

Managerial Leadership & Emotional Intelligence

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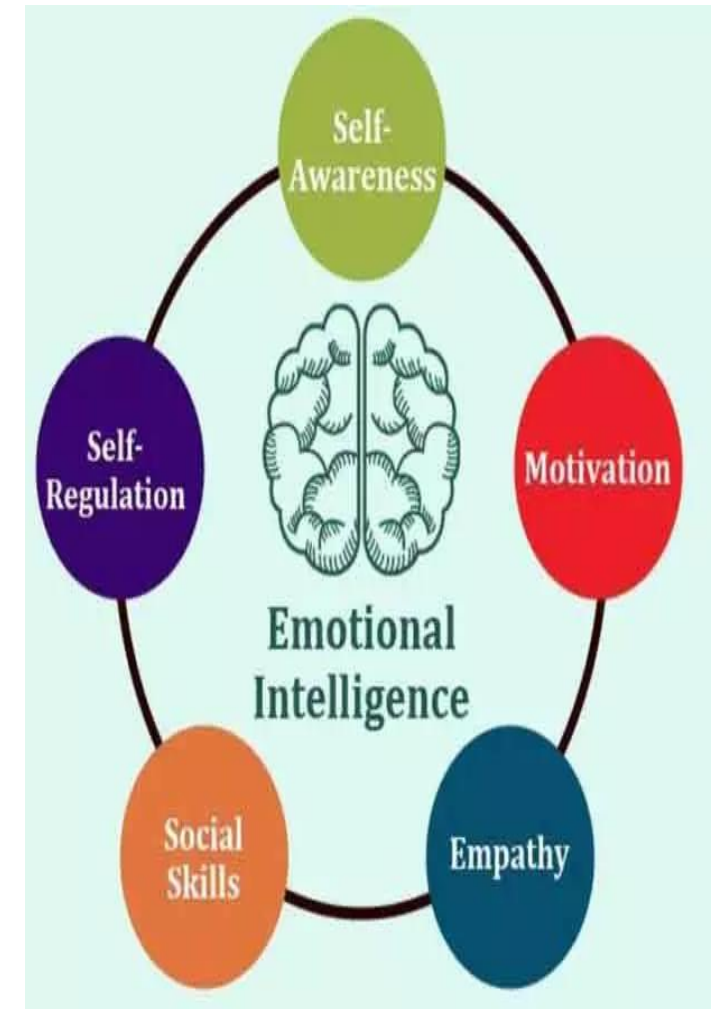
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Learning Objectives

- Understand the concept of Emotional Intelligence (EI) and its importance to effective managerial leadership.
- Understand the differences between various emotional intelligence models.
- Identify the personal emotional competencies including self-awareness, self-regulation, and motivation, within a leadership context.
- Learn the skill to apply emotional intelligence to manage personal behaviour and emotional responses in working environment.
- Understand the role of empathy and social awareness in understanding team dynamics and organisational culture.
- Develop the effective relation management skills required to lead the team.
- Develop strategies to enhance emotional intelligence competencies for improved managerial performance and organisational outcomes.

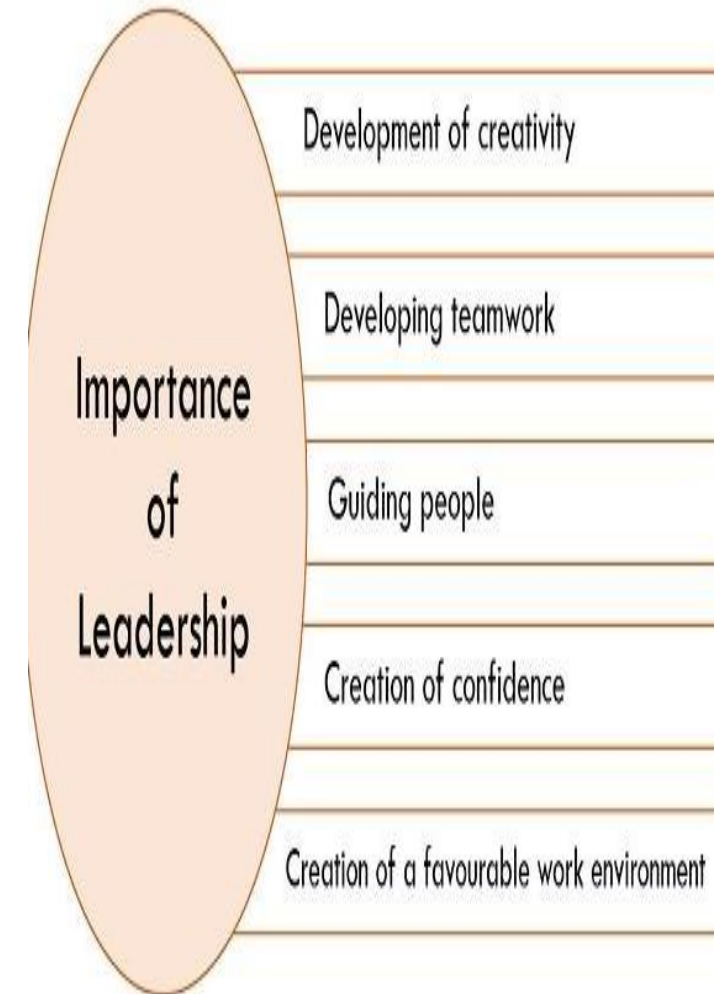
Managerial Leadership : An Introduction

- It involves guiding, influencing and coordinating teams to achieve organisational objectives.
- It is the modern leadership approach which emphasise the emotional and inter-personal capabilities.
- The modern managerial leadership prioritise Emotional Intelligence (EI) than Cognitive Intelligence to drive a successful business.
- The modern leadership approaches emphasise emotional and interpersonal capabilities.
- Leaders with high EI can manage their own emotions and respond appropriately to others in workplace situations.
- EI manager can effectively manage conflict, communication and team motivation.
- Ability to integrate EI with strategic and operational decision-making defines managerial leadership.



Importance of Leadership in Business

- **Setting Vision and Direction** to guide teams towards strategic objectives by aligning organisational goals and individual performance.
- **Influencing and Motivating Teams** by building a positive work environment, fostering trust and engagement between team members to perform at their best.
- **Building Strong Relationships** with employees, peers, and stakeholders which helps leaders understand and navigate interpersonal dynamics.
- **Conflict Resolution** by understanding the emotions involved, enabling constructive dialogue and finding solutions which is beneficial to all.
- **Creating a Positive Organisational Culture** such as respect, collaboration and ethical behaviour that promotes employee satisfaction and retention.



Emotional Intelligence (EI) in Management

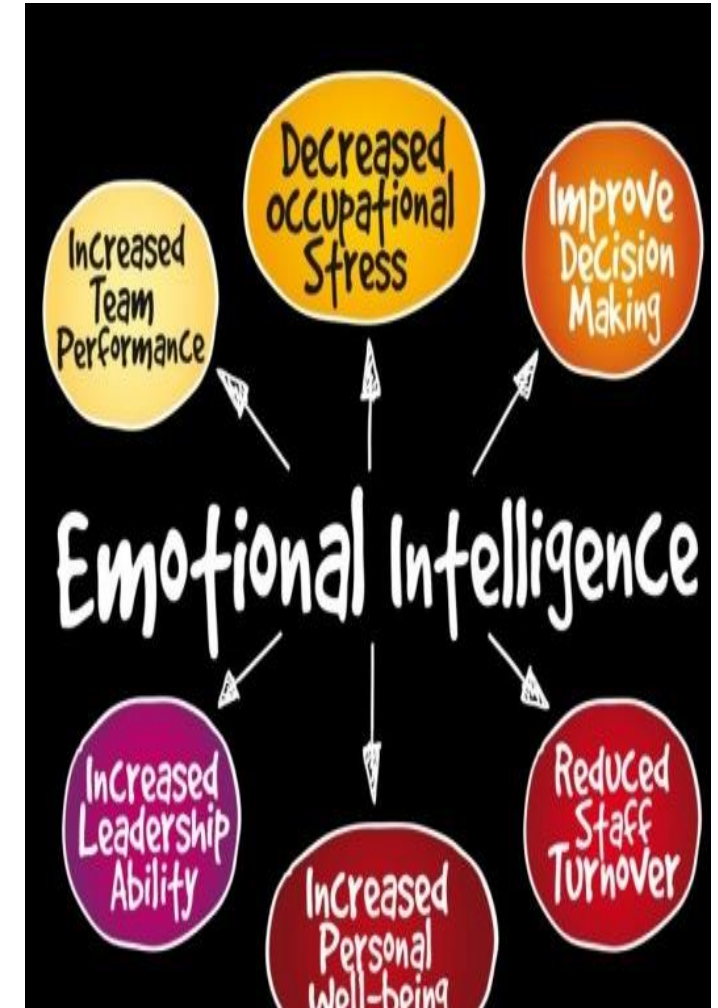
- EI is the ability to recognise, understand and manage own's emotions and the emotions of others in managerial context.
- It is considered as a strong predictor of leadership success.
- It focuses on how business leaders handle relationship, makes decisions and respond to workplace challenges.
- The core components of EI, based on Goleman Model, are:
 - ❖ **Self-awareness** for understanding emotions, strengths and limitations.
 - ❖ **Self-regulation** to manage impulses, remain calm and act professionally under pressure.
 - ❖ **Motivation** for achieving goals with persistence, optimism and commitment.
 - ❖ **Empathy** for understanding employees' perspectives, needs and emotions.
 - ❖ **Social skills** that support effective communication, teamwork and relationship building.

Key Qualities of Managerial Leadership

- **Social Awareness** for understanding how workplace emotions influence team dynamics and decision making.
- **Relationship Management** to resolve conflicts, inspire others, and communicate effectively by using emotional awareness.
- **Interpersonal Influence** to guide, influence and motivate others for creating the sense of belongingness and commitment.
- **Conflict Resolution** by understanding the emotions of both parties and finding solutions that benefit the team.
- **Adaptability** to changing circumstances or unexpected challenges.
- **Team Building** by using emotional intelligence to nurture cooperation and trust.
- **Decision-Making which are** effective and sympathetic of the emotional impact on others.
- **Ethical Leadership** to navigate complex moral and ethical situations by using EI.

Importance of EI in Modern Leadership

- **Enhances Decision-Making** due to improved judgement and effective leadership.
- **Drives Team Motivation and Engagement** which align personal and organisational goals that increases team productivity and improve performance.
- **Promotes Positive Work Culture** that leads to increased job satisfaction.
- **Facilitates Ethical Leadership** by integrating emotional awareness with moral considerations.
- **Strengthens Organisational Loyalty** as the result of fostering an environment of trust and respect.
- **Encourages Emotional Resilience** which set a tone of persistence in the team to bounce back from setbacks.



Evolution of EI: From Theory to Practice

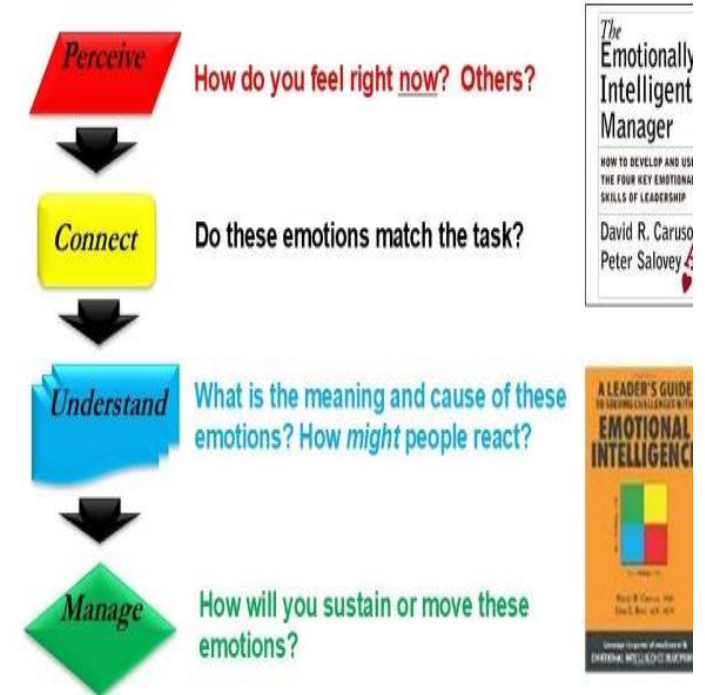
- Based on David R. Caruso & Peter Salovey, the evolution can be summarised in the following points:
 - ❖ **Theoretical Foundations** first emerged in the mid-1990s which emphasised emotional perception, understanding, regulation and the ability to influence emotions in oneself and others.
 - ❖ **Shift to Practical Application** focused on how EI can be applied to improve leadership, decision-making ability and team dynamics.
 - ❖ **EI Competencies in Leadership** for managing their emotions, recognising and understanding the emotions of others and maintaining productive relationships with the team.

	Self	Social
Recognition	Self Awareness <u>Self-Confidence</u> Emotional Self Awareness Accurate Self Assessment	Social Awareness <u>Empathy</u> Organisational Awareness Understanding the environment
Regulation	Self Management <u>Self-Control</u> Trustworthiness Conscientiousness Adaptability Drive and motivation Initiative	Social Skills <u>Influence</u> Inspirational Leadership Developing others Influence Building bonds Team Work and Collaboration

Evolution of EI: From Theory to Practice, Cont.

- ❖ **Development of EI Skills** through training and practice, feedback, self-reflection and continual learning.
- ❖ **Measuring and Assessing EI** in the leaders and teams regarding job performance, leadership effectiveness and team collaboration.
- ❖ **Impact on Organisational Success** due to employee satisfaction, higher productivity and better organisational coordination.
- ❖ **Continuous Integration in Business Practices** for long-term organisational success as the result of development programmes, leadership training and executive coaching.

THE EMOTIONAL INTELLIGENCE BLUEPRINT

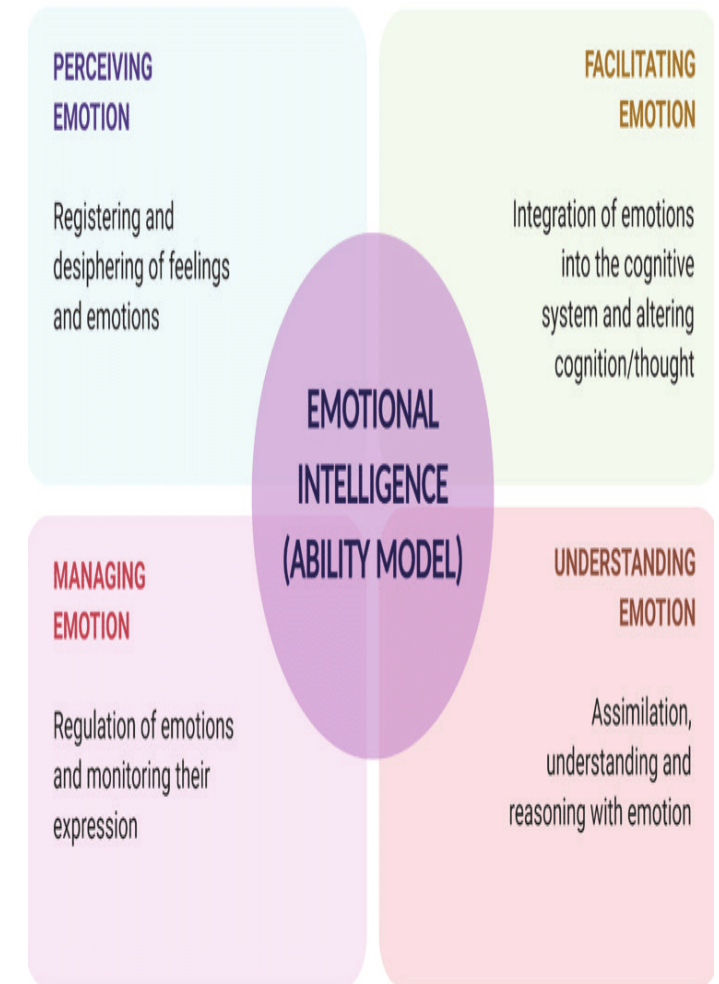


Leadership as a Competency

- **Self-Awareness as a Foundation** which helps business managers to manage their reactions and make more balanced, thoughtful decisions.
- **Self-Regulation for Consistent Leadership** by staying calm, composed and adaptable in high-pressure situations which ensure stability within the organisation.
- **Motivation to Drive Success** as managerial desire and commitment inspire the same level of dedication in their employees.
- **Social Skills to Build Strong Relationships** by navigating complex interpersonal dynamics, fostering collaboration and building strong networks.
- **Adaptability in Leadership** by recognising when change is necessary and guiding the teams through it with minimal disruption.
- **Inspiring Others through Vision** by clearly communicating a persuasive vision for the future in a way that echoes with the team.
- **Promoting Collaboration and Teamwork** by creating inclusive environments and encouraging diverse viewpoints for innovative decision making.

Salovey & Caruso Ability Model of EI

- This model focuses on the rational processes which involve perceiving, understanding, managing, and using emotions.
- The four key abilities recognised are:
 - ❖ **Perceiving Emotions** by recognising and correctly identifying emotions in oneself and others through facial expressions, body language and other emotional clues.
 - ❖ **Facilitating Thought** by enhancing cognitive processes like thinking and problem-solving by prioritising the most important aspect of the situation.
 - ❖ **Understanding Emotions** by realising the meaning of emotions and how they evolve over time and to predict how emotions shift in different contexts.
 - ❖ **Managing Emotions** in both oneself and others by promoting positive emotions for resolving emotional conflicts.



Comparing EI Models in Leadership

- **Goleman's Mixed Model of EI:**

- ❖ blends emotional and social competencies for leadership. Some of its key components are:

- **Self-Awareness**

- **Self-Regulation**

- **Motivation**

- **Empathy**

- **Social Skills**

- **Salovey & Mayer's Ability Model of EI:**

- ❖ is a cognitive EI approach which emphasises emotion-related skills and abilities. Its key components are:

- **Perceiving Emotions**

Comparing EI Models in Leadership, Cont.

- **Facilitating Thought**
- **Understanding Emotions**
- **Managing Emotions**
- **Bar-On Model of Emotional-Social Intelligence:**
 - ❖ prioritises emotional-social intelligence as a set of competencies. Some of its components are:
 - **Intrapersonal**
 - **Interpersonal**
 - **Stress Management**
 - **Adaptability**
 - **General Mood**

Connection between EI and Effective Leadership

- **Self-Awareness and Self-Reflection** allow leaders to remain grounded and avoid emotional impulses that leads to more focused leadership.
- **Self-Regulation and Composed Decision-Making** due to successful management of stress, frustration and other strong emotional urges.
- **Empathy and Understanding Team Dynamics** for providing support, strengthen relationships and tailoring the leadership approach to individual and team needs.
- **Social Skills for Building Relationships** through communication, conflict resolution and collaboration to ensure diverse team align with organisational goals.
- **Conflict Management and Problem-Solving** through mediation and guide the team toward collaborative solutions.
- **Navigating Change and Leading Adaptability** by recognising the emotional responses to transitions which help employees navigate uncertainty.

EI vs. Cognitive Intelligence (IQ)

Aspect	Emotional Intelligence (EI)	Cognitive Intelligence (IQ)
Focus	Emotional awareness, empathy, social skills and emotional regulation.	Logical reasoning, abstract thinking, memory and analytical skills.
Components	Self-awareness, self-regulation, motivation, empathy, social skills.	Logical reasoning, problem-solving, memory, processing speed.
Nature	Dynamic and can be developed over time through experience and training.	Relatively static, remains constant throughout life but can be influenced by education.
Measurement	Measured through tests like EQ-i (Emotional Quotient Inventory) and self-assessments.	Measured through standardised tests like WAIS and Stanford-Binet.
Impact on Leadership	Helps manage emotions, build trust, resolve conflicts and inspire teams.	Helps with logical decision-making and problem-solving but lacks emotional management.

EI vs. Cognitive Intelligence (IQ), Cont.

Aspect	Emotional Intelligence (EI)	Cognitive Intelligence (IQ)
Relevance in Workplace	Crucial for communication, leadership, teamwork, and interpersonal relationships.	Valued in intellectual, technical, and analytical roles (e.g., STEM fields).
Emotional vs. Logical Thinking	Focuses on understanding and managing emotions in oneself and others.	Focuses on logical reasoning, analysis, and intellectual tasks.
Career Success	Better predictor of success in leadership and roles requiring emotional interaction.	Better predictor of success in academic and technical fields requiring intellectual abilities.
Social and Personal Life	Key to understanding emotions, building relationships, and managing social dynamics.	Less influential in social interactions; more focused on intellectual tasks.
Complementary Nature	Complements IQ by enabling emotional and social skills necessary for success.	Cognitive intelligence supports intellectual tasks but lacks emotional intelligence for social situations.

Why EI is more important than IQ?

- **Emotional Awareness in Decision-Making:**

- ❖ EI leaders are more aware of their own emotions and how they influence their decisions
- ❖ IQ leaders do not necessarily account for the emotional aspects of a situation.

- **Managing Stress and Maintaining Composure:**

- ❖ EI leaders manage their stress and maintain composure under pressure high pressure.
- ❖ IQ help managers with problem-solving, but it does not necessarily help a leader stay calm during crises.

- **Building Trust and Relationships**

- ❖ EI leaders prioritise building trust with their teams through collaboration and positive work environment.
- ❖ IQ leaders may have abilities but lack the social skills necessary to connect with and inspire their teams.

Why EI is more important than IQ? Cont.

- **Empathy and Understanding Team Needs:**

- ❖ EI leaders have ability to understand the emotional needs of the team members and respond accordingly.
- ❖ IQ leaders may be highly intelligent but may lack ability to manage the emotions of others.

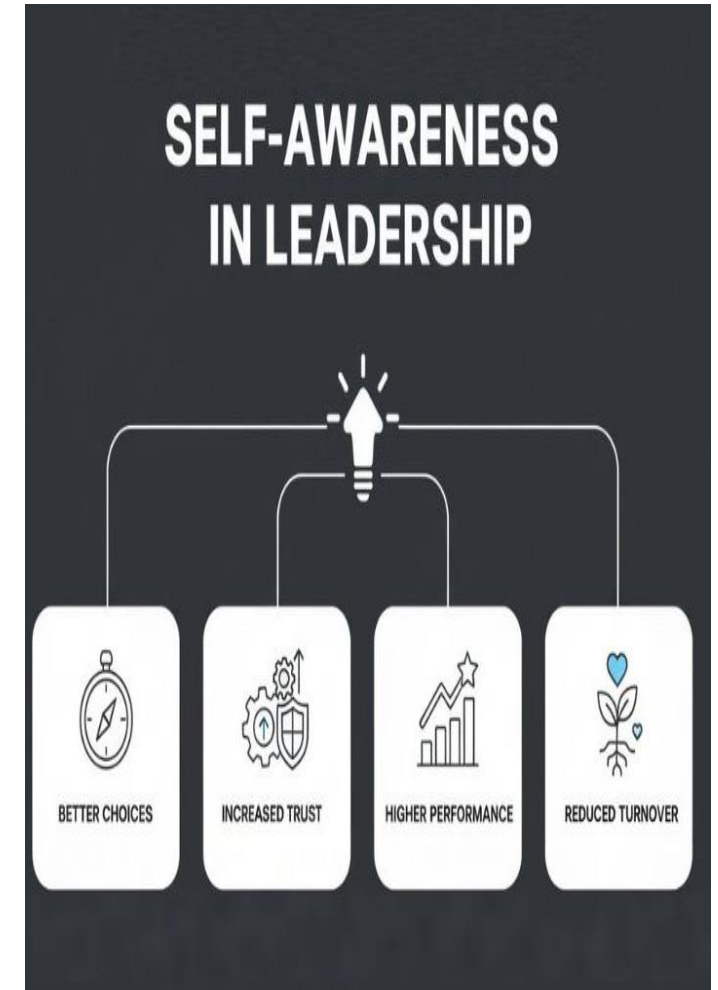
- **Motivating and Inspiring Teams:**

- ❖ EI leaders can connect with them emotionally to inspire and motivate them.
- ❖ IQ leaders may have the ability to solve problems efficiently but lacks inspiring and motivating ability.

	
EMOTIONAL INTELLIGENCE	IQ
• Understand, manage, and express emotions • Empathy, self-awareness, and social skills • Communication, relationships, and managing stress • Developed and strengthened over time	• Logical reasoning, memory, and cognitive ability • Problem-solving, math, verbal and spatial skills • Academic learning, testing, and analytical tasks • Largely influenced by genetics, but can be trained

Developing Self-Awareness in Managers

- Some of the strategies are:
 - ❖ **Recognising Emotions** for identifying and understanding own's emotions and how they influence their behaviours.
 - ❖ **Emotional Clarity** by understanding of the drivers behind decisions, actions and reactions.
 - ❖ **Self-Reflection** by analysing their emotional responses and their impact on their work.
 - ❖ **Emotional Impact on Others** by being thoughtful of how one's emotions affect others in the workplace.
 - ❖ **Emotional Resilience** by developing the ability to bounce back from setbacks.
 - ❖ **Integrating Emotional Awareness in Decision-Making** by ensuring that logic and emotion contribute while making make balanced decisions.



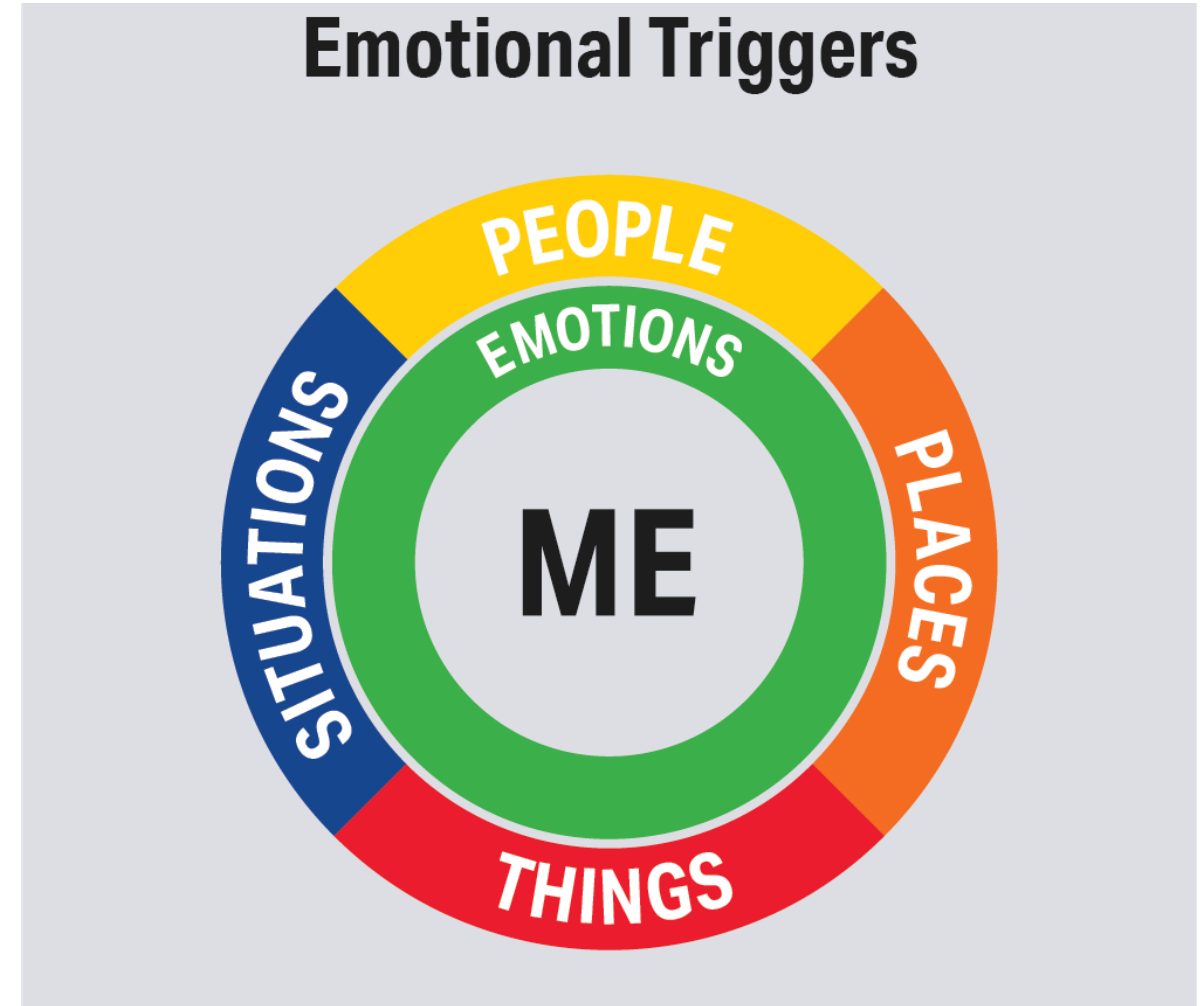
Emotional Self-Assessment & Reflection Techniques

- **Self-Observation** to build awareness of emotional patterns and identify what triggered them.
- **Emotional Diary or Journaling** to record situations, your emotional responses and the impacts.
- **The "Stop and Think" Technique** to assess your emotional response which helps you to be more thoughtful and controlled.
- **Identifying Emotional Triggers** which prepares you for better emotional management in the future.
- **Seeking Feedback** from colleagues, friends or mentors that reveals blind spots in your awareness.
- **Cognitive Reappraisal** by reframing negative emotions and looking at situations differently.
- **Empathy Exercise** by putting oneself in the shoes of others to understand how others might feel in various situations
- **Celebrating Emotional Progress** by acknowledging your improvements.

Emotional Triggers & Control Strategies

- **Emotional Triggers:**

- ❖ **Identifying Personal Triggers** to identify situations, people or events that frequently incite strong emotions.
- ❖ **Understanding Root Causes** to determine why some experience triggers strong emotions while other fails.
- ❖ **Patterns of Emotional Responses** for recognising the recurring emotional patterns.
- ❖ **Cognitive Biases and Triggers** that may amplify emotional responses.
- ❖ **External Triggers** like workload, office politics or organisational changes.



Emotional Triggers & Control Strategies, Cont.

- **Control Strategies:**

- ❖ **Mindful Awareness** for the ability to pause before reacting which allows you to assess the situation logically and avoid impulsive emotional responses.
- ❖ **Cognitive Reappraisal** for challenging and changing negative emotional thoughts into positive outcome situation.
- ❖ **Time-Outs** by taking a break and stepping away from the situation which allows you to regain emotional balance and respond more rationally.
- ❖ **Self-Talk** to remind yourself of your strengths and capacity to change the bigger picture.
- ❖ **Setting Boundaries** for people or situations that frequently trigger negative emotions.
- ❖ **Seeking Support** from a trusted colleague, mentor or coach when emotional triggers feel overwhelming.

Building Resilience and Emotional Stability

- **Building Resilience:**

- ❖ **Accepting Challenges** by considering difficult situations as the opportunity for development.
- ❖ **Maintaining a Positive Mindset** by looking into positive aspect even in adversity.
- ❖ **Developing Emotional Flexibility** based on the situation and adjust your emotional responses.
- ❖ **Learning from Failure** by understanding on what went wrong, what can be improved, and how to approach similar situations in the future.
- ❖ **Building Strong Support Networks** with colleagues, mentors and friends who provide emotional support during tough times.
- ❖ **Problem-Solving Skills** to better manage stressful situations and focus on actionable steps to resolve them.



Building Resilience and Emotional Stability, Cont.

- **Building Emotional Stability:**

- ❖ **By Managing Stress** by recognising early signs of stress and using relaxation techniques to manage it.
- ❖ **By Fostering Emotional Balance** that allows you to nurture both your positive and negative emotions so that neither extreme positivity nor negativity overwhelms you.
- ❖ **Cognitive Reappraisal** for changing the way you interpret stressful or challenging situations.
- ❖ **By Seeking Professional Support** from a coach or counselor who help you build emotional resilience.
- ❖ **By Building Patience** by stepping back and allowing things to unfold naturally.
- ❖ **Consistent Reflection** by regularly reflecting on your emotional responses and how they affect your decisions and interactions.

Role of Intrinsic Motivation in Leadership

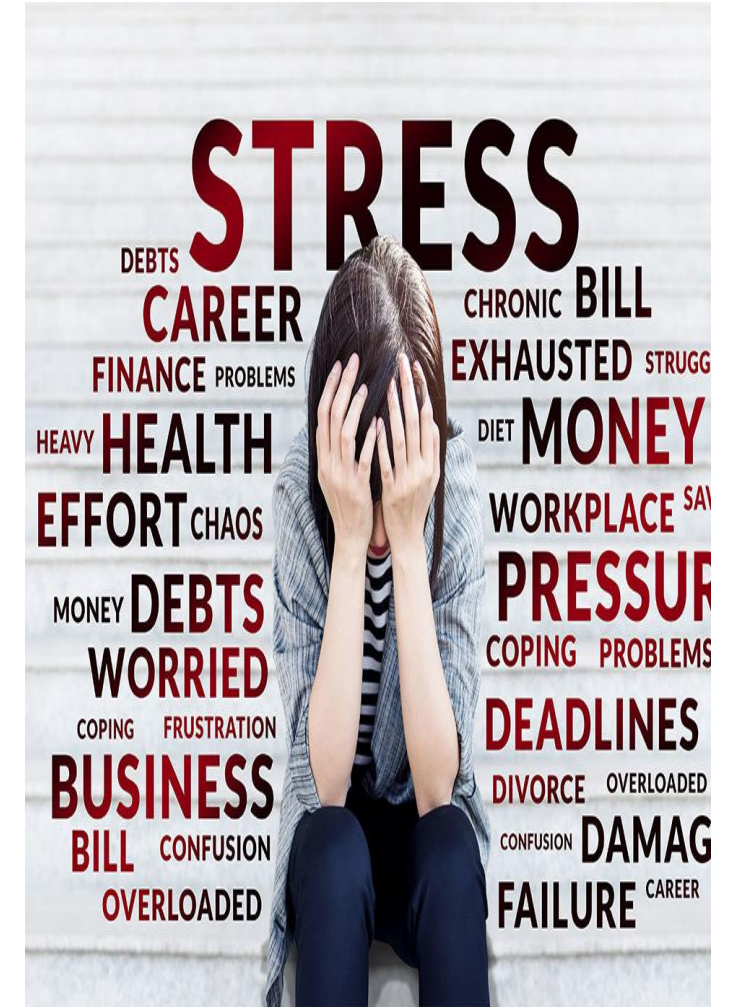
- **Driving Personal Passion and Purpose** which inspire others and stay committed to the long-term vision.
- **Fostering Commitment to Organisational Goals** as a strong sense of purpose leads to greater dedication to organisational goals.
- **Enhancing Emotional Resilience** as intrinsic motivation helps leaders stay resilient in the face of challenges.
- **Promoting Autonomy and Empowerment** which allow team members to find their own sense of purpose in their roles.
- **Inspiring High Performance** for personal growth, satisfaction and a sense of accomplishment.
- **Building Stronger Relationships** as intrinsically motivated leaders fosters trust, respect and loyalty.
- **Creating a Positive Work Culture** as intrinsically motivated leaders contribute in positive work culture.

EI for Goal Achievement

- **Using Emotions to Prioritise Goals** which align with values and organisational objectives.
- **Emotional Clarity in Decision-Making** as EI helps leaders make clearer and more balanced decisions.
- **Motivation through Emotional Alignment** as emotionally meaningful goals motivates the EI leaders.
- **Managing Emotional Distractions** as EI leaders can successfully manages stress, frustration and anxiety they my derail the business objectives.
- **Enhancing Problem-Solving** through creativity and innovation which managers can use to achieve their business objectives.
- **Effective Communication of Goals** in a way that resonates with others which inspire and engage their teams.
- **Monitoring Progress with Emotional Feedback** to identify whether progress is effective or adjustments are needed.

Pressure in Leadership Roles

- **Constant Decision-Making Demands** often with incomplete information with high cost.
- **Emotional Responsibility for Others** as EI leaders are also responsible for managing of their teams.
- **Balancing Multiple Expectations** of stakeholders, employees, clients and others simultaneously.
- **Uncertainty and Ambiguity** due to unpredictability of emotional strain and the outcome.
- **Visibility and Accountability** of EI leaders intensifies performance pressure.
- **Emotional Labour** for managing their own emotions and the emotions of their teams.
- **Time Pressure and Workload** contribute significantly to leadership stress.



Role of Empathy in Managerial Contexts

- Empathy enable EI managers to understand staffs' emotional states which improves interpersonal understandings.
- It enables EI managers to foster trust and respect within teams which improves organisational output.
- It also helps in conflict resolution as EI managers can identify core emotions.
- Empathy enables EI managers to integrate emotional information with logical analysis which improves their decision-making skills.
- It promotes mutual understanding and cooperation between teams.
- It helps EI managers to recognise individual needs which increases staff engagement.
- Empathy allows EI managers to adjust tone, message and approach while communicating with each individual.
- Empathy in managerial role promotes positive organisational culture.

Social Awareness & Organisational Sensitivity

- **Social Awareness**- ability to recognise and realise emotions within the team and organisation.
- **Organisational Sensitivity**- the ability to identify the emotions and culture of the workplace.
- Some of the importance of Social Awareness and Organisational Sensitivity for EI managers are:
 - ❖ improves leadership effectiveness as they help EI managers accurately understand team emotions.
 - ❖ helps in developing strong workplace relationships.
 - ❖ considers the emotional impact on individuals and groups while making a better-decision.
 - ❖ helps EI managers to communicate better.
 - ❖ helps EI managers to better resolve the conflict by changing nightmare into growth opportunity.
 - ❖ improves team collaboration through empathy, trust and mutual respect.

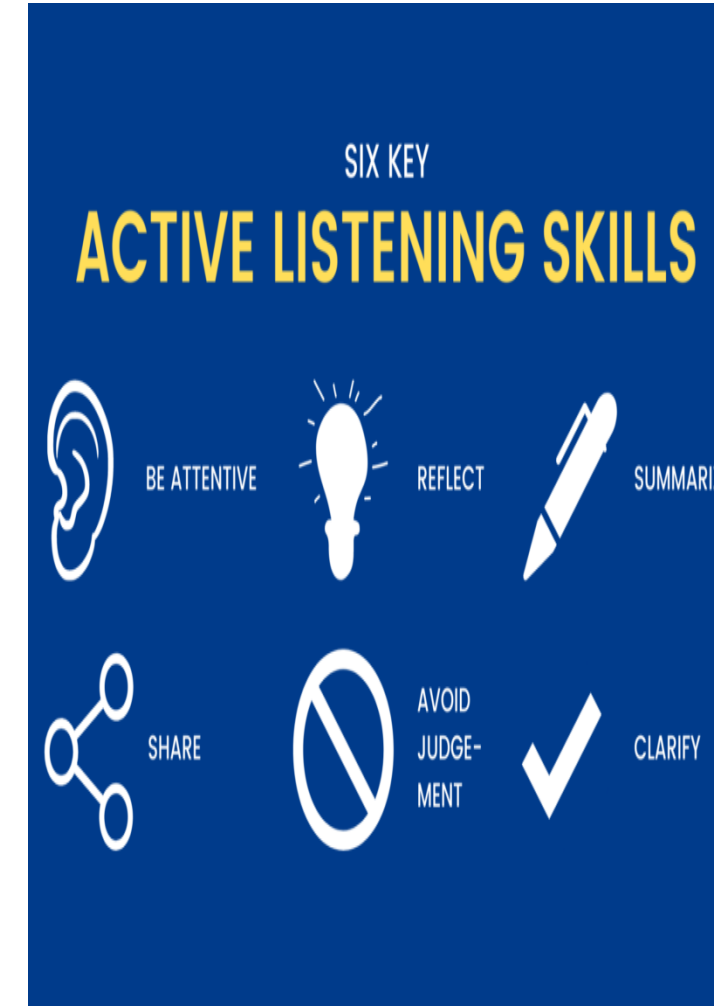
Cultural Intelligence & Emotional Awareness

- **Cultural Intelligence-** help identify the role of culture in understanding how emotions are expressed and interpreted.
- **Emotional Awareness- helps manager to** recognise their own emotions and those of others in diverse settings.
- Some of the importance of Cultural Intelligence & Emotional Awareness for EI managers are:
 - ❖ helps managers to interpret emotions accurately across different cultural settings.
 - ❖ prevent misunderstanding due to cultural differences.
 - ❖ promotes cross-cultural communication.
 - ❖ builds trust and credibility in culturally diverse teams.
 - ❖ promotes leadership effectiveness in cross-cultural international teams.



Reading Emotional Signals in Teams

- Some of the strategies are:
 - ❖ Pay attention to non-verbal clues like facial expressions, eye contact, posture and gestures.
 - ❖ Pay attention to tones, speed of speech and changes in communication style.
 - ❖ Identify irregularities by comparing verbal message with emotional signals.
 - ❖ Identify group dynamics to determine level of participation, quietness and patterns of interactions.
 - ❖ Carefully listen to understand the content and the underlying emotions.
 - ❖ Clarify the feelings and perspectives within the team by asking open-ended question.



Strategies for Effective Communication through EI

- Before communicating, align message content with emotional context.
- Listen attentively by focusing on both words and underlying emotions.
- Maintain clarity and professionalism during communication by regulating personal emotions.
- Dependent on audience's emotional state; adjust tone, language and timing of the communication.
- Understand others' feelings and perspectives and demonstrate empathy.
- Adjust communication style based on individual personalities and team dynamics.
- Balance honesty with emotional sensitivity by providing constructive feedback.
- Promote open dialogue to create emotional safety and trust.
- Improve future emotional interactions by reflecting on communication outcomes.

Influence and Inspire Teams

- Some of the key strategies adopted by EI leaders are:
 - ❖ By assessing team emotions regularly.
 - ❖ By communicating vision with emotional appeal.
 - ❖ By demonstrating empathy.
 - ❖ Regulating personal emotions.
 - ❖ Using positive emotional approach.
 - ❖ Adapting communication style.
 - ❖ Providing meaningful recognition and feedback.
 - ❖ Encouraging participation and open dialogue.
 - ❖ By addressing negative emotions early.
 - ❖ Consistently leading with authenticity and integrity.



Coaching and Mentoring with EI

- **Understanding Individual Emotions** through verbal and non-verbal clues.
- **Building Trust and Mental Safety** where each feel comfortable expressing their concerns.
- **Using Emotions to Facilitate Learning** by inspiring positive emotions to enhance engagement.
- **Providing Emotionally Intelligent Feedback** that balances honesty with praise to avoid sensitivity.
- **Adapting Coaching Style to Emotional Needs** by using supportive or directive styles depending on the situation.
- **Managing Difficult Conversations** respectfully while maintaining focus on growth.
- **Motivating through Emotional Insight** by using inherent motivators rather than relying only on external rewards.
- **Modeling Emotionally Intelligent Behaviour** in leadership through self-awareness, empathy and emotional regulation.

Emotional Intelligence in Decision-Making

- **Integrating Emotion with Rational Thinking** by combining mental analysis with emotional insight.
- **Using Emotions as Data** to highlight underlying issues which are not visible to data alone.
- **Enhancing Problem Framing** that leads to broader understanding of problems.
- **Improving Judgment Quality** as balanced emotional input supports accurate and fair judgments.
- **Managing Emotional Biases** by regulating emotions to maintain objectivity and clarity.
- **Adapting Decisions to Context** which improves acceptance of decisions.
- **Decision-Making Under Pressure** as emotional regulation enables calm thinking in stressful situations.
- **Leveraging Positive Emotions** for enhanced creativity and flexible thinking.
- **Reflecting on Decisions Emotionally** to improve future decision-making processes.

Leading Change with EI

- **Recognising Emotional Reactions to Change** by identifying fear, resistance, uncertainty or excitement among employees.
- **Building Emotional Awareness in Leadership** who are conscious of their own emotions during change processes.
- **Creating a Clear and Empathetic Vision** by clearly communicating change while addressing emotional concerns.
- **Managing Resistance Constructively** by treat resistance as valuable feedback rather than opposition.
- **Effective Communication During Change** by actively listening and responding to emotional signals.
- **Supporting Employees Through Transition** by providing reassurance, guidance and emotional support.
- **Maintaining Emotional Regulation Under Pressure** by remaining calm and composed in pressure situations.

Strategies for Developing an EI Organisation

- **Implement EI-Focused Leadership Development** by training leaders in emotional perception, understanding and regulation.
- **Use Emotionally Informed Decision Frameworks** by encouraging leaders to evaluate emotional impact along with data.
- **Establish Structured Feedback Systems** for regularly assessing interpersonal behaviour and team's emotional climate.
- **Promote Reflective Practices** to improve emotional awareness and learning.
- **Integrate EI into Recruitment and Selection** by evaluating candidates' emotional skills through behavioural interviews.
- **Enhance Conflict Resolution Mechanisms** by understanding emotions behind conflicts.
- **Align Performance Management with EI** by including emotional competencies in performance reviews.



Conclusion

- Effective leadership depends on Emotional Intelligence.
- Effective EI managers mix analytical thinking with emotional awareness while making a decision.
- Self-awareness is the foundation of any EI managers.
- Calm, consistent, and reliable work environment is dependent on EI managers.
- Effective communication, motivation and team unity depends on empathy of managers.
- Key competencies of EI managers are communication skill, conflict management skill, and collaboration skill.
- EI helps in better decision making as it identifies underlying facts which are not visible to data alone.
- Different situations require flexible emotional responses and leadership styles.

Discussion Questions

- Emotional Intelligence distinguish an effective leader from a technically competent manager. Explain.
- In complex situations, self-awareness influence a leader's decision-making and behaviour ability. Justify.
- During times of crisis or organisational change, why is emotional regulation critical for leaders?
- How does empathy improve team performance and employee engagement in organisation?
- Why is Emotional Intelligence more important than IQ in leadership effectiveness? Explain.
- How can Emotional Intelligence be developed and sustained among managers over time?
- How do Goleman's model and the Salovey-Caruso ability model differ in their approach to leadership?

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Thank you



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