

LEADING TEAMS PROJECTS WITH EMOTIONAL INTELLIGENCE



Introduction

Emotional intelligence refers to the capacity to recognise, understand, and regulate emotions in oneself and others (Mayer & Salovey, 1997). In academic group projects, EI is a critical determinant of team cohesion, effective communication, and successful outcomes. Leaders who demonstrate high EI foster environments of psychological safety and mutual respect (Goleman, 1998).

1

Managing Own Emotions

Effective group leadership is based on self-control. Leaders must control tension, annoyance, and ambiguity without making their teammates feel bad. Reflective journaling, cognitive reappraisal, and mindful communication are among methods. According to Goleman (1998), leaders who set an example of emotional control create norms that improve the emotional environment and resilience of the entire group.

3

Key EI Competencies for Group Leaders

① Self-Awareness → ② Self-Regulation → ③ Empathy
→ ④ Social Skills → ⑤ Motivated Leadership
This flowchart represents the progressive application of EI in academic group project leadership (Goleman, 1998).

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Conclusion & Recommendations

Successful group projects require emotional intelligence (EI), which is a measurable competency rather than a soft skill. At the beginning of a project, university students are advised to: (1) conduct EI self-assessments; (2) develop emotional ground rules for team meetings; (3) Throughout, engage in active listening and perspective-taking. Students who develop EI are more equipped for leadership roles outside of the classroom.

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EI in Teamwork

Leaders can negotiate interpersonal interactions in a positive way thanks to EI. Self-awareness, self-regulation, motivation, empathy, and social skills are the five key EI dimensions identified by Goleman (1998). When used in group environments, these skills foster shared accountability, improve cooperation, and lessen conflict. Teams with emotionally intelligent leaders often perform better than those without EI (Cherniss, 2001).

2

Understanding Others' Emotions

The key to inclusive leadership is empathy, which is the capacity to identify and react to the emotional states of people. According to Mayer & Salovey (1997), emotional perception is the cornerstone of emotional intelligence. Empathic leaders recognize disengagement early, acknowledge contributions, and equitably resolve conflicts in collaborative initiatives. This fosters trust and motivates everyone to participate honestly and openly.

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References

Cherniss, C. (2001) Emotional intelligence and organisational effectiveness. In C. Cherniss & D. Goleman (eds.) *The Emotionally Intelligent Workplace*. San Francisco: Jossey-Bass.
Goleman, D. (1998) *Working with Emotional Intelligence*. New York: Bantam Books.
Mayer, J.D. & Salovey, P. (1997) 'What is emotional intelligence?', in P. Salovey & D. Sluyter (eds.) *Emotional Development and Emotional Intelligence*. New York: Basic Books.

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