U. Nexus, "Major asian airlines uses Nexus™ framework (Whitepaper)," *Scrum.org*, 2017.
- [12] K. Grint, C. Holt, and P. Neyroud, "Cultural change and lodestones in the British police," *Int. J. Emerg. Serv.*, 2017.

CHAPTER 10

LEADERSHIP LEARNING: STRATEGIES FOR EFFECTIVE GOAL SETTING, LEARNING STYLES, AND BRAIN REWIRING

Hemal Thakker, Assistant Professor
Department of ISME, ATLAS SkillTech University, Mumbai, India
Email Id-hemal.thakker@atlasuniversity.edu.in

ABSTRACT:

The intricate process of developing effective leadership skills. The narrative emphasizes the critical aspect of aligning personal goals with one's lifestyle and work style, highlighting the significance of specific emotional intelligence competencies. Drawing from the analogy of two friends learning to sail, the text explores the diverse approaches individuals can take to achieve a common goal based on their learning preferences. It introduces the concept of stealth learning, where leadership skills are honed by integrating learning into various life activities. The abstract also underscores the role of learning styles, encouraging individuals to leverage their preferred mode of learning for optimal results. Furthermore, the narrative delves into the brain's role in leadership development, emphasizing intentional change and practice to rewire neural pathways and master new leadership habits. "Leadership Learning" offers valuable insights into the multifaceted journey of becoming an effective leader, providing strategies for goal setting, understanding learning styles, and leveraging brain rewiring for sustained leadership development.

KEYWORDS:

Mentoring, Problem Solving, Resilience, Self-awareness, Skill Development, Team Collaboration, Visionary Leadership.

INTRODUCTION

One common mistake people make when setting goals is choosing activities that are hard to do with their current schedule and work habits. In earlier chapters, we learned that when people focus on specific emotional intelligence skills as their learning goals, the improvements they make last longer compared to setting general goals. Focusing on one goal for improvement can make a big difference in how well you do. Having a clear and practical plan for learning can help you improve the most. Which of these goals will be possible for someone depends on the things going on in their life. To achieve a goal, you have to fit it into your busy schedule. And because taking action often takes more time, you have to decide what activities you will give up in order to make time for reaching your goal. Another option is to incorporate your steps into your daily routine.

For example, instead of joining a group to practice giving presentations, one manager we know decided to use her daily staff meeting as a place to practice. She found new ways to practice by taking on extra assignments, which let her give reports to the group. She used what she learned in her job every day to make herself a better leader. Most leaders have a favorite way to learn, a way that feels most comfortable for them. Instead of trying to change how you learn or forcing yourself to learn a certain way, it's better to use your favorite way of learning. For instance, imagine two friends who both became CEOs quickly. They wanted to learn how to sail one summer. Someone bought a small boat that is twelve feet long. They want to practice using it for a month on the coast of Maine. His friend signed up to learn to sail in Boston harbor [1], [2].

On the first day, the person who just bought the small boat was starting to launch it from the beach in Maine, while his friend was in a classroom learning how to sail. After he got used to the theory of sailing, he could start sailing big boats right away. In the meantime, his friend was in the water near Maine right from the beginning, even though he was in a small boat. He was also figuring out things on his own, like why a centerboard is helpful. In the following years, he used his new skills on bigger and bigger boats. In the end, each friend learned the skill they wanted, but they each learned it in very different ways. The person who owned the small boat liked to learn by doing things, while his friend liked to learn by thinking and planning first. Both new sailors were lucky because they were able to learn by trying things out.

Studies have shown that people learn better when they use methods that work for them. The Learning Style Inventory was made by David Kolb at MIT. It has been used for over thirty years to understand how people learn in different fields like management, medicine, and law. People learn best when they use a mix of two or three different ways of learning. But some people use methods that can make it harder for them to learn, especially if they use them too much or too soon. These learning styles make people lose interest in learning more or make them feel unexcited because they make learning seem dull or not important[3], [4].

Many leaders have learned how to lead teams better. If they learned from a college teacher, they probably began by studying how groups form and grow in a few classes. They might have learned about different ideas on groups and teams in a class. Instead of just thinking about ideas, they might have needed a tool to help them deal with a difficult team member on Monday morning. After a few classes, they might have thought the course didn't matter and stopped listening.

Teachers plan classes to match the way they like to learn, which is usually in a thoughtful and abstract way. However, a leader who learns better by doing and through practical experience should start by learning and applying some useful techniques right away.

Many leadership courses and workshops have the same basic agenda and don't change much. To avoid making mistakes while learning, it's helpful to figure out the way you learn best so that you don't waste your time. If you can't figure out your styles after thinking about it, there are easy tests that can help.

In summary, if you use the first three self-directed learning discoveries, you can make a plan that is both interesting and achievable to help you achieve your leadership goals. You have looked at how you want to be and how you really are, and used that to find out what you are good at and what you need to work on. After understanding your strengths and weaknesses, you have made a plan to improve your leadership skills. When you are ready and focused on your goals, you can start the last two steps of making new discoveries. Now you give it a try and find out how to keep learning like this as a leader for a long time.

The Fourth Discovery: The Fourth time when something new is found.

Changing the way the brain works

Jack was in charge of promoting products for a section of a big food company. Jack was very energetic and motivated to do better, which made him a classic leader. He always tried to find better ways to do things, and he was too ready to take control when someone looked like they might miss a deadline. Jack used to get angry and attack people who didn't do things his way. He would get upset if someone didn't meet his standards. His team complained secretly that Jack was too controlling[5], [6].

We asked his employees about their experiences and found that the climate at work was really bad, as usual. People knew what they wanted to achieve, but didn't know how to do it. Jack wanted people to do something, but he didn't tell them when they did it well. He didn't give them positive feedback for their good work. One consequence was that people felt they couldn't work the way they wanted to. They had to guess how Jack wanted them to work, and it made them feel stuck. It's not surprising that the division's business results have not improved since Jack started running it two years ago. Jack looked for a coach because his boss recommended it. First, we needed to find out what Jack is good at and what he struggles with by doing a thorough assessment of his emotional skills from all angles. He knew what he was good at: believing in himself, having lots of energy, being focused on success, taking the lead, and being responsible. Jack found out that there were big differences in how he thought he was as a leader and how his employees saw him in terms of self-control and empathy. To help Jack improve his skills, his coach spent a lot of time helping him understand the feedback he received. The coach connected Jack's weak self-control and empathy to two things he is good at: seeing different solutions quickly and wanting to fix things right away. Jack used his strengths too much and didn't use other effective leadership styles like being a visionary and a coach, which need self-control and empathy.

Once Jack realized how his weaknesses were stopping him from being the leader he wanted to be, he knew what he needed to work on. He decided to work on his weaknesses and improve his strengths, and his coach made a plan to help him learn and get better. The plan focused on using every day work experiences as a way to learn. For instance, Jack could understand how others felt when things were fine, but when he felt stressed, he didn't pay attention to others at all. His lack of self-control made it hard for him to listen when it was really important. Jack's plan was about learning how to control his feelings. His coach taught Jack a way to pay attention to how his body feels so he could notice when he might get really angry before it happens. This means that Jack learned to control his reactions, listen to others, understand information better, and have a calm conversation instead of getting angry. He didn't need to agree with the other person, but he decided to listen to their side of the story. However, Jack had to learn to recognize situations that could cause problems in order to make those changes. By paying attention to situations that have caused us to act poorly in the past, we can choose to react in a better way. This helps us to be more aware of our actions and make better decisions. It allows us to practice instead of missing another chance to change.

Jack repeated his new actions many times. He told his team when they did a good job instead of just pointing out their mistakes. He also told them their work was important for the team's goals, and he let them work without constantly checking on them. Gradually, he became more of a leader who had big ideas and helped others improve. Jack did a lot better over six months. His own notes showed that he had decreased the times when his symptoms got worse from one or more times a day to just one or two times a month. The weather in the area had gotten much better, and the amount of people there was slowly increasing again.

DISCUSSION

When a leader like Jack thinks about all the leadership skills he has, he is basically evaluating everything he has learned in his life. People start learning about leadership when they are really young. They watch their teachers, coaches, and other people in charge. These models are the first examples for how people can develop their own leadership skills and ideas about what a leader does. Then, when they start being leaders in clubs, teams, student government, or with their friends, they use what they have learned. At work, they meet new leaders and try new ways of leading, building on the skills they started with. Most of these lessons don't

teach leadership directly, but you can learn it as you go through life. But they are creating the brain's wiring for leadership habits, deciding what a person will naturally do in similar situations for the rest of their life. When a person leads a team, they tend to keep doing the same things each time. This makes their habits as a leader stronger each time they do it. Cognitive scientists use the term "implicit learning" to describe the automatic strengthening of a habit, which is different from the explicit learning that happens in school courses[7], [8].

In general, the brain learns how to be a leader through things like self-confidence, controlling emotions, understanding others, and persuading others without even realizing it. You may remember that we learn things without realizing it in the lower part of our brain, not in the thinking part. In leadership, people learn by connecting to their emotions and thoughts. This basic part of the brain learns and remembers the things we do often, like talking and working. It helps us do everyday tasks. Most of the time, people are learning without realizing it. This is called stealth learning. It's a nice system, mostly. The issue is that people learn how to be leaders in a random way by watching others or trying to lead themselves. If the first manager you admired was always in a hurry, then you might try to be a leader like that. But if he was a great teacher, then you might choose a different way to lead. The end result is that people have a combination of leadership skills, like being good at some parts of golf but bad at putting. However, as we have seen, you can get better by doing three things: being aware of bad habits, practicing a better way, and doing the new behavior every chance you get until it becomes a habit. This means you have mastered the new behavior without even thinking about it. Developing emotional intelligence skills takes a long time, not just a few days, because it involves the emotional parts of the brain, not just the thinking part where we learn technical and cognitive skills. As we've said before, the neocortex can learn fast, even when hearing something for the first time. However, the basal ganglia and its connections to the emotional centers learn in a different way. In order to become good at a new skill, they require repetition and practice[9], [10].

That's why it's difficult to learn how to be a good leader in a classroom. A teacher cannot change the way your brain works to learn new leadership habits when you are still using old ones. All you need to do is practice: When you do something again and again, the part of your brain that controls it gets stronger. People change their brains by learning new habits. This strengthens the connections between brain cells and may even help grow new brain cells. For instance, if Jack wants to become a better leader, he needs to practice new skills and change his old habits. Practicing new ways of thinking, feeling, and acting in different situations will make the new circuits in the brain more flexible and strong. At that time, someone like Jack would be leading and easily controlling his emotions while listening with understanding. This is when the brain starts to automatically use the new pathways.

Jack wouldn't have been able to improve his coaching style without trying new ways of doing things, like taking time to listen and ask questions. It was hard. When there was a problem, he got ready to take charge and try to fix it by himself. Every muscle in his body was ready to go. Jack found it easy to do, like riding a bike. He didn't even have to think about it. That's why trying out better options is really important. At first, the new way of thinking, feeling, or acting feels strange, like wearing someone else's clothes. At the brain level, a person is making the brain do something different. It's no surprise that Jack felt unsure of himself during the first week when he was trying to listen to others instead of always being in charge.

Good athletes spend most of their time practicing and only a little time competing in games. On the other hand, executives don't practice at all and spend all their time working, according to Jim Loehr and Tony Schwartz in the Harvard Business Review. Leaders often repeat the same problems because they are too focused on reaching their goals and getting things done,

and not enough on improving their leadership skills. Sometimes, a leader will try something new once or twice, and then start using it without practicing it enough. The most important thing for leaders to learn new habits is to practice them over and over until they are really good at it. If they do this, it might make them start doing their old bad habits again. If you have played a musical instrument before, you know that when you practice your sheet music enough to not make any mistakes, you can play comfortably without any worries when performing for your teacher. But when you're performing in a recital, you might forget some parts of the music. Professional musicians practice a lot. They keep practicing to get better at their music. They keep practicing until playing the instrument or breathing become natural and automatic. They keep rehearsing until they can play it without having to think and can just feel the music[11], [12].

In the same way, to become a good leader, you have to retrain your brain by breaking old habits and learning new ones. This takes a lot of practice to create new pathways in your brain and make them stronger. You know you've mastered the new habit when you can keep doing it for a long time, not just for a short period. Learning to control your emotions and regulate yourself may be hard at first, but with practice, you can become really good at it. Some studies show that controlling your emotions can be mentally exhausting. Trying to change your mood can use up the energy needed to control yourself. However, at times it's important to have self-control when trying out a new leadership style. For example, when a leader like Jack tries to control his urge to set the pace or command and instead uses a more affiliative style. In that situation, learning takes extra work: stopping yourself from reacting the way you always have. A person needs to control their emotions, which can make learning harder and cause them to lose focus.

This means that it's better to work on getting rid of your impulsive leadership habits first, before focusing on developing new habits. With a lot of practice, controlling yourself gets easier and automatic, so you don't have to think about it as much. Once you have done this important thing, you can focus on learning new ways to lead without being distracted. Most leadership training happens in seminars or offsite training over a weekend or a week, but this is just the beginning. Instead of going to a weekend empathy workshop, Jack used regular work situations to practice being more understanding with his coworkers. He also discussed his plan to learn with his wife and asked her to help him become a better listener at home and with friends. Jack learned more by exploring new things, and he got better at learning.

The key is to learn while doing other things. This strategy is called "stealth learning" and can help improve emotional intelligence and leadership skills. Researcher Christine Dreyfus studied great managers who were scientists and engineers. She found that those who used skills like empathy regularly had practiced and improved those talents in many different situations. Their skills were very good, especially since they were engineers in a technology-focused company that didn't usually show those abilities in their leaders. In their research, Dreyfus found that many leaders at Johnson & Johnson had been practicing these skills for up to forty years, starting from when they were children in activities like the Boy Scouts. In high school and college, they tried new things like sports, clubs, music groups, and living in dorms to see what they liked. Afterwards, when they got jobs as scientists and engineers working on problems alone, they kept learning and improving these skills outside of work. They practiced building teams in places like church and community groups, or by organizing meetings for professional groups. The typical directness of the engineering culture became less harsh as they spent time in other environments that focused more on relationships.

One engineer who became a good leader said he was able to change the strict and fast-paced engineering culture by learning leadership skills at his church. "I remember that my church

group was very open to people sharing their thoughts and emotions," the engineer said. "As an engineer, I always wanted things to make sense, but when I joined the group, I learned to be more open to things being less organized.

Over time, I started to act as a leader by focusing more on how the group worked together, rather than just what we were working on. Dreyfus found that many engineers learned how to be leaders by leading projects early in their careers. Over time, they were given more responsibility to manage, got help from coaches, and went to company training programs. As they kept getting better at leading, they showed how you can learn without anyone knowing, and it can happen at any time and place.

The Power of Mental Rehearsal

The more you practice, the more you will improve. Another way to get better at being a leader is by practicing in your mind. Let's go back to the story about Jack. As part of his plan to learn, he started thinking about how to handle different situations he might face that day while driving to work. One day, Jack was on his way to a meeting with an employee who was having trouble with a project. He thought about asking questions and listening carefully before trying to fix the problem. He thought he might start to feel impatient, so he practiced how he would deal with it instead of reacting quickly like he usually does. Practicing in your mind can help you get better at learning new things. It is known that athletes perform better when they mentally practice, as shown by scientific research. Olympic athletes, like American diver Laura Wilkinson, use it all the time. While getting ready for the 2000 Olympics, Wilkinson hurt his three toes and couldn't swim. Instead of taking a break, Wilkinson spent many hours every day on the diving platform, imagining and practicing each of her dives in her head. She won a surprising gold medal in the 2000 Olympics for diving from the ten-meter platform.

Many athletes use mental rehearsal to imagine their success before it happens. This type of imagining involves strong biological forces. For thirty years, studies have shown that you can control your body temperature, breathing, and heart rate through mental training, feedback, and having a clear vision of what you want to achieve. So, being a good leader means that you can imagine yourself reaching your goals and then stay focused on them. This image also has another benefit: Our brain helps us by imagining where we are going and how we will feel when we get there. But there are even more advantages. Research has shown that when you imagine something very clearly, it can activate the same brain cells that are used when you actually do that thing. In simple terms, the new brain connections are getting stronger as a person repeats a sequence in their mind. That means finding a way to make people less scared about trying new and riskier ways of leading. If you imagine some situations at work or at home before trying new skills, it will be less uncomfortable when you actually do it. Trying out new behaviors and taking opportunities at work and in other parts of life to practice them, as well as using methods like imagining yourself doing them in your mind, eventually causes your brain to make the connections it needs to really change.

The Importance of Friendships and Connections

In the early 1990s, a bunch of women who were business partners at Coopers & Lybrand, got together to make a study group. They used to meet every month to talk about their jobs and how to be leaders in a male-dominated industry. However, after a few meetings, the women started to understand that they were meeting to talk about their jobs and their overall lives. They built a strong trust in each other and were able to give honest feedback as they worked on becoming better leaders. Today, many professional women want to be leaders in their organizations. They have made groups to help each other with this, and it's a good idea. As

we mentioned before, women and minorities don't receive enough useful feedback on their performance. And most importantly, people we trust provide a safe space for us to try out new leadership skills without any risks.

For people who have been through effective leadership training, they know how important it is to have support from others. During the recent meeting, a leader who has been working for a while said that it wasn't just the program that made a big difference, but rather the people and the relationships we have built. It's interesting that in the process of learning on our own, we actually rely on others every step of the way. This includes figuring out our goals, comparing them to reality, and assessing our progress. Our relationships help us see how we are doing and how what we are learning is helpful. Talking to a trusted coach, mentor, or friend is like getting advice from a lawyer. It's a safe place to talk about difficult situations at work or ask questions that you can't ask your boss. Trying out and getting better at new habits means finding places and people where you feel safe.

We've seen that when people get support, they not only feel hopeful about changing, but also feel more confident about making that change. For instance, after completing a program for bosses and experts, these already very successful people said they felt a lot more confident in themselves. How did they explain that they were more confident, even though their colleagues already thought they were confident before they started the program? In interviews, the executives said that they felt surer about their ability to change, which they hadn't felt for a long time in their professional lives. They said that they felt like the people around them, like their co-workers and even their families, wanted them to stay the same even though they wanted to change. However, in the leadership program, they made friends with people who were similar to them and they encouraged each other to make changes. Also, we have noticed that in many studies: Being in a supportive group helps people make positive changes, especially when there is honesty, trust, and feeling safe in the relationships.

For leaders, making sure everyone feels safe is very important for real learning to happen. Leaders often feel scared and watched all the time, so they don't try new things. When people know others are watching and judging them, they feel pressured to evaluate their progress too early, avoid trying new things, and take fewer risks. Leadership is naturally really hard and stressful in many ways. Previous research on individuals with a strong desire for power showed that their need for power had a similar effect on their bodies as if they were under a lot of stress. When a person feels stressed or their desire for power increases, their body reacts by releasing more stress hormones like adrenaline and noradrenaline. This makes the person's blood pressure go up and prepares them to do something. At the same time, the body releases the stress hormone cortisol, which lasts longer than adrenaline and can make it hard to learn new things.

When people are stressed, they don't feel safe and find it harder to try new things. Instead, they get defensive and stick to their usual habits. Another issue with being a leader is that too much stress can be harmful. When the brain is under a lot of stress for a long time, it releases a hormone called cortisol. This hormone can stop the brain from learning new things by damaging important brain cells. Learning for leadership is most effective when people feel safe, but not too relaxed. It's important to have the right level of brain arousal for motivation and interest to be high. Feeling safe in your mind makes it easier for people to try new things without worrying about being embarrassed or failing. Being in a group with other leaders who are trying out new ways of leading is one of the best places to make a change. When you see someone like you facing their fears and taking a chance, it encourages you to take a risk too.

Building and maintaining important relationships with people who are there to support you is very important for your growth. Mentors or coaches help you find your dreams, understand what you are good at and what you need to work on, see how you affect others, and support you as you learn and grow. But simply saying someone is a "mentor" or "coach" is not sufficient - the bond must involve honesty, trust, and encouragement.

CONCLUSION

It is important to match your personal goals with your lifestyle and how you like to work. The idea that certain emotional skills are important for learning is emphasized. These skills can lead to lasting improvements. The text says people should use their own way of learning to become better leaders. The story of two friends learning to sail shows that there are different ways to reach a goal together. It also shows how important it is to be flexible when trying to become a leader. Stealth learning means learning leadership skills while doing everyday things, which can make learning more effective. The story emphasizes how important it is to know how you learn best and use that to become a better leader. The conclusion mainly talks about how making intentional changes and practicing can change the way our brains work. The passage emphasizes that becoming a good leader means practicing new habits over and over until they become automatic and last a long time. The story gives advice on how the brain affects leadership. It can help people improve their leadership skills.

REFERENCES:

- [1] A. Hoekstra and P. Newton, "Departmental leadership for learning in vocational and professional education," *Empir. Res. Vocat. Educ. Train.*, 2017.
- [2] S. Smith, S. Kempster, and S. Barnes, "Up the ANTe: Understanding entrepreneurial leadership learning through actor-network theory," *Ind. High. Educ.*, 2017.
- [3] N. Mokhtar and M. Md. Dali, "A tale of two neighbourhoods: Some evidence of leadership, learning, and liveability," *J. Des. Built Environ.*, 2017.
- [4] B. Flückiger, M. Aas, M. Nicolaidou, G. Johnson, and S. Lovett, "The potential of group coaching for leadership learning," *Prof. Dev. Educ.*, 2017.
- [5] H. L. W. Pan, F. Y. Nyeu, and S. H. Cheng, "Leading school for learning: principal practices in Taiwan," *J. Educ. Adm.*, 2017.
- [6] J. Bruce and C. A. Stephens, "Bridging Secondary and Postsecondary Leadership Experiences: A Toolkit for Leadership Learning Facilitators," *New directions for student leadership*. 2017.
- [7] B. Sunaguchi, "Transformational leadership and learning goal orientation: The mediating role of organizational commitment," *Japanese J. Adm. Sci.*, 2017.
- [8] N. Yakavets, "Negotiating the principles and practice of school leadership: The Kazakhstan experience," *Educ. Manag. Adm. Leadersh.*, 2017.
- [9] N. Ladders and F. Meijers, "Collective learning, transformational leadership and new forms of careers guidance in universities," *Br. J. Guid. Couns.*, 2017.
- [10] D. S. Widodo, P. E. S. Silitonga, and H. Ali, "Analysis of organizational performance: Predictors of transformational leadership style, services leadership style and organizational learning: Studies in Jakarta government," *Int. J. Econ. Res.*, 2017.

- [11] T. Preston-Cunningham, C. D. Elbert, and K. E. Dooley, “Defining Leadership: Collegiate Women’s Learning Circles: A Qualitative Approach,” *J. Leadersh. Educ.*, 2017.
- [12] P. A. Heslin and L. A. Keating, “In learning mode? The role of mindsets in derailing and enabling experiential leadership development,” *Leadersh. Q.*, 2017.

CHAPTER 11

LEADERSHIP DEVELOPMENT: FROM INDIVIDUAL MASTERY TO COLLECTIVE EXCELLENCE

Nikita Nadkarni, Assistant Professor
Department of ISME, ATLAS SkillTech University, Mumbai, India
Email Id-nikita.nadkarni@atlasuniversity.edu.in

ABSTRACT:

The progression from cultivating individual strengths to fostering collective intelligence within organizations. Drawing insights from high-level leaders in various industries, the study underscores the pivotal role of mentorship in early career stages, shedding light on how mentoring shapes leaders' abilities. The narrative delves into the strategies employed by successful leaders in goal setting, adapting learning styles, and engaging in brain rewiring. A crucial theme emerges - the significance of emotional intelligence in leadership. The study advocates for a mentorship-based approach, where mentors provide a safe space for leaders to experiment with new styles and strengths, building a core of leadership competence throughout the organization. The exploration extends beyond individual leadership growth, highlighting the imperative of bringing the entire team along on the developmental journey. The case study of RozanoSaad at Huntsman Tioxide exemplifies how a leader's self-awareness and commitment to change can permeate through the entire organizational climate. The study reveals that leadership development extends beyond a single leader; success lies in fostering a critical mass of resonant leaders and aligning leadership growth with broader organizational transformations.

KEYWORDS:

Goal Setting, Leadership Styles, Mentoring, Motivation, Self-Awareness, Team Building.

INTRODUCTION

When we looked at top leaders in a big energy company, we found that those who were really good leaders all had something in common: They learned and practiced their leadership skills early in their careers, with help from a mentor. The discovery agrees with studies done by the Center for Creative Leadership in North Carolina, which have shown that mentoring is important for developing a leader's skills. Looking back at their careers as leaders, the executives we talked to said that the most important experiences in their development were the jobs where they felt the challenges were really hard- at least, at first. A mentor helped them get the job and made sure they were not bothered by other people at the company. The mentor's umbrella made it safe for new leaders to try out new things. The company called this mentoring skill "giving others room to act." The mentoring program not only helped develop strong leaders in the company, but it also led to two successful CEOs with impressive achievements. If you want to improve your leadership skills with a mentor, you need to clearly state that is your goal. Having a mentor who understands your goals and supports your learning turns the mentor into a coach [1], [2].

There are many different types of coaches. Some people may be professional executive coaches, others may be informal mentors, and some may just be friends or coworkers. Mack Tilling, the CEO and founder of Instill Corporation, looks up to David Garrison, who is the CEO of Verestar Communications. Tilling thinks that talking to another executive with similar experience helps him figure out problems better than talking to a coach. However,

getting an executive coach can give you a chance to talk more openly than you could with a boss or coworker. There are many executive coaches available nowadays. Having a coach is good because it helps you improve your leadership skills, but it also gives you someone to talk to and can help you avoid being isolated and not getting enough information. Coaches help you see beyond your daily life. Good coaches understand the problems the organization and its culture face. They also understand the leader's strengths and challenges. They use emotional intelligence themselves. To be truly helpful, a coach understands the leader's problems from different viewpoints: as an individual, as part of a team, and in the organization as a whole. A coach can make a personalized plan to help a leader develop. They can work together closely to go through the whole process[3], [4].

Taking everyone in the team together

Assisting one leader to become more in tune is just the start. However, if leadership growth extends to the whole organization, the impact will be even greater. Let's look at RozanoSaad from Huntsman Tioxide, a company that makes chemicals in Malaysia. Shortly after he became the manager of operations, his employees told him that he was too bossy and pushy as a leader. This was not surprising because Rozano was an engineer and had been following these styles for sixteen years in engineering culture. He needed to learn more skills to do well at his job. Huntsman Tioxide was losing money for four years. Even though the Malaysia plant was the newest one, it had the lowest productivity and quality compared to all the other plants in the company. As a result, a big company called the Huntsman Group from Salt Lake City, Utah, bought the Malaysian company for very little money, as a consultant said.

To help the plant, Rozano used what he learned about leading to set goals for learning how to be a better leader. He focused on developing visionary and coaching leadership styles. He really wanted to make the work environment better by helping people understand their jobs and what was expected of them. He also knew that he was not good at understanding himself, and wanted to work on that to improve. To protect himself from becoming too powerful, Rozano shared his goals for learning with his employees. Rozano included a lot of people he talked to every day in his learning experiments. He also took his entire group of managers through the same leadership training program he was doing. He wanted everyone to speak the same language so they could all learn together and work together to figure out the company's goals. His own learning plan made him want to share the new vision of excellence with people at every meeting in the factories.

Managers worked in teams to figure out a way to support and check on each leader's learning plan once a month. In the monthly meeting, the management staff talked about how they manage things, the atmosphere at work, and how to learn new things. They also talked about how well they were doing at work and how to stay safe. They also made groups that met once a month where they could talk about their learning goals, see how they were doing, and get feedback. Only two years later, Rozano and his managers were happy with the changes, so they let other executives visit their plants. The entire surroundings changed too. At first, if you asked someone working in the shop about their personal goals, they would have said something general like "to make 50,000 tons of pigment. " But now, when you ask the same question, they are more focused on making sure the samples are taken and analyzed properly every four hours. If anything is not right, I will have to figure out what's wrong and fix it quickly. Please rewrite this text in simpler language [5], [6].

Additionally, the company started making more money and being more productive. Regular surveys were done to check how the company was doing. The results showed a big improvement of almost 200 percent in areas like clear communication, being flexible,

meeting standards, and working together as a team. Three years after making changes, the CEO of the conglomerate said that Huntsman Tioxide-Malaysia was one of the best companies in the group. It exceeded its productivity goals and made a lot of money. The same people were still working there; not many new people had started working during that time. The way they worked together changed. The environment became more supportive and encouraged everyone to use their emotions and improve their leadership skills. Each manager had the chance to share their goals and hopes, see how others viewed them, and figure out their strengths and weaknesses. They also got to make a plan for what they wanted to learn and try out new ways of leading at their job. The managers worked together and created a new way of leading. They felt strongly connected to their mission and becoming better leaders.

DISCUSSION

The problem was that the team couldn't make important decisions no matter what. Actually, when a decision is very important, the team members tend to delay making it. They try to avoid talking about things they don't agree on. Even worse, they would pretend to agree on important things during the meeting, but then secretly work against the decision afterwards. As a result, the manufacturing company was falling further and further behind on making important changes. After checking how the team members lead, we found out that almost all of them struggle with handling disagreements with others and are not good at managing conflicts. All of a sudden, it was clear why the team couldn't make decisions. People never realized that talking openly and disagreeing about ideas, instead of attacking people with different views, actually helps to make better decisions. Instead, the team had gotten used to not arguing at all [7], [8].

For this group, realizing that their common problem had led to unproductive team habits felt like they had a breakthrough. Actually, they found out that there was a strong, but hidden, influence on the team. The rules about fighting and how they all felt about it made them feel unable to move or make any progress. With that understanding, they realized they needed to make changes as a team and individually. They also recognized that to solve their problems, they had to change how they thought about conflict, not just how they acted. We've seen that when teams acknowledge and talk about their feelings, they start to think about their habits and how they affect their feelings. Actually, leaders should start by looking at the current situation instead of just thinking about their perfect goals. This will help them build emotional intelligence in their teams and organizations. So, now, the process of thinking about yourself and finding out who you are happens in the opposite order than it did before. It's all about what makes them want to do it. As people, we are most inspired to make changes when we think about our dreams and the life we want. That idea of what our future could be like gives us the motivation and determination to change how we act. The perfect vision for a group is usually far away and doesn't motivate change enough. Company mission statements use complicated words that feel very different from what employees actually experience at work. Groups start to change when they understand how they work and realize that they are in difficult or uncomfortable situations. It's important that they really feel and understand this reality deep down inside. But just knowing that something feels uncomfortable doesn't automatically make things better. Team members need to find out why they are unhappy, which is usually more than just having a bad boss. The real problem is often with the group's long-standing rules and habits. We call rules norms for teams and culture for the whole organization [9], [10].

Once we understand how people feel and behave in a team or at a company, we can use that knowledge to create a vision for the group. This vision should also match what each person

wants. By understanding what is really happening and what we want to happen, we can find the differences between them and make a plan to make them the same. The closer reality matches the ideal, the more likely the change will last a long time. Aligning our ideals with reality helps us to move away from conflict and towards a more emotionally intelligent, harmonious, and effective group. Before we talk about how to make changes, we will first learn more about emotional reality. First, we will look at this in the context of teams and then talk about organizations later. It's easier for people to understand because they experience team situations in their daily lives. Groups of people working together can help create change right away and also show how the organization as a whole is doing.

When Teams Fail: The Power of Norms

In recent years, many studies have shown that making decisions in a group is better than making decisions alone, even for smart individuals in the group. There is one time when this rule doesn't apply. If the group doesn't get along or work well together, it's harder to make decisions quickly and effectively. A study at Cambridge University discovered that even really smart people in a group will make bad decisions if the group starts fighting and competing with each other.

In summary, groups are smarter than individuals only when they show emotional intelligence. Everyone in the group helps with emotional intelligence, but the leader has the most influence. Feelings can spread from one person to another, and it's common for people to be influenced by the leader's emotions and actions. Often, the leader is the one who sets the mood and creates the group's emotional atmosphere - how it feels to be part of the team. A leader who is good at working with others can make sure the group stays excited and interested, guaranteeing that the decisions they make are valuable. These leaders are good at making sure the team works well together and stays focused on their work. They make the room feel friendly and helpful, which makes people feel positive about the future[11], [12].

So, a leader who doesn't understand emotions can cause a lot of trouble in a team. Think about these examples. A part of a healthcare company was losing a lot of money because they were not giving good service and had too many employees. The management team had a leader who couldn't see the big picture. They had lots of meetings to agree on making important decisions, like laying off workers. The division was not able to make any decisions, and this caused the whole company to have financial problems within a few years. Janet is a strong leader in a big insurance company. She came into a division that was not very active and made big changes. She did not accept the way things were done before. She told the team members who didn't agree with her plans to leave and find something else to do. Janet didn't know that she had made her team want her to fail at all costs. Within a few months, a division that was doing well started doing very badly, and within a year it was taken apart.

Unfortunately, many of us are familiar with these situations. Both situations had a problem with how the leader understood and communicated emotions and norms. We often overlook norms, but they have a lot of power. Norms are like the unwritten rules of a group that we learn by being around others. We follow these rules without thinking to fit in with the group.

Ultimately, the rules of a group decide if it works well together or if people just work separately. In some groups, there is a lot of arguing and conflict, while in others people pretend to be polite and interested even though they are actually bored. In better teams, people listen and ask each other questions respectfully, support each other with words and actions, and solve disagreements with honesty and humor. No matter the rules, people can

feel them and will change their behavior to fit. In simple terms, norms are like rules that tell us how to act in different situations. They help us know what the right thing to do is.

Sometimes rules that seem good and are based on good goals can end up causing harm. That's what happened with the healthcare department example we talked about earlier. One of the most important beliefs in the division was that everyone should agree when making decisions. However, instead of resulting in a highly committed and motivated team, the leader in this division used consensus as a way to delay and even take over decisions, especially ones that would bring about change.

Janet, the new leader of the quiet insurance division, didn't understand how the team was feeling or follow their rules, and this caused really bad consequences. She didn't realize how strong the tribe's bond was. They were close because they had been following the same traditions for a long time and shared important beliefs. Janet was given the task of making the division better, and she had lots of ideas and knew exactly what needed to be improved. She used a strong leadership style and found some people who seemed like leaders. She then got rid of those who had less power. Janet wasn't bothered when her new team members didn't like her methods. She believed that the more experienced people would understand and support her ideas, or they would leave.

Janet didn't think about the strong unwritten rules that had been controlling the division for a long time before she joined. The most important rule was that the team members were loyal to each other and always took care of each other, even when times were tough. They had also discovered how to handle disagreements in a way that made sure not many people got hurt. Janet broke important rules in our culture by being mean to people. The team members found their important values such as working together, being nice, and showing respect were being challenged, so they stood up for them. In just a few months, some people in the team got angry and tried to take over the leadership from her. Many others also decided to leave, and the division eventually fell apart.

Janet is a good example of a big mistake leaders can make. She ignores the team's rules and feelings and only relies on her leadership to make people behave. But, it still happens in many companies: A new boss comes in, especially when the company is struggling, and doesn't pay attention to the rules and expectations of the group, and acts like emotions are not important. Instead of using leadership that builds a strong connection with people, the leader uses a forceful mix of giving orders and setting high standards. The outcome is a harmful and defiant setting. The leaders in the previous examples did not understand their team's feelings and how to improve teamwork. Leaders who understand the group's important rules and can make the team feel good can create teams that are very emotionally smart.

Good teams with high emotional intelligence work better together than just ok teams. This idea comes from the research of Vanessa Druskat, a professor at Case Western's Weatherhead School of Management, and Steven Wolff, a professor at Marist College's School of Management. They believe that the emotional intelligence of a group is important for managing emotions in a way that builds trust and teamwork, leading to better cooperation and effectiveness. In summary, emotional intelligence leads to a good and strong emotional state.

Improving the Group's Ability to Understand and Manage Emotions

It's no surprise that a group needs the same skills as an emotionally intelligent person: understanding themselves, controlling their emotions, being aware of others, and managing their relationships. The EI competencies apply to both individuals and the whole group. Groups have feelings and act together, like when you can feel the tension in a room when you

walk in late to a meeting. You could see there was a problem before anyone spoke. The whole group was nervous and ready to fight. You knew the whole group needed to do something to get back on track. If it didn't happen soon, things would get worse. This is how we understand the feelings and desires of a group. Just like people, in teams each emotional intelligence skill helps the others, creating a continuous cycle. In simpler terms, when team members start being aware of their own feelings and the feelings of the group, they are more likely to understand and care for each other. By being understanding and caring toward each other, the team makes good rules and handles outside relationships better. Understanding and caring about others is very important for a team to have good relationships with the rest of the organization.

The Team that Knows Itself

The managers of an engineering company planned to have their weekly meeting at a different place than their usual office. Right before the meeting started, a team member walked in and complained that the meeting was scheduled at a bad time and place for him. The leader saw that the team member was very upset, so he told everyone about the sacrifices the team member was making and thanked him for it. The result of being recognized: no more anger. A team shows that it knows how its members are feeling by paying attention to the group's mood and the emotions of each person. In simple terms, a self-aware team can understand and notice the feelings of each person and the group as a whole. They care about each other and there are rules to help them watch out for each other and understand each other. So even though the team leader's action may have seemed small, it can actually do a lot to make people feel better and fix any problems.

Because feelings can spread, team members follow each other's emotions, whether they are good or bad. If a team doesn't recognize when someone is angry, it can make everyone feel even more negative. However, if the team has learned to identify and deal with these moments well, then one person's distress won't take over the whole group. The engineer's team works together well because they understand and care about each other, which helps them manage themselves effectively. It also shows how a leader can demonstrate behavior. The leader in this situation showed understanding and talked to a member about their feelings in front of the group. Being caring helps us trust each other and feel like we belong. It shows that we are all working towards the same goal. Being aware of the team's feelings might also mean making rules like listening to everyone's opinion, even if they are the only one who disagrees, before making a decision. Or it can mean noticing when a friend is not feeling good about a task they are trying to learn, and helping them out. In their study about teams, Susan Wheelan and Fran Johnston say that sometimes a team member with emotional intelligence can help the group become more aware of its problems, not just the leader. This happened during a meeting to plan for the future of Lucent Technologies.

The Self-Managed Team is a group of people who work together to do a job without needing a boss to tell them what to do. Cary Cherniss, head of a famous research team, emphasizes the importance of team members being aware of how they work together and holds them responsible for managing their teamwork. At the start of a day-long meeting, he gives everyone the schedule for the day and a list of rules for how the group will work together. "The teacher explained the difficult math problem in an easy way, so I finally understood it.

Good listening means either joining in the conversation or saying we want to talk about something else. People from all over the world who are part of this group say that these meetings are the best they have ever been to. This shows how a team with a leader who understands emotions can learn to manage itself well. Certainly, Cherniss must be skilled in

his work because he leads the research group for Emotional Intelligence at Rutgers University. However, the rules that Cherniss shared were not unusual on their own. Cherniss made sure to remind the group of its rules for working together, so that everyone could follow them.

This shows that for a team to manage itself well, they need to keep practicing good behaviors over and over. Cherniss's group always did its best to understand and deal with emotions, became more effective, and made sure everyone in the group had a good time when they met. Being very clear about the rules also helped new people fit in quickly. At one time, the group got twice as big, but everything went well because everyone knew how to work together.

When everyone knows the main beliefs and rules, the leader doesn't have to be there for the team to work well. This is especially important for managers who work with teams online and have team members all over the world. In teams where people are aware of themselves and can manage themselves, the members will take responsibility to make sure everyone is following the rules and values of the team. At a research lab, no one knows who started a tradition at R&D meetings. When someone shares a new idea, the next person should be supportive and encourage it. This way, the chances are higher for the fragile idea to survive, protecting it from criticisms. The "angel's advocate" rule does two important things: It helps to keep new ideas safe, and it makes people happy when they are creative. Therefore, people become more creative, and the team continuously grows stronger together. Team self-management is something that everyone in the team should take care of. A good leader is needed to help a team learn how to manage their emotions and habits, especially if they're not used to doing it on their own. When the team knows what they stand for and what their goal is, and they all follow the rules and work together well, the team works much better and everyone has a better experience. Being part of the team feels good, and it gives us the energy and motivation to reach our goals.

CONCLUSION

The importance of understanding and managing emotions in leadership is a common topic in the study. The study shows that good leadership training requires understanding teams' emotions. Leaders who understand emotions can guide groups to work together well and be more effective. The study suggests that it's important for leaders to develop their skills in a way that involves the whole team in the process. The examples of RozanoSaad at Huntsman Tioxide show that when leaders are supportive and caring, the organization does better. Basically, the conclusion agrees that we need to change the way we develop leaders. It shows how important it is for people to have the same goals as the organization they work for. It also says that leaders should be in tune with their team and create a good atmosphere. Moving from being really good at doing something by yourself to everyone being really good together is shown as a process where leaders who can connect with others help the whole organization change and get better. This leads to lasting success and effectiveness in today's tough and always-changing business world.

REFERENCES:

- [1] C. J. Miller, B. Kim, A. Silverman, and M. S. Bauer, "A systematic review of team-building interventions in non-acute healthcare settings," *BMC Health Services Research*. 2018.
- [2] L. A. Saenko, T. I. Barsukova, E. V. Khokhlova, V. A. Ivashova, and D. S. Kenina, "Team building as a tool to strengthen the company's position in the market," *Int. J. Eng. Technol.*, 2018.

- [3] E. M. Hastings, F. Jahanbakhsh, K. Karahalios, D. Marinov, and B. P. Bailey, "Structure or nurture? The effects of team-building activities and team composition on team outcomes," *Proc. ACM Human-Computer Interact.*, 2018.
- [4] A. Bloom-Feshbach and M. Poyet, "The Rise of Digital Team Building.," *People Strateg.*, 2018.
- [5] M. C.J., K. B., S. A., and B. M.S., "A systematic review of team-building interventions in non-acute healthcare settings," *BMC Health Serv. Res.*, 2018.
- [6] N. A. Woolard, "Rethinking management group projects with the adaptive leadership model: The lesson is the process," *J. Educ. Bus.*, 2018.
- [7] C. N. Lacerenza, S. L. Marlow, S. I. Tannenbaum, and E. Salas, "Team development interventions: Evidence-based approaches for improving teamwork performance measurement in simulation-based-training view project," *Am. Psychol. Assoc.*, 2018.
- [8] M. Shinnishi and K. Higa, "An Empirical Analysis of Communication on Trust Building in Virtual Teams," *J. Serv. Sci. Manag.*, 2018.
- [9] J. Hinde, "Advantages of assertiveness training in team building," *Nurs. Resid. Care*, 2018.
- [10] G. Sindre, M. Giannakos, B. R. Krogstie, R. Munkvold, and T. Aalberg, "Project-Based Learning in IT Education: Definitions and Qualities," *Uniped*, 2018.
- [11] M. J. Esposito, S. Roychoudhury, and A. Fornari, "A Professionalism and Mentoring Curriculum for Pathology Residents in Training," *Acad. Pathol.*, 2018.
- [12] T. R. Wyatt, E. A. Wood, J. McManus, K. Ma, and P. M. Wallach, "The impact of an Emergency Medical Technician basic course prior to medical school on medical students," *Med. Educ. Online*, 2018.

CHAPTER 12

ORGANIZATIONAL CHANGE THROUGH EMOTIONAL INTELLIGENCE LEADERSHIP

Cleston Jacob Dcosta, Assistant Professor
Department of ISME, ATLAS SkillTech University, Mumbai, India
Email Id-cleston.dcosta@atlasuniversity.edu.in

ABSTRACT:

The transformative impact of emotional intelligence (EI) leadership on organizational change. Through case studies and real-world examples, it highlights the pivotal role of emotionally intelligent leaders in fostering positive emotional climates within teams and entire organizations. The journey toward change often begins with leaders who possess the self-awareness to identify and address dysfunctional norms and emotional realities. The article emphasizes the importance of leaders embracing truth-seeking conversations, acknowledging the current emotional state of their organizations, and fostering a culture of transparency, empathy, and healthy relationships. By leveraging EI competencies at both individual and collective levels, leaders can navigate complex challenges, promote inclusivity, and ultimately drive lasting organizational change. The narrative underscores that organizational transformation requires leaders to be attuned to emotional nuances, dismantle toxic cultures, and champion a vision that resonates with the shared values and aspirations of their teams.

KEYWORDS:

Change Management, Emotional Intelligence, Empathy, Leadership, Organizational Culture.

INTRODUCTION

In a factory, a group of people wanted to make sure their machines were always working well. They knew that it was important for the people in charge of fixing the machines to do it quickly. The manufacturing team members chose the team for an award and wrote letters to help the maintenance team win. The manufacturing team's strong relationships with others helped them stay as one of the best producers in the plant. The result was obvious: The manufacturing team made the maintenance group feel like a team, and this made them want to help each other. The team used their abilities to try to learn about another part of the organization and how the two groups influenced each other, in order to create a relationship that benefits both sides. As a result, both teams did better together than they would have alone[1], [2].

A team that is emotionally intelligent is good at understanding and caring about each other's feelings, which is important for building good relationships. It finds other important groups in the company that help the team do well, and it works to build a good relationship with those groups. Being a good teammate doesn't just mean being kind. This means understanding what the whole system needs and working towards it in a way that makes everyone involved more successful and satisfied with the results. The manufacturing team was proactive in two ways. They helped the two groups work together better, and they also showed that the maintenance team was doing a great job, and they were recognized as the best team in the plant. Understanding and caring about each other in different teams in an organization can make the

organization work better and faster. Furthermore, this type of understanding helps create a good emotional atmosphere throughout the organization and also makes teams feel positive.

Discovering how a team feels emotionally

The boss can help the team become more emotionally smart by making the team more aware of themselves. As mentioned before, a leader's job is to observe how the team is feeling and to help them understand any problems they may be having. A team will only want to change when it can face its emotions. By admitting that they all feel the same way, the team takes an important first step toward making things better. A leader starts the process by listening to what is happening in the group. This means not just watching what team members are doing and saying, but also understanding how they are feeling. After the leader helps the team find out the bad habits, the group can work together to find better ways to do things[3], [4].

Establishing basic guidelines/rules

For instance, leaders can show the right way to behave by their own actions or by praising members who do something to improve the group's feelings. You can do this by having a quick chat before meetings to make sure that anyone who is feeling upset can talk about their feelings and feel better. Kenwyn Smith from the University of Pennsylvania and David Berg from Yale University found that when a group shows strong emotions, it tells the leader that they need to deal with the issue instead of ignoring it. This helps to solve problems quickly instead of letting them get worse. For instance, a leader could call a member who has been rude and talk about it, or ask quiet members for their opinion on a decision.

Establishing good rules requires a leader who understands and manages emotions well. This may seem obvious, but it's not always done. Good leaders notice and respond to what is happening in the group, even if they don't show it. Gentle reminders, like telling someone not to criticize ideas during a brainstorming session, can also be very effective. Under this kind of leadership, teams slowly build a shared, positive story about how they work together. The whole company needed to deal with problems and decision-making. As a result, the division has been very successful with the programs and initiatives it has started, including a management assessment center that is known to be the best in the industry[5], [6].

Another high-level boss is paying attention to the entire group. The manager knows that teams can act in different ways as they grow, so they helps team members discuss problems in new teams. When she puts together a project team, she usually asks people to talk about what they are good at and how they can help with the project. This leader is quietly making team members think about two things: how everyone feels included in the team and what everyone's job is. She helps the new team work together better by being open, which helps the team develop good habits for handling conflicts in the future. Leaders can understand how people are feeling by paying attention to important signs. For instance, during a recent merger between two big European pharmaceutical companies, a manager checked how her division was feeling by counting the cars in the parking lot. When the companies joined together, the manager saw that the parking lot was always full and many cars stayed late into the evening. She knew that people were working very hard because they were excited about the new opportunities that the merger could bring. As the changes were taking longer than expected, the manager saw less and less cars in the parking lot. Many people were losing their enthusiasm and commitment, and feeling more anxious.

Many groups of people were able to stay busy and mostly happy despite the slow progress. At this department, they found that most people who made it through the change were helped by good leaders. Some were motivated by their love for the work, and others were good at

managing their emotions. The leaders who understood emotions well made sure to involve their teams in the changes happening at work. They shared as much information as they could and gave the team members as much control as possible over their future. They saw how their team was feeling, understood that those feelings were important, and let people talk about their emotions.

For instance, an R&D manager noticed that morale went down when a popular leader left the company. Instead of pretending the problem wasn't there, he talked to each person on his team about their sad feelings and worries. Because he paid close attention to everyone, he was able to bring the team together and focus on the good things happening because of the merger. Another boss organized "team closings. Instead of just moving people to their next job when new positions were announced, he would gather the old team to celebrate the past, say goodbye to the old times, and talk about their hopes for the future. These managers are good leaders who were able to control their own emotions and the emotions of their team, so that everyone could focus on the changes without getting stressed. The leaders watched their groups closely and found ways to turn negative feelings into positive ones.

The leader of a medium-sized company asked us to help three members of the top team who were not working well together. The CEO believed that doing some team building activities would help improve the situation. We chose to find out more. During our talks with team members, we tried to understand how everyone feels and how they usually behave, and also noticed how the leader's actions affect the team. We also checked how well the team works together and how they manage their emotions using a test called the Emotional Competence Inventory. We also looked at how the leaders in the organization manage things and how it affects the overall atmosphere. The CEO was surprised by what we found. Yes, the team wasn't getting along, but it didn't need team building. The interviews and feedback showed that the team has some problems that need to be fixed in a different way. It's not surprising that some team members had problems. One person in the team didn't know themselves very well. He didn't notice the hints people were giving him about how he interacts with others. During meetings, he would share strong opinions and not realize that his aggressive behavior was affecting other people. When people tried to talk to him about these problems, his body language showed that he didn't want to hear it.

A new team member from a far-away plant didn't understand how things worked at the corporate office. He was acting differently from everyone else and was making his teammates and subordinates upset. It was hard for his co-workers to understand because he was good at connecting with them personally, but he couldn't understand the team's emotions and was always out of step. Usually, these problems and other issues between people become the main focus of team building. But when we investigated more, we discovered that the main issue was the team not having good rules and being in a bad mood. The individuals and the team as a whole didn't really understand how they were working together. They didn't handle people's emotions very well and spent a lot of time dealing with negative feelings. Basically, being on the team didn't feel good and people didn't want to work together.

The team had created some bad rules because of the CEO's fast-paced leadership. The CEO really wanted to succeed and was not very good at understanding how other people felt. This was causing a lot of competition and problems within the team. Furthermore, the leader believed that everyone understood his plans, but our data revealed that this was not true. The team members were confused about the organization's big goals, which is why they were working in different ways. Clearly, using a standard team building program would not have been very helpful for this group of executives. The team realized that they were not good at understanding each other's feelings, which made their way of working together not so helpful.

So, they knew what they had to change. Just as important, the team knew that for the group to change, each member would need to be willing to change too. With the right information, we could make changes for the whole team and each person in it.

This team photo shows how important it is to understand the emotions in a place before trying to fix any problems. Understanding people's emotions also means finding out the specific habits in a team or organization that can make people behave in certain ways. Many times, people have habits that don't seem to make sense, but they still follow them because that's just how things are done. Leaders who are emotionally intelligent look for signs to see if these habits and the systems that support them are actually working well. By learning about and showing unhealthy group habits, leaders can create better rules for the group. The example of the executive team finding their unproductive habits and unhealthy emotions shows that big changes are needed in the organization. We will look at this in detail in the next part. Gathering the leaders of the company to talk openly about what is going well and what needs improvement is the first important step to building a stronger team. These kinds of talks show what it's really like to work at a company and what employees are really doing there.

The issue is that these conversations are intense, and many leaders are scared to start the dialogue because they are afraid of making it too emotional or deep. Many times, leaders feel unsure about dealing with emotions when people talk honestly about what's going on. So, they usually stick to safe topics like team coordination and strategy plans. Most teams only talk about strategy and how different parts of the team work together, but don't go deeper into talking about the team itself, the organization, and the people. They have a hard time being truthful with each other and talking about their feelings and what's normal for the team. This makes the team feel bad because everyone can tell when things are not going well and the team is not getting along. When the leader doesn't deal with the problem, it gets worse. It can be hard to break through the barrier, and a leader with emotional intelligence can help the team do it.

The advantages of this process at the top are three. First, it becomes better to be honest and talk about the truth about how people behave and feel in a group and who is leading them. Secondly, when people in the organization see their leaders searching for truth, daring to share a dream, and being respectful to each other, they begin to act the same way. This creates new habits. Thirdly, when leaders are honest and seek the truth, others are more likely to do the same. As we've seen, leaders can't inspire their team if the team's rules hold them back. They can't change the team's rules unless they are willing to work with people's feelings and the team's emotions, which is the leader's main job. This is especially clear in organizations, when rules and behaviors spread throughout the whole company. In the end, even the bravest person struggles to go against a whole system. The next thing for developing new leaders is to think about how the organization is now and how we want it to be in the future.

Breathing life into the organization's future

But everything changed in 1992 when the company had to pay \$132 million to settle a lawsuit from 20,000 employees and job applicants who said they were treated unfairly because of their race or gender. Since then, new leaders at Shoney's have purposely changed the company's culture, starting a strong effort to give more opportunities to qualified people of color. In only ten years, Shoney's has changed from a place only for men to a company that is named one of the top 50 companies for minorities by Fortune magazine.

It took a while for all of that change to happen. The process started with a clear signal that made us realize the company's disconnected culture. The new leaders had to figure out a good vision for hiring new people. And lastly, everyone in the organization had to understand and feel the vision before any real change could happen. At Shoney's, the leaders faced the truth and guided the company towards a new and better future. They understood that, just like with teams, figuring out the emotions and rules of an organization is the first step to making changes. Leaders can start a big change towards understanding and managing emotions better when they figure out how the people in the company act and work together. The big difference is that while emotional skills for one person can be used in a team, it's harder for a whole company. The goal is to have leaders who are good with emotions at every level, and to make a culture that supports being honest, caring, and having good relationships. This change starts with leaders who are honest, can understand how people feel in the organization, and can inspire others with a great vision for the future. When a company has leaders who understand and manage their emotions and when these leaders acknowledge the truth, the company can change for the better.

When leaders don't listen to others

The most important job for a leader is to find out the truth and the reality of an organization. Many leaders don't want to hear the truth, which can make them unaware and disconnected as a leader. At their best, these leaders don't seem to make time for important talks, and they don't build friendly or mentoring relationships that lead to meaningful conversations about what's going well and what isn't. They don't talk to enough people at their job to understand what's really going on. They live in a different world that makes them unaware of the true feelings of everyday life. Harsh leaders who are bossy and controlling often stop others from telling them the truth. These leaders don't understand or are pretending not to see what's really happening in their organizations. Even though they think everything is okay, they have actually made a culture where people are afraid to tell them anything that might make them upset, especially if it's bad news. That type of quietness can be very expensive. Think about the approximate 100,000 people who die each year in the United States. Mistakes in hospitals, like a doctor giving the wrong medicine or attaching the wrong bottle to a tube, cause many problems for patients. Many mistakes in medical organizations could have been stopped if they had a different culture. For example, in hospitals, nurses are scared to tell doctors if they make a mistake. "If doctors were as strict about mistakes as airplane mechanics, we could reduce medical errors a lot.

Nurses are not usually warned that they might make doctors angry if they question them. People learn about organizational culture without being directly taught. It can be hard to change these cultures. Establishing a hospital environment that fully supports "zero tolerance" would involve adding more thorough checks and balances than the medical field currently uses. It would also mean changing the common leadership styles that hierarchical cultures promote, and making it safe for a nurse to tell a doctor if he has made a mistake.

DISCUSSION

When leaders have different ways of doing things, it creates a bad environment. How does it feel to work in a company that doesn't understand emotions? One manager we know felt sick and lost confidence, creativity, and skill because of a bad leader and toxic work environment. The reason was obvious: a leader who used threats and force to make people do things [7], [8].

Although the company's goal was to help the public and educate people, the president was more interested in making quick money. The company didn't have much competition, so the

leader thought they could lower the quality without losing customers. Another thing that was worrying was that he openly said he didn't care much about the well-being of the employees. "Bring them in and burn them out," he liked to say. He was bad because he didn't treat people nicely and he was mean. One day, a junior staff member told a few people, including the president, that it was her birthday and gave them some cake. Instead of saying "Happy Birthday" like everyone else, the president was not happy and said mean things to the manager and a junior staffer at the party.

That leader's bad way of doing things caused a lot of bad behaviors in the group. For instance, as a part of their jobs, employees were supposed to be sneaky, making customers feel like they were special and that the company's services were the very best. Actually, the customers were just normal people and the services were not very good. The staff were trying to smile, but they were feeling tense. The customers started to ask for more because they realized the service wasn't very good. Also, important people who were brought in for the conferences only made brief appearances because they didn't like working with the company. This was frustrating for both the staff and the customers. Many of the staff felt that their daily work was tiring and didn't make sense because they couldn't balance what was happening in real life with what they were supposed to make believe. The bad habits in this company made people stop asking questions about why or how things were done. Instead, they just kept going, following harmful attitudes, rules, and policies every day. The leaders in this bad organization made it hard to change because they didn't support anyone trying to make things better. So, it was almost impossible to change. Nowadays, this company is not well-regarded in the industry, and many employees are leaving.

This sad story doesn't mean that bad companies can't improve. Actually, change starts when leaders who understand emotions ask questions about the feelings and behaviors of the group. To make people feel connected and get things done, the leader needs to understand how people feel, what's really going on in the organization, and the values that unite everyone. In a big hospital where we worked, we learned this lesson the hard way. But the leadership did learn and was able to change the way things were done successfully [9], [10].

The hospital showed many of the problems experienced in the US. In the late 1990s, there was a growing need for better healthcare from patients, but insurance companies and government wanted to spend less money on it. This caused a problem because these demands didn't work well together. As a result, people in the area said the hospital didn't help them much, and the hospital was losing patients to other health care places. The leaders decided to make a plan that would change the way they run the institution for the next five years. They asked someone to make a complicated computer program to handle money information. They sent tasks to be done by other people who could do them better. They moved people around and out to make things work better.

However, the leaders of this hospital did not remember to focus on the emotional aspect and the culture when trying to make changes. They also didn't understand how the staff felt about the change process. They made changes from the top down - setting clear goals and using logical methods. However, they didn't think about how people's feelings can impact things. Within two years, the hospital was close to failing, even though they had new systems in place and double the amount of staff leaving. We worked with the hospital's leaders to help them see the problems in the organization and understand that if they don't fix them, their efforts to make changes might fail. Slowly, the leaders started to figure out how to allow people to talk about their feelings about what was and wasn't working, using a method called dynamic inquiry. The leaders were surprised to find out that the staff didn't think the culture or the leaders supported making real changes, taking risks, or learning.

For instance, when people were told to do things differently, the little training they got was seen as out-of-date and not important. Actually, because the organization didn't value training in the past, people didn't want to go to new programs, so they couldn't learn new ways of doing things. Also, the employees thought that the process of change was slowed down by old habits and traditions in the company. The staff often treated each other in a confrontational way, and this made people feel rude and defensive. The atmosphere was full of people being mean to each other and fighting over small things, which made it hard to make any positive changes [11], [12].

The hospital leadership did a good thing by involving people in learning about what's really important. They admitted that people's feelings were important and that the culture might need to change. They gave people a place to discuss how to make those changes. So things started to get better and the mood became more upbeat. As the talks went on and the leadership team promised to make important changes, the staff also started taking responsibility for creating the new work environment. Soon, people started to feel better about the changes happening. People began to like the new ideas and got excited about them. More people came to the meetings about the new plan, and the hospital felt happier. In simpler terms, the hospital's atmosphere and emotional vibe got better, creating a more positive and harmonious environment. Today, the organization has changed and improved a lot. They have made their systems more efficient, reduced the number of staff leaving, and made patients happier. The changes they made are still keeping the staff committed, full of energy, and flexible. Before the leaders showed understanding and control of their emotions, the hospital was a good example of how a company's culture can ruin even the best plans. If the common beliefs of a group of people don't encourage strong action, new ideas or understanding, leaders will have a hard time achieving their goals. However, the worst part of organizational dissonance is how it affects the people who work there: when their enthusiasm decreases, they may forget about their own strengths. Instead of being really good and believing in themselves, some companies have shown off and acted without thinking, or openly disagreed. People go to work every day, but they are not really there in spirit. How can a company change from a place that doesn't encourage people to be their best, to a place where people feel happy and purposeful. This kind of change needs a deep understanding of what is really happening and connecting with what people imagine for themselves and the company. But sometimes, a leader needs to first overcome the organization's resistance in order to create a connection. How can a leader understand people's emotions and inspire them without making them feel stuck or scared.

Big companies have ways to assess how their employees feel about their work and what is important to them. It's like a way to understand their emotions. These methods can be useful, but the issue is that surveys only measure what they are designed to measure and often miss the deeper emotions and complex norms in an organization. This blind spot can cause us to only measure what people want to hear about, but not what they want to keep private. Surveys that look at problems with culture and leadership are hard to fix and need a lot of attention and bravery to deal with. Many times, we ignore the findings of these important surveys.

Cecilia McMillen and Annie McKee from the University of Massachusetts developed a process called dynamic inquiry to help leaders understand the underlying issues in their organization. This method helps uncover what people care about, what is helping them succeed, and what is getting in the way. As people learn more about their company, they start to talk about what is really happening and what they want the company to be like in the future. Dynamic inquiry means having important discussions and asking questions that let

people share their feelings openly. Some leaders may think this is not related to business, but when people talk about their feelings, they can find the real reasons behind problems in the culture and what truly inspires them. Additionally, when people have real conversations about how they feel about their company, they usually agree a lot on what is going well and what is not. As McMillen explains, people start to show what the organization is really like. They use words that describe the true reasons that affect the employees every day and their dreams for the future.

From these first talks, important and specific themes come up that are usually more meaningful than the general ones from surveys or traditional interviews. When we talk about these ideas with a few people, it usually leads to lively discussions about how the organization really works. Maybe the most important thing is that when people talk about cultural issues and how they feel at work, they start to care about the problems and the goals of the organization. It helps them feel like they are a part of making things better. By looking at both the problems and the good things about the organization, people can come together to work towards making positive changes. They can understand how their own ideas and efforts are a part of the bigger plan for improvement.

Once people start talking openly about their culture and their dreams, it's hard to stop them. Dynamic inquiry is different from surveys or one-time visioning sessions. It gets people talking and keeps the conversation going. Creating a language that everyone can understand, using both emotions and facts, can make big changes happen. This language we all speak together makes us feel connected and in agreement, and it helps us all work together to make things happen. They feel motivated and confident, ready to work together to solve their shared problems. This is what happened at an Asian organization when a leader named Lang Chen took on an important role.

Your company has 220 workers, and you help 150 million customers. Obviously, a big organization like that will have a lot of rules and paperwork to run it. When Lang Chen started leading the Asian division of a global nonprofit organization, it was a big problem. This NGO wanted to help women and children all over the world. It inspired new employees, but Lang Chen noticed that their excitement faded when they started working every day. The leader felt that people were not working together well and the systems in place were to blame for the lack of passion and creativity. The organization's mission was hard to find because of all the rules it had.

The NGO worked slowly and the quality of work was not very good because of too much paperwork. This was a problem because the organization was getting more pressure from funding agencies and governments. Nothing happened when it was supposed to. People seemed bored because they thought they would have their job forever. They also didn't think being good at their job would make them successful. People didn't really know what it took to do a good job, and the organization couldn't really look at itself properly. As long as people followed the rules, their good and bad points weren't talked about. In a company that focuses on helping women, there were not many women working there, and even fewer in important roles. Moreover, there was a clear split between the support staff and the workers who actually did the NGO's work - with the direct workers getting all the praise for any achievements. Both groups of people were okay with how things were and didn't want to change, even when they really needed to.

Because of this situation, some of the NGO's most important beliefs, like kindness and honesty, were not clear because of confusion and outdated rules. Lang Chen noticed that the staff were feeling distant and the enthusiasm for the mission was decreasing. Chen's task was

like every leader's task: to figure out what was going well and what wasn't, and guide people to find solutions. How can a leader overcome resistance in a system? How can she help the organization check and improve itself and work well in a complicated world? In other words, how does a leader change and improve an organization.

Lang Chen followed basic rules. She involved people in discovering the truth about themselves and the organization by using a friendly approach and asking questions. She brought people together because they all believed in the work and the dream of what could happen. They thought she was a visionary and they followed her. She showed how she wanted things to be by acting as an example. Eventually, she set up ways to help her keep up with her new habits and ways of doing things. The final things we did, like making changes to the systems, were really important for keeping the changes going. Ruth Jacobs from the Hay Group says that it's important for companies to have practices for hiring and managing employees that support emotional intelligence. This helps create a positive emotional atmosphere.

Smart leaders understand that their main job is to understand the problems in the organization and involve important people in finding solutions. They bring the discussion to the entire organization and use interesting activities to get everyone involved in understanding what's happening now and what they want for the future. Just like Lang Chen, these leaders help people see the good things and the problems in the organization. They also help everyone talk about what's happening now, so everyone can work together to make a plan for the future.

CONCLUSION

The division of how emotional intelligence leadership can change an organization shows how important EI is in making the workplace better. Studying real-life examples and cases shows that leaders who are good at understanding themselves, caring about others, and building relationships are often successful at making big changes. The article talks about how important it is for leaders to start honest conversations and deal with the feelings of the people in their organizations. Emotionally smart leaders make a strong base for breaking down bad rules and encouraging better, more effective cultures. It's important to be open, understanding, and include everyone while making changes. This helps create a good feeling in teams and across the whole organization. Moreover, the story highlights that making changes in an organization is not the same for everyone. Leaders need to understand their team's feelings and handle problems with strength and flexibility. Emotional intelligence is important for leaders to help their teams through change, work together, and come up with new ideas.

REFERENCES:

- [1] B. J. Galli, "Change Management Models: A Comparative Analysis and Concerns," *IEEE Eng. Manag. Rev.*, 2018.
- [2] A. S. Alqatawenh, "Transformational leadership style and its relationship with change management," *Bus. Theory Pract.*, 2018.
- [3] J. M. Guerrero, M. Teng-Calleja, and M. R. M. Hechanova, "Implicit change leadership schemas, perceived effective change management, and teachers' commitment to change in secondary schools in the Philippines," *Asia Pacific Educ. Rev.*, 2018.

- [4] M. S. Niell, "Change Management Communication: Barriers, Strategies & Messaging," *Public Relat. J.*, 2018.
- [5] G. Lowe, V. Plummer, and L. Boyd, "Nurse practitioner integration: Qualitative experiences of the change management process," *J. Nurs. Manag.*, 2018.
- [6] C. A. Oettl, K. Beck, F. M. Rauffer, A. T. Priglmeir, M. Böhm, and H. Krcmar, "Zero Email initiative: a critical review of Change Management during the introduction of Enterprise Social Networks," *J. Inf. Technol. Teach. Cases*, 2018.
- [7] B. Noori and M. Latifi, "Development of Six Sigma methodology to improve grinding processes: A change management approach," *Int. J. Lean Six Sigma*, 2018.
- [8] E. M. Bustos, C. C. Sagredo, and M. T. Bull, "Methodological proposal to implement the first stage of Lewin's organizational change management," *Estud. Gerenciales*, 2018.
- [9] D. Rosenbaum, E. More, and P. Steane, "Planned organisational change management," *J. Organ. Chang. Manag.*, 2018.
- [10] Y. Eriksson and A. Fundin, "Visual management for a dynamic strategic change," *Journal of Organizational Change Management*. 2018.
- [11] J. McIntosh *et al.*, "A case study of polypharmacy management in nine European countries: Implications for change management and implementation," *PLoS One*, 2018.
- [12] H. Ahmad, J. M. I. Alekam, S. Shaharruddin, L. Marchalina, and O. Fok-Yew, "The relationship between the change management and the operational excellence in electrical and electronics manufacturing companies," *Int. J. Supply Chain Manag.*, 2018.

CHAPTER 13

CULTURAL RESONANCE: LEADERS SHAPING VISION AND VALUES FOR ORGANIZATIONAL CHANGE

Sadaf Haseen Hashmi, Associate Professor
Department of ISME, ATLAS SkillTech University, Mumbai, India
Email Id-sadaf.hashmi@atlasuniversity.edu.in

ABSTRACT:

The transformative power of cultural resonance in the context of organizational change, focusing on the role of leaders in shaping vision and values. Drawing insights from diverse leaders and their experiences, the narrative delves into the intricacies of emotional intelligence leadership as a catalyst for fostering resonance within organizations. The discussion unfolds in stages, beginning with the revelation and exploration of cultural realities, followed by the definition of an ideal organizational vision aligned with individuals' aspirations. The article emphasizes the importance of leaders acting from a place of emotional intelligence to instill this vision effectively. Exemplifying this approach, it cites instances from Lucasfilm and other organizations where leaders cultivated a sense of belonging, akin to tribal connections, to foster a unique and cohesive workplace culture. The narrative underscores the significance of extraordinary moments and symbolic gestures in shaping a collective ethos. The concept of "guerrilla development" is introduced, highlighting the delicate, yet impactful, process of shaping organizational culture subtly. The article further delves into the crucial aspect of attunement over alignment, emphasizing the need for emotionally intelligent leaders to connect with the collective emotional centers of their teams.

KEYWORDS:

Change Leadership, Decision-making, Inspirational Leadership, Organizational Culture, Strategic Vision, Transformation.

INTRODUCTION

Once we understand our culture, the next step in creating an emotionally smart organization is to come up with a vision that matches what people want for themselves. Leaders can help their employees by being aware of their emotions and setting a good example for them to follow. This can help the employees work towards a common goal for the group. What does a company look like when its employees share the same goals? Look at Lucasfilm, based in Marin County, California, and the owner of several companies that make movies and other creative projects for producer George Lucas. When people meet Gordon Radley, the president of Lucasfilm Ltd. , they may notice the small tattoo marks on his cheekbone. The tattoos show that Radley lived with a tribe in Malawi for two years in the late 1960s as a volunteer for the Peace Corps. Thirty years later, he still keeps in contact with his friends in the Malawi tribe. He even gives them money to put tin roofs on their huts or start a small business. "Malawi is a unique place that has not changed much, even though it's different from the world outside," explained Radley after a recent visit. Similarly, the feeling of belonging to a close-knit group and sharing a special world together is what makes people love their workplace. Radley's job as a leader is to take care of and keep the company culture at Lucasfilm strong. George Lucas owns a big company called Lucasfilm. This company also owns another company called Industrial Light and Magic, which is famous for its special

effects. Lucasfilm also owns other companies that make things like video games and sound systems for movie theaters. For Radley, the perfect work environment is similar to the sense of community he felt while working in the Peace Corps. Radley wants to know how to make people feel like they are part of a close-knit group. It's tricky because the feeling goes away as soon as it's noticed. We want to make sure that how we feel about what we do is just as important as what we do[1], [2].

One reason these feelings arise is by making really special moments. These are experiences that people share and become part of their common stories. "A few years ago, the company was going through a tough time," Radley remembers. I set up a meeting for everyone in the company. This had never happened before. We all had to meet in the auditorium of a local community center because we had never been all together in one room before. I began the meeting by giving a regular update on the company's finances and other important information. Then I quickly opened a curtain, and there was the cast of the Broadway show *Stomp*. No one was expecting this surprise. The whole company was excited by the performance. It was two hours of making music without words, and everyone was working together in harmony. *Stomp* has clever dancing that uses everyday items like brooms, buckets, mops, and plungers. One person starts a beat and then others join in to make a beautiful, creative dance together. It's a silent tribute to the strength of a group working together[3], [4].

For example, Radley had a hard time convincing his bosses at a meeting to arrange the chairs in a big circle. "He remembers that the way the seats were arranged showed a sense of belonging to a particular group. We all said our names and where we grew up. At the end of the first meeting, everyone felt like we had all come together from different places to be in this group at this time. But those good feelings don't mean much if we don't keep working together. Lucasfilm is a great place to work. This reputation helps the company attract and keep talented people in the competitive job market of the San Francisco Bay Area. The companies in Lucasfilm are some of the best places to work for and are on lists in magazines like *Fortune* and *Working Mother*. How connected an organization feels like a tribe can show how well it knows its goals and has united its people around those goals. How do leaders find the right vision for their organization? They start by looking closely at their own dreams and the vision they have for their organization.

Inspiration and the Time of the Rat

Understanding and sharing a vision that others can connect with begins with yourself, according to Antony Burgmans, who is the co-chair of Unilever. "As we started growing, I felt something wasn't right. We need to revisit our plans. I believed in my gut feeling - you learn to listen to that little voice inside you. So, I tried to figure out why I felt uneasy. We were doing everything right: we had a new plan, the support of shareholders, a new way of organizing, and good people working for us. But something wasn't right- there was a very important part missing. I saw that even though we had a great plan and a inspiring goal for change, what we really needed at Unilever was a new way of doing things, new thinking by the leaders, and new actions.

Niall FitzGerald, who helped lead the transformation process, says, "We knew exactly where we needed to go. We had everything ready to go, but it felt like we were about to fall into a big canyon. You need to get to the other side, so you have to jump across a big gap and then make a bridge to cross. You feel excited but also a little worried, but the vision makes you want to build the bridge and take the leap. I noticed the emotions, especially the ones that told me something was wrong. These feelings were very important to me as a leader. They helped me see what we needed to do. At Unilever, we needed to focus on the people. We wanted to

encourage their passion, help them see their work in a new light, and develop better leadership skills[5], [6]. FitzGerald and Burgmans wanted to change the company in a new way, so they started by changing the way Unilever's top leaders think. Today, Unilever is going through big changes, but everyone in the company understands why and what is being done. People know that they are involved in the change, and they also know that they need to change themselves. In money and organization, they are doing better than expected. This happened because two leaders listened to their inner voice. To make a culture feel connected, emotionally smart leaders begin by looking at their own feelings, thoughts, and senses about their organizations. They are like sensitive tools that help connect with the company's goals and values, and they can see the differences between what the company wants to achieve and what it is currently achieving. This is not just intuition - it's using emotional smarts to notice and understand the little signs about what's really happening, and it gives leaders a view that goes beyond other information about the company.

A leader can understand things better if they take time to think quietly and regularly. Tapping into the knowledge of the unconscious mind is like trying to bring water up from a deep well. It's important to keep the pump ready by spending time thinking regularly. Sometimes, we have great insights in the middle of the night, during a time we call the hour of the rat. It's a quiet, dark time when no one is around and we start to think deeply about things. In quiet moments, a leader can find answers to questions like "What's bothering me so much that I can't let it go. What's confusing or irritating at work? Where is the passion and meaning in my work? What do I believe in? By thinking about their worries and what motivates them, leaders can figure out what needs to change in the organization's culture, mission, vision, and leadership. Leaders need to understand what motivates people to stay in the organization, not just for the salary but for a greater purpose. This will help them create a vision that inspires and resonates with people.

Emotionally smart leaders need to go beyond just looking at their company's vision on their own. They should also listen to ideas from their employees to create a shared vision. Leaders work together with the rest of the group to come up with a vision that will inspire and energize everyone. Getting people to take part in a careful study of themselves and the organization - first by looking at what's happening now and then at what they want to happen - creates understanding and long-lasting change. Think about the leaders who have motivated their organizations to come together and support a shared idea of what is possible.

KekiDadiseth became the chairman of Hindustan Lever Limited when the business world in India was changing fast. The company was successful and advanced in how it managed things and its results for a long time. But it needed to change its culture, which was seen as too strict, closed off, and not open enough in the new environment. Activities were noticed as much as accomplishments, and the culture supported the hierarchy instead of giving full power to everyone. Therefore, it was often hard to do things quickly. The company had a clear plan for training managers, but some people were concerned about how others were being chosen for promotions or rewards because they thought it wasn't fair.

KekiDadiseth faced this challenge directly: He worked to become a great example himself. He showed the changes he wanted to happen by working with people to create a new vision and a new way of doing things. He believed that everyone, not just the chairman, was important for success. In one year, the culture of the company changed and people noticed that it became more open, trusting, and empowering. HLL is still one of Unilever's most profitable and respected businesses.

The UNICEF vaccination project in India was doing very important work, but its leader, Monica Sharma, felt that the program needed some improvements. The project was inspiring for the staff who worked closely with the health teams and immunized children in poor villages. But most of the organization's 400 staff, like clerks, accountants, and administrators, didn't feel inspired because they were not involved in the energizing field work. Monica wanted to bring the excitement of helping children into the office, so she made a plan for all staff to spend a few days in the district where they were immunizing children. The top leaders of the office, Representative Eimi Watanabe and her two deputies, Thomas McDermott and Lukas Hendratta, played a big role in this success because they all supported and encouraged this initiative. The staff members were able to see and understand the mission and vision of their work. They also connected with each other.

The University of Pennsylvania made big changes in the 1990s that were needed, but they were hard for many staff members. Before the changes, many people felt a strong connection with Penn, a prestigious school, and thought their job there would last a lifetime. But when jobs and what people had to do changed a lot, it made people feel worried after feeling safe for a long time. They felt really bad about losing the way they used to see themselves. To make sure Penn stays on track with its plans for change, President Judith Rodin and Executive Vice President John Fry wanted to find some ideas that everyone could use. The word "community" made them begin a process that brought people together inside and outside the university around a shared vision. Leaders often say they want their team to understand and agree with their plan. But that word makes it seem like we want to line up all the pencils in the same way, like a magnet lining up molecules. It's not easy. The plans, described in official business language, mostly appeal to the logical part of our brain. Strategic plans usually ignore the importance of emotions, like passion and love, which are important for gaining commitment.

Like the examples before, making people truly embrace change needs to connect with them emotionally and mentally. The hard part is getting people excited about your vision and business plan. Leaders who are good with emotions understand that it takes more than just telling people about the strategy. It needs to create a strong bond with people's feelings. Understanding and connecting with the vision of an organization is more important than just agreeing with it.

It gives people the energy and drive to work towards the vision. When this connection happens, people feel the energy of many others being excited about their work. A vision that brings people together, creates agreement, and strengthens teamwork and people's ability to work together.

A strong vision brings people together better than a plan. People, not just the business plan, decide what will happen. Success relies on what the people in a company value, what they do, and how they collaborate. Warren Bennis, a professor at the University of Southern California and a well-known leadership expert, believes that attunement, which means managing attention through a vision, is essential for leaders. This involves using the group's ideals to focus people's efforts. Attunement is especially important during significant changes in the organization and when the initial vision becomes outdated. Attunement begins by getting people involved in figuring out the differences between the organization's emotions and how they want the organization to be, as well as their own interactions within it. However, the leader needs to let the people in the organization take control of the change process. That's what all the leaders in the earlier examples did. Let's explore each of those situations more closely and see how the leaders aligned their organizations to a shared vision, and made long-term changes [7], [8].

DISCUSSION

Keki Dadiseth is now the head of Hindustan Lever Limited, a big company in India. This happened during a time of big changes in the business world in India. HLL was known for being really good at managing their business and growing it. Other companies wanted to be just like them. Even though HLL was doing well, Dadiseth saw that in the new open market in India, the company needed to change fast. The company's old culture was seen as too bureaucratic and not open enough. Dadiseth knew he needed more than just words, new rules, or training to change the company culture to fit his vision. He had to show all the right behaviors all the time. In his office, he had a Japanese print with a saying that meant we are all smarter when we work together. He was a leader who was friendly and brought people together, and he also believed in letting everyone have a say in decisions. This kind of leadership wasn't very common in the company. He stopped using his calendar and told his employees they could always come talk to him. He paid close attention when people spoke and valued their advice, using their opinions to make decisions. He made friends with the staff by eating with them in the cafeteria, and he got to know them on a personal level. He learned which child was sick and which child had won a prize at school. He found out who truly cared about their job, and he publicly appreciated them. He motivated and supported people to find their own solutions when they faced challenges. He pushed decision making to the lowest levels of the organization. Overall, he asked people to reflect on themselves and figure out what was best for the business, and then to take action on it.

Dadiseth's new way of leading seemed strange at first, but it turned out to be genuine and not just a show. He was easy to reach and talk to, and he was honest and open so people didn't have to guess or try to work around him. He genuinely connected with people and this led to mutual trust and respect in their relationships. Additionally, it became popular: Other leaders started to understand the importance of guiding people to work together as a team. People started copying Dadiseth's behavior, and the culture slowly started to become more open and mutual. The idea of "managing up" was not working well. People stopped wasting time by guessing, and they started getting things done quicker and more effectively. Over time, as people started helping each other with their achievements and problems, the team unity in the company got stronger. I suddenly felt more comfortable taking on responsibility, which made it easier for people to come up with new ideas and be creative in their work. From the workers to the bosses, everyone started sharing their ideas at the company, and things started running better and faster.

Dadiseth wanted to have good relationships with everyone in the company and also wanted to make sure that the company was doing better. He said that being too comfortable in a relationship makes it hard to take responsibility. He made sure that relationships didn't get too comfortable. He told the leaders of the company that they need to care about the people who work for them and also be responsible for their actions and values. As a result, things started to move faster and more easily. Decisions that used to take weeks now only take hours or even minutes, even though more people are involved. People became more committed to the decisions because they were more involved and began to trust the leaders more. People are finding it more difficult to conceal things or to accuse others. Relationships became more about trusting each other and genuinely connecting, and leaders started taking more responsibility for their actions.

In one year, behavior got a lot better. The company was able to implement strategies faster and more effectively. Everyone in the company was committed to growing the business and took action to make it happen. Keki Dadiseth was a leader who led by taking action. He showed what the new organization should be like: clear and open, including everyone, being

truthful, working hard, and getting good results. He also talked about being honest about what's working and what's not, and giving rewards based on achievements. Dadiseth used the importance of his position to show people how to make changes and follow new rules. In summary, he made new rules, got people on board with a new vision for the organization, and made a connection with them[9], [10].

Get people to pay attention to the main problems and find solutions that everyone can agree on. Help them understand what needs to change and why. By pointing out problems and bringing hidden habits to light, people can see the true state of the organization and be inspired to make changes. Making the secret things public helps people talk about what is going well and what isn't in the organization. It also helps them find things they all agree on when planning for the future. Pay attention to what is best, use leadership styles that make people agree and talk about what they hope for in the future, and connect with the dedication people have for the organization. Linking what people want to achieve with a purposeful goal helps them feel comfortable trying different ways to achieve that goal. Stop talking and start doing. This begins with the person in charge. The job of a leader is to bring people together to work towards a goal, to take action instead of just talking, and to set a good example for others to follow. And UNICEF's Monica Sharma also understood this.

In 1989, Monica Sharma became the leader of UNICEF's health immunization project in India. She knew that the organization's work was really important. Many children in that country were dying from preventable diseases like measles. Monica wanted to change that. But she noticed that most of the 400 employees didn't feel connected to the organization's mission or the important work they were doing. Most of the staff who worked in the office didn't feel the same purpose as the health teams who traveled to different villages to give children immunizations.

Monica found a way to make people feel more connected to their work and the organization by helping them understand their own goals and purpose. Monica said she came up with a plan to get everyone to help with the project's field work. She asked UNICEF's top leaders to allow her to send all 400 office staff to work at immunization clinics in villages. The top leaders agreed with her plan. Representative Eimi Watanabe and her team members Thomas McDermott and Lukas Hendratta realized that in a big organization, they needed to support the person who is making changes and coming up with new ideas if they wanted to see improvements. And they did. (Simple words: And they did it) The employees were able to see for the first time what their work really meant. They helped bring kids to the clinics and watched the doctors and nurses in action. They were feeling new emotions at work, like excitement and hope, but also worries and fears. The mothers were scared of the needles and worried about their children. This was all new to them. Over time, the workers in the office realized that each of their jobs helped to save a child's life, and even tasks that seemed unimportant were actually very important[11], [12].

The story of a UNICEF driver is a powerful example. Before, he only drove the health team around and didn't talk to the people in the villages they visited. But after working at a village clinic, he started to connect with the people and his job felt different. He started becoming more interested in what was happening while waiting to take his passengers back to the office. He started to talk more with the workers and the mothers in the village. He saw how scared the children and their moms were. He noticed that some moms were having a hard time comforting their kids. The driver talked to groups of moms about why getting vaccinations is important. He reassured them about side effects and gave them tips on how to calm their children. He made his own small classes and helped make each clinic successful. The driver's last-minute work made parents feel calmer and more informed, and made the

clinics run more smoothly and efficiently. Furthermore, he made the doctors and nurses on the medical team see the office staff's contributions in a better way. The driver felt very committed to his job.

The stronger dedication made a big difference one day when he took a team to a village and the vaccine hadn't arrived after many hours. In the past, the driver may have just shrugged and brought the team back to the office. In the end, it wasn't his responsibility to bring the vaccine, and he may not get paid for working extra hours to help. Now he realized how upset the mothers and children would be if they didn't get the vaccine they were waiting for. He went by himself to a bigger village far away, and after a few hours, he came back with the vaccine. The driver was following the new cultural guidelines: Take part, find ways to help, and support the mission. Monica Sharma encouraged people at all levels to understand and support their mission, creating a lasting positive impact that goes beyond just a regular change program. Actually, the staff had helped her create their mission's vision. Monica was a great leader who helped people understand how their little actions could make a big difference for the children, whether they were working in the office or out on the road. She understood that people need to see and feel the impact of their work in order to make it meaningful. They need to see how their work supports their beliefs. At the same time, if the changes didn't continue, people might forget about the field after just one visit. Monica knew that for these inspiring moments to make a lasting change, people needed more than just the inspiration. They needed new ways of working together and new cultural norms that could last over time. They needed to discuss their experiences, share their feelings and learning, and tell stories that would shape their new culture.

In order to do that, Monica had meetings on weekends where people could come and talk about their experiences together. Then, when people started talking about their problems and asking for help, Monica showed them how to help each other by coaching them. These meetings were filled with laughing, cheering each other on, and getting along well with each other. The people felt happy and motivated by their work together. Even after many years, some of the workers in India still remember Monica's idea as a very important and inspiring moment in their careers. Also important was their leader's trust in them and her belief that they could go to the districts and help, even though they were not trained. That confidence helped many people, including the driver, to do more than they thought they could. And they remember that Monica was always there to help them and support their learning.

Monica knew what she was doing. She was connecting people with UNICEF's mission and giving those ways to make it happen. Monica helped people connect with their feelings and find meaning in their work, so they could better contribute to the overall mission. This is what strong leadership looks like: getting people excited and linking them to a vision of what could happen. Monica Sharma completed her main job as a leader. What happens when a company needs big changes in how people work, not just in their attitude? During these changes, having a strong vision can keep people united, prevent tiredness, and keep them focused and positive. We saw this at the University of Pennsylvania when it had a big problem in the 1990s.

Lessons: Building an Emotionally Intelligent Organization

The idea that understanding emotions is important at work is not new, but only recently have studies shown how important it is for the success of any organization. Yes, having emotional intelligence and building strong connections in a workplace is similar to how ancient humans in groups of fifty to one hundred worked together to survive and thrive.

A group of ancient hunters and gatherers is similar to teams at Hindustan Lever, UNICEF, or Penn in some ways. In any close-knit group of people, they find significance in their connection and in being in sync with each other. In the top companies, everyone has the same idea of who they are as a group, and they work well together. They feel like they get along well, understand each other, and feel good when they're together.

Emotionally smart leaders need to make organizations that resonate with others. These leaders help people understand themselves and the organization better. They recognize what is really happening and help people to identify problems and build on the organization's strengths. They bring people together to share a common dream and also show new ways for people to work together. They create a strong connection and make sure it continues to work well in the organization. We have found some rules that can help create a culture that is emotionally intelligent and effective by working with organizations and doing research. The study found three important things: understanding emotions, imagining the best, and keeping emotional intelligence.

CONCLUSION

Learning how culture affects organizational change shows how important leaders are in creating the vision and values of the company. Using emotional intelligence to lead, the story has looked at understanding different cultures, setting goals, and making people feel like they belong in a company. The examples show how leaders can create a strong culture with shared values that go beyond just being in agreement. The article talks about how culture is always changing and how important it is to influence it in a subtle way, especially within organizations. Leaders like Keki Dadiseth and Monica Sharma are seen as people who make changes happen and lead by setting an example. They encourage being open and including everyone, and they take responsibility for their actions. The difference between being tuned in and working together is an important idea that shows how leaders need to understand and connect with their team's emotions. Understanding and connecting, as shown through the time of the rat and the thoughtful actions of leaders who are good at handling emotions, becomes a strong influence for boosting group excitement and dedication.

REFERENCES:

- [1] S. T. Hussain, S. Lei, T. Akram, M. J. Haider, S. H. Hussain, and M. Ali, "Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change," *J. Innov. Knowl.*, 2018.
- [2] B. Burnes, M. Hughes, and R. T. By, "Reimagining organisational change leadership," *Leadership*, 2018.
- [3] S. Krogh, "Anticipation of organizational change," *J. Organ. Chang. Manag.*, 2018.
- [4] D. Rosenbaum, E. More, and P. Steane, "Planned organisational change management: Forward to the past? An exploratory literature review," *Journal of Organizational Change Management*. 2018.
- [5] L. Caves, "Lifelong learners influencing organizational change," *Stud. Bus. Econ.*, 2018.
- [6] C. Castillo, V. Fernandez, and J. M. Sallan, "The six emotional stages of organizational change," *J. Organ. Chang. Manag.*, 2018.
- [7] R. Jing and A. H. Van De Ven, "Toward a Change Management View of Organizational Change," *Manag. Organ. Rev.*, 2018.

- [8] L. Gover and L. Duxbury, "Making sense of organizational change: Is hindsight really 20/20?," *J. Organ. Behav.*, 2018.
- [9] C. J. Grimolizzi-Jensen, "Organizational Change: Effect of Motivational Interviewing on Readiness to Change*," *J. Chang. Manag.*, 2018.
- [10] E. Passetti, L. Cinquini, and A. Tenucci, "Implementing internal environmental management and voluntary environmental disclosure: Does organisational change happen," *Accounting, Audit. Account. J.*, 2018.
- [11] R. Smollan and E. Pio, "Organisational change, identity and coping with stress," *New Zeal. J. Employ. Relations*, 2018.
- [12] D. Rosenbaum, E. More, and P. Steane, "Planned organisational change management," *J. Organ. Chang. Manag.*, 2018.