



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Leadership and Management Theory and Practice (LCBB 6022 BIRM)

Session 5

Emotional Intelligence in Management and Leadership

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives



www.uwtsd.ac.uk

Learning Objectives

Explain the concept of emotional intelligence (EI)

Analyse the role of EI in leadership effectiveness and management practice

Apply EI concepts to real organisational contexts

Introduction

For much of management history, emotions were viewed as irrational, disruptive, or unprofessional.

Early management theories focused on:

Structure

Efficiency

Control

Rational decision-making

One of the key underlying leadership philosophies was that of Douglas McGregor's Theory X and Theory Y.

First developed in the late 1950s then published in *The Human Side of Enterprise* in 1960.

We will explore this pivotal view of employees before exploring our updated views.

McGregor's X and Y Theory

- Douglas McGregor developed a theory relating how a managers' belief or assume their staff behaviour.

He details two contrasting approaches:

Manager
X

Believes employees are lazy.
Believes employees need control and coercion.

Manager
Y

Believes that employees like work.
Believes employees do not require controlling.

Theory X

Theory X Managers believe that most people...

Are driven by money

Will avoid work when possible

Lack ambition and dislike responsibility

Are indifferent to organisational needs

Lack creativity and resist change.

Theory Y

Theory Y Managers believe that most people...

Are driven by job satisfaction

Actively seek work

Show ambition and seek responsibility

Are committed to organisational objectives

Are creative and welcome change

Theory X and Y

X

Tough, autocratic, tight controls,
punishment and rewards.
Authoritarian

Y

Benevolent, participative,
believe in self controls,
Democratic

Discuss

- Are McGregors's views still relevant today?
- Do you lean more toward theory x or theory y?
- Is it fair to assume all employees behave and think the same way?

Modern Workplace

Emotional intelligence reframes leadership as a human and relational process, not just a technical one.

Modern organisations are:

Knowledge-based

People-intensive

Emotionally demanding

Leadership today involves:

Managing uncertainty

Motivating diverse teams

Handling conflict and change

Emotional Intelligence

El is concerned with how emotions are managed,
not whether emotions exist.

What Is Emotional Intelligence?

Emotional intelligence refers to the ability to:

- Recognise your own emotions
- Understand others' emotions
- Regulate emotional responses
- Use emotional information to guide thinking and behaviour
- EI challenges the assumption that technical skill and cognitive intelligence (IQ) alone determine managerial success

EI reframes management as a relational and emotional practice, not just a rational one.

EI vs IQ

IQ - cognitive problem-solving

EI - emotional and social effectiveness

Research suggests:

- IQ may help individuals enter managerial roles
- EI often determines success within those roles

EI does not replace intelligence or skills, it enables them to work effectively.



Why is EI Relevant to Management?

EI affects everyday management activities, including:

- Performance management
- Decision-making under pressure
- Managing resistance to change
- Handling conflict and stress

Managers lacking EI may:

- Escalate conflict
- Demotivate staff unintentionally
- Undermine trust



The *same* management decision can succeed or fail depending on emotional delivery

Origins and Development of Emotional Intelligence

The concept gained prominence through the work of **Daniel Goleman**, who argued that emotional competencies often distinguish effective leaders from average ones.



Emotional Intelligence

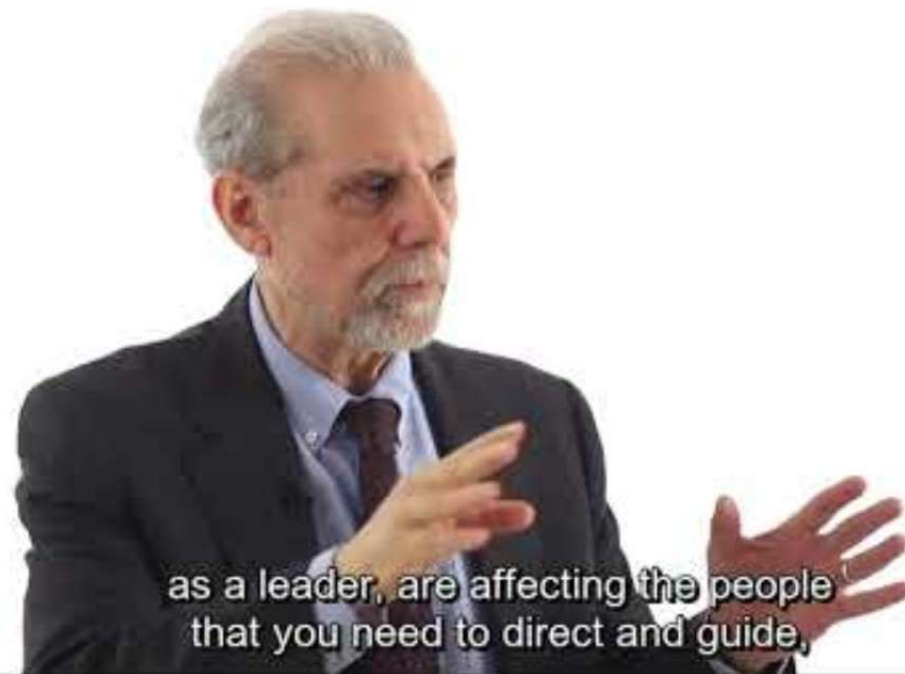
Goleman suggested that while IQ may help individuals enter managerial roles, EI largely determines:

- Leadership effectiveness
- Team performance
- Employee engagement



This perspective aligns closely with **behavioural and human relations management theories**, which emphasise human motivation and social interaction.

Emotional Intelligence in Leadership



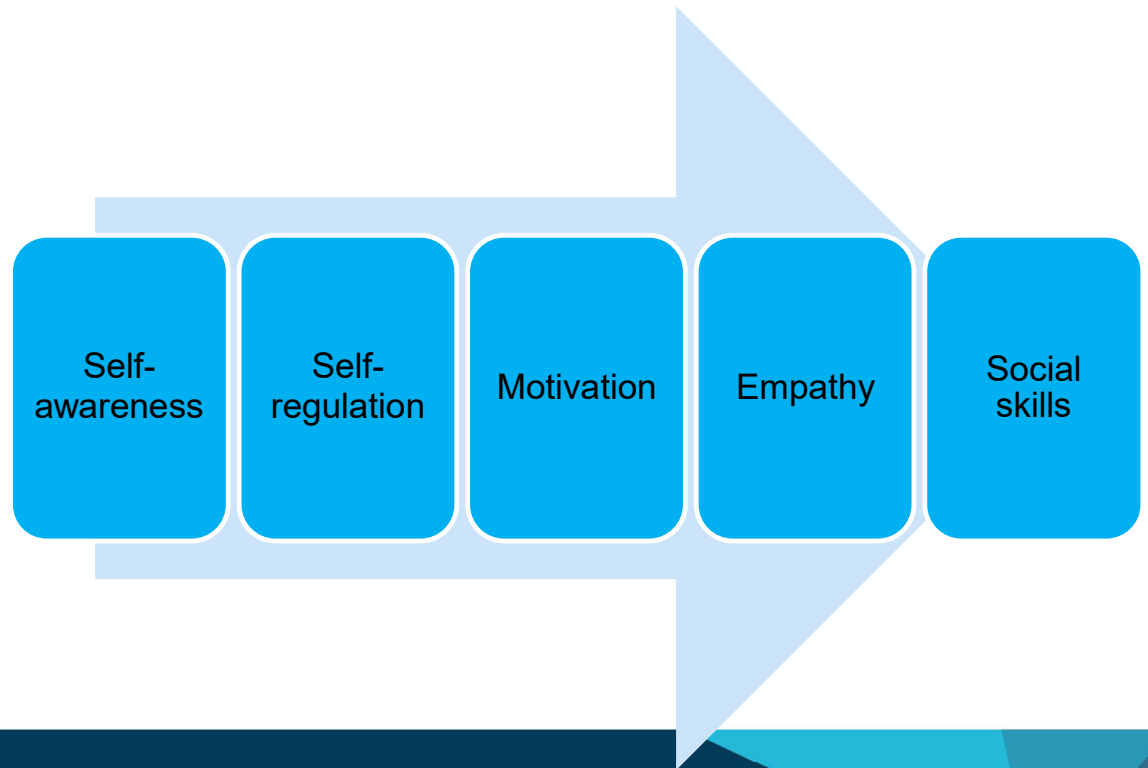
The Core Components of EMOTIONAL INTELLIGENCE (EI)

Essential Skills for Effective Leadership



Essential for Effective & Resilient Leadership

Emotional Intelligence in Leadership



Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives

Self-Awareness → *Foundation*



- Recognising one's emotions
- Understanding emotional triggers
- Accurate self-assessment

Without self-awareness, other EI components are weakened.

Self-Regulation → *Leadership Under Pressure*



- Managing emotional reactions
- Remaining calm in crises
- Acting ethically under stress

This is crucial for leadership credibility and trust.

Motivation → *Intrinsic Drive*



- Commitment beyond external rewards
- Persistence and resilience
- Goal orientation

This aligns strongly with intrinsic motivation theories.

Empathy → *Perspective-Taking*

- Understanding others' emotions
- Appreciating diverse viewpoints
- Supporting inclusion

Empathy underpins ethical and inclusive leadership.



Social Skills → *Influence & Conflict Management*



- Communication
- Relationship-building
- Managing disagreement constructively

El is not about avoiding conflict, it is about handling it productively.

Discussion



Discussion

10 Minutes

In groups of **3–4**, review the five components of Emotional Intelligence:

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social skills

As a group, discuss the following question:

“Which ONE component of emotional intelligence is most important for effective leadership — and why?”

Your answer must:

- Justify *why* you chose that component
- Give **one real workplace or leadership example**
- Acknowledge **one limitation** of prioritising that component

Critical Evaluation of Goleman's Model

Strengths

- Highly accessible
- Strong practical relevance
- Clear leadership focus

Limitations

- Conceptual overlap with personality traits
- Measurement challenges
- Risk of oversimplification

Is EI a skill, a trait, or a capability?

Who defines "emotionally intelligent behaviour"?

Emotional Intelligence and Leadership Styles

EI is strongly linked to effective leadership styles:

Transformational Leadership

- Emotional connection
- Vision and inspiration

Democratic Leadership

- Listening
- Emotional awareness

Servant Leadership

- Empathy
- Ethical responsibility

EI influences:

Performance reviews

Managing change

Handling underperformance

Employee wellbeing

Emotionally intelligent managers:

Recognise emotional resistance

Address concerns constructively

Maintain psychological safety

EI in Management Practice

EI, Culture, and Diversity

Emotional expression is culturally shaped:

- Direct vs restrained communication
- Eye contact norms
- Authority expectations

EI must be **culturally intelligent**:

- What appears confident in one culture may appear aggressive in another.

EI is context-dependent, not universal.

Reflection & Discussion Activity

“When Is Emotional Intelligence Helpful and When Might It Be Problematic?”

Think of a workplace, placement, or part-time job.

How did managers handle emotions (yours or others')?

Can you identify evidence of *high or low emotional intelligence*?

Cultural perspective:

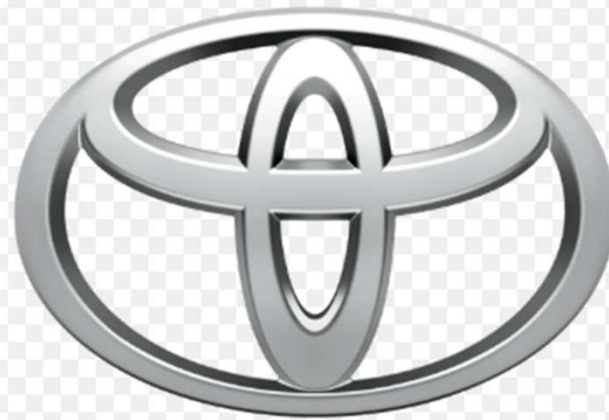
Were emotional expressions encouraged, discouraged, or controlled?

Did everyone seem equally comfortable expressing emotions?

Ethical reflection:

Can emotional awareness ever be used to *manipulate* rather than support employees?

Organisational Examples



TOYOTA



Toyota and Culture



Toyota's leadership approach emphasises emotional self-regulation, humility, and calm problem-solving, particularly through practices such as *genchi genbutsu* ("go and see") and continuous improvement (*kaizen*).

Managers are expected to:

- Remain calm during operational problems
- Avoid blame and emotional escalation
- Encourage reflection and collective problem-solving

This reflects self-regulation as defined by Daniel Goleman, where leaders manage emotional responses under pressure and model emotional control for others.



Toyota and Culture



Leadership Impact

During production issues or quality concerns, emotionally intelligent leaders:

- Reduce fear and defensiveness
- Maintain trust between workers and management
- Enable learning rather than punishment



Critical Insight

Toyota demonstrates that EI does not require expressive or charismatic leadership. Instead, emotional restraint and consistency are culturally aligned with Japanese management norms. However, this style may be less effective in cultures that expect visible emotional engagement from leaders.





EI in Practice

ASDA operates in a high-pressure retail environment where managers must balance:

- Performance targets
- Customer service
- Employee wellbeing

Front-line managers are required to demonstrate **empathy and social skills**, particularly when managing shift work, workload stress, and customer-facing conflict.

Empathy is evident in:

- Flexible scheduling conversations
- Supporting colleagues during periods of stress
- Managing underperformance sensitively

This aligns with Goleman's **empathy** and **social skills** components of EI, where understanding others' emotions improves leadership effectiveness.



Leadership Impact

Emotionally intelligent managers at ASDA can:

- Reduce staff turnover
- Improve engagement and morale
- De-escalate customer conflict more effectively

Critical Insight

While EI is valuable, ASDA's tightly controlled retail environment limits managerial discretion. This highlights an important Level 6 point: EI effectiveness is constrained by organisational structure and resources, not just individual capability.





Microsoft – EI, Empathy and Transformational Leadership



EI in Practice

Under CEO Satya Nadella, Microsoft underwent a cultural transformation focused on:

- Empathy
- Listening
- Learning rather than competing



Nadella explicitly framed empathy as a leadership capability, encouraging managers to:

- Understand employee and customer perspectives
- Foster psychological safety
- Replace internal competition with collaboration

This strongly reflects empathy, self-awareness, and social skills within Goleman's EI model.

Microsoft – EI, Empathy and Transformational Leadership



Leadership Impact

High EI leadership at Microsoft contributed to:

- Improved employee engagement
- Greater collaboration across teams
- Renewed innovation capability



Managers were encouraged to reflect on their emotional impact, supporting **self-awareness as the foundation** of leadership effectiveness.

Critical Insight

Microsoft shows how EI can be embedded strategically at organisational level. However, critics argue that empathy rhetoric must be matched with structural change to avoid becoming symbolic rather than substantive.

Small Group Discussion (10–15 minutes)

Form groups of **3–4** and discuss the following questions:

Core Discussion Questions

- **Does emotional intelligence always improve leadership and management?**
 - Or can it sometimes create pressure, emotional labour, or unfair expectations?
- **Is emotionally intelligent behaviour culturally universal?**
 - Could the same behaviour be interpreted differently across cultures?
- **Who benefits most from EI in organisations?**
 - Employees, managers, organisations — or all three?
- **Where are the limits of EI?**
 - What organisational constraints reduce its effectiveness?

Link your answers to:
Goleman's EI components
Organisational examples
(Toyota, ASDA, Microsoft)

Key points to remember

- EI is context-dependent, not universally positive
- Cultural norms shape emotional expression and interpretation
- EI can support leadership or become a form of emotional control

“Emotional intelligence enhances leadership effectiveness but only when applied reflectively, ethically, and within supportive organisational systems.”

Summary

During the session today we have:

- **Discussed Emotional Intelligence – EI**
- **Critically evaluated this approach**
- **Consider organisational examples.**

Sources

Goleman, D. (1998) *Working with emotional intelligence*. London: Bloomsbury Publishing.

Mayer, J.D., Salovey, P. and Caruso, D.R. (2004) 'Emotional intelligence: Theory, findings, and implications', *Psychological Inquiry*, 15(3), pp. 197–215.
doi: 10.1207/s15327965pli1503_02.

Ashkanasy, N.M. and Daus, C.S. (2005) 'Rumors of the death of emotional intelligence in organizational behavior are vastly exaggerated', *Journal of Organizational Behavior*, 26(4), pp. 441–452.
doi: 10.1002/job.320.