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LEADERSHIP AND EMOTION

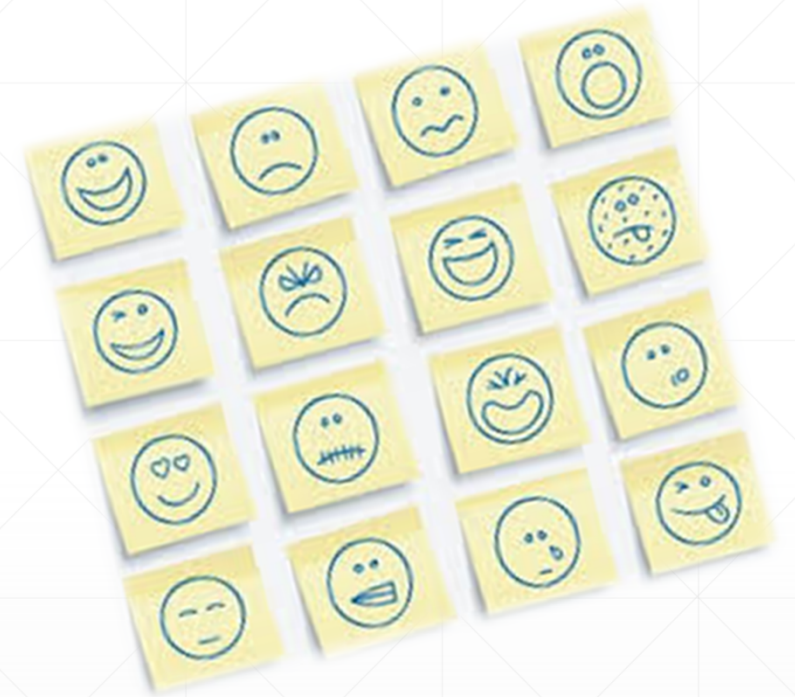
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Today I will share..

- Some insights from my research about the connection between leadership and emotion
- I will try to distill some major points, to help you make sense of the complex research landscape around what is the best way to lead
- I hope to convince you that emotion has a big role in leadership

A prize for the person who can tell me where this quotation comes from

"When dealing with people, remember you are not dealing with creatures of logic, but creatures of emotion"



Philosophers' views of emotion through history

- Philosophers often wrote about the conflict between reason and emotion
- The Stoics saw emotions as condemning us to a life of misery
- Mediaeval Christian philosophers linked emotions to sin

Alternatively.....

- In the 18th century, alternatives to rationalism arose:
- Morality derives from sentiment not reason: “Reason is and ought only to be the slave of the passions...” (Hume, 1739)
- A person with reason but no sentiment is like a psychopath

Further on emotion and its power

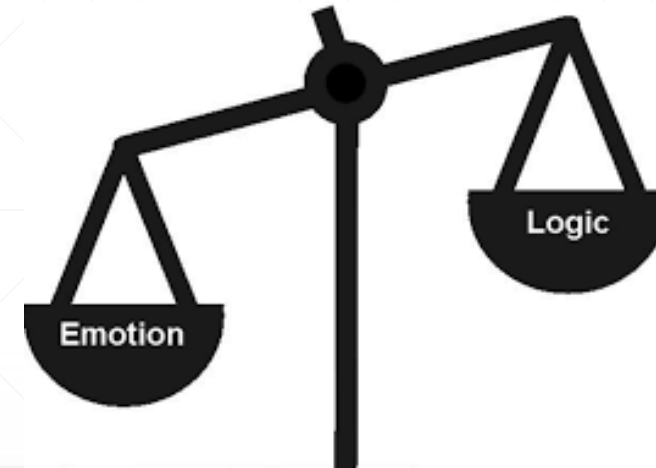
- Shakespeare (1564 – 1616): “Never play with the feelings of others, because you may win the game but the risk is that you will surely lose the person for a lifetime.”
- "The problem with quotes on the internet is that they are very difficult to verify":
Abraham Lincoln
- “You cannot reason people out of something they were not reasoned into”:
attributed to Jonathan Swift (1667 – 1745)

Some illustrations

- In journalism: if there is blood in the picture, put it on the front page
- Politics and nationalism
- Marketing and emotion

Jonathan Haidt: Moral Foundations Theory

- Emotion is the primal response
- Emotions arise before logical reasoning
- Our moral positions are primarily intuitive and we use logic post hoc to explain them

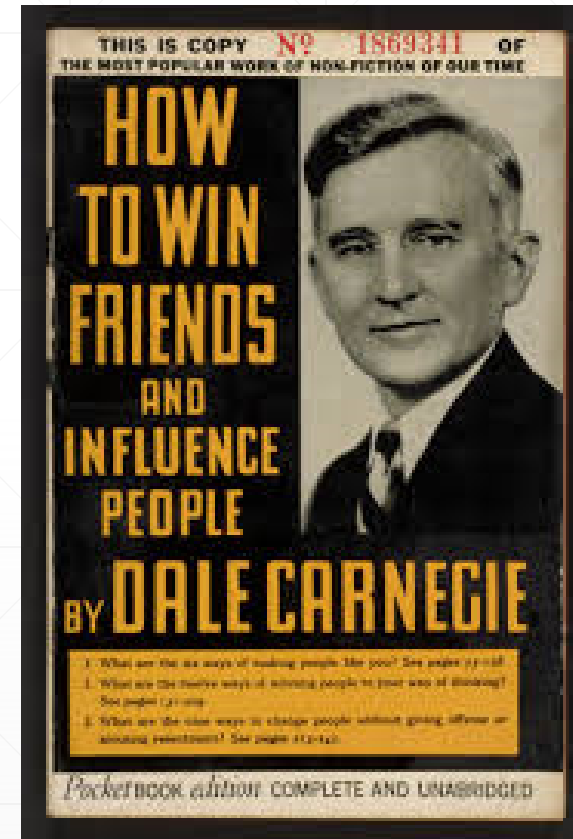


Leadership basics

- Task oriented behavior: What do we need to do to reach the goal efficiently?
- Relationship oriented behavior:
 - Connecting with people
 - Sharing an appealing vision of the future
- Leadership is about influence

Dale Carnegie: “How to Win Friends and Influence People”, 1937

- don't criticize or condemn
- give honest and sincere appreciation
- see things from the other person's point of view
- be sincerely interested in other people
- make a good first impression
- remember a person's name
- be a good conversationalist



The study of emotion

- How many basic feelings are there?
- How are they related to each other?
- Positive and negative emotions versus low energy and high energy emotions
- The use of the circumplex as a way of displaying various emotions

An example of a circumplex model of emotion

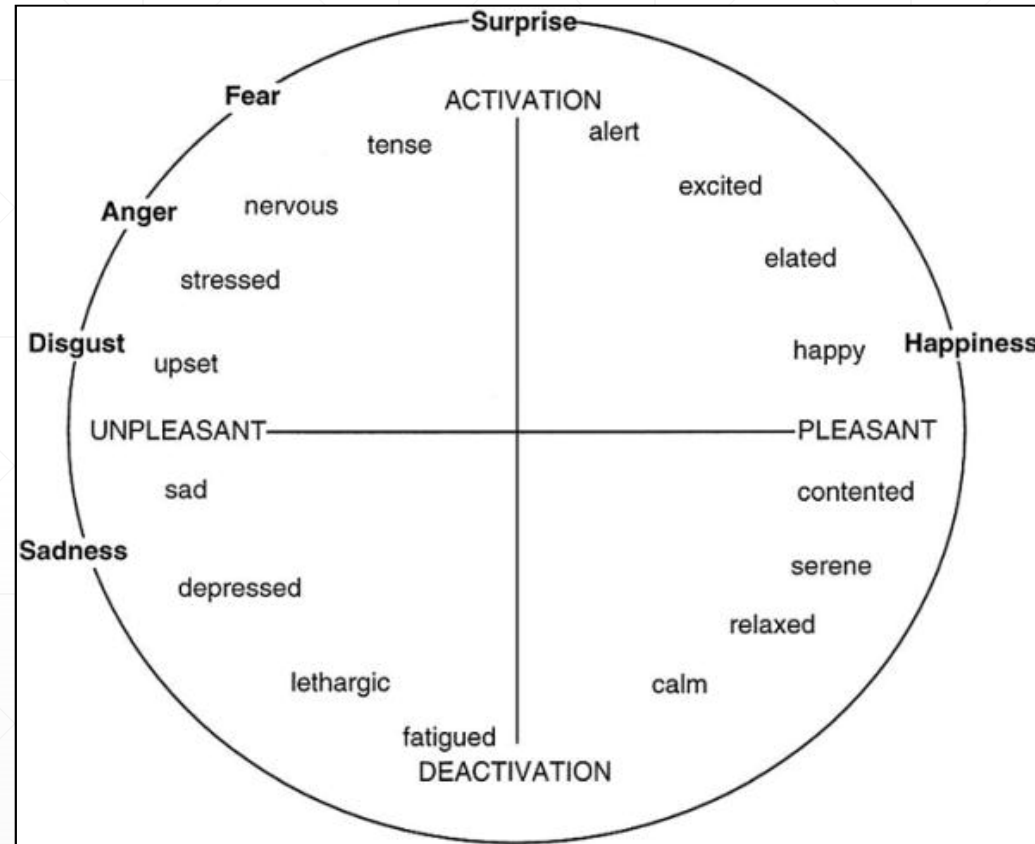


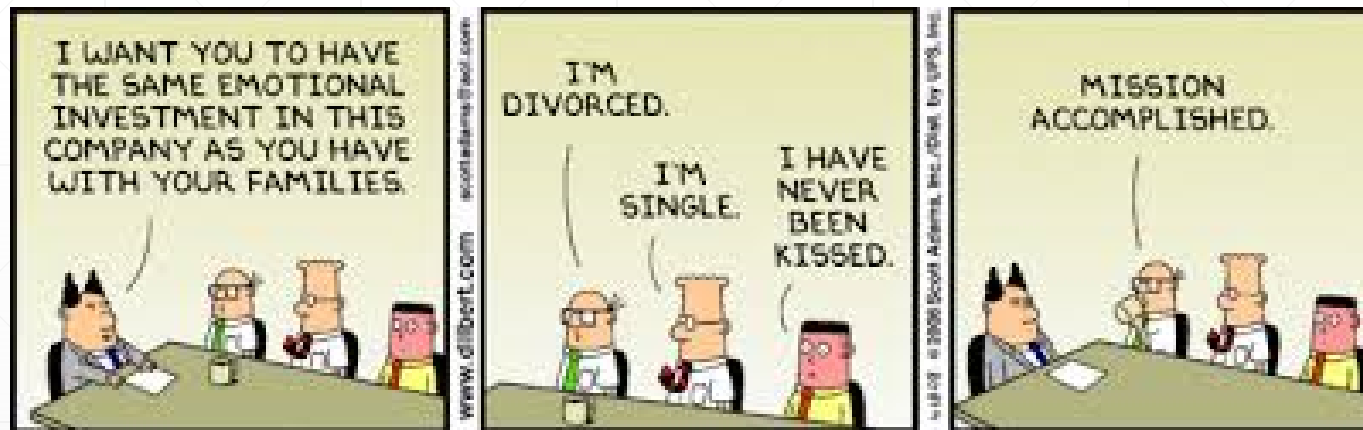
Fig.1. Schematic map of affect. Adapted from Russell and Barrett (1999)

Emotion in leadership

- Napoleon Bonaparte: “A leader is a dealer in hope”
- Gen Norman Schwarzkopf; “Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy”

The good old days of no emotion in the workplace

- Max Weber (1968): His theory of modern bureaucracy advocated the elimination of all emotion from the workplace
- A good discussion for students: would the office be better if all emotion was banned?



SOURCE: <http://commandorgunisa.blogspot.com>

Administrative Rationality

- Keep your emotions out of the workplace
- Business schools trained technical skills
- Jobs dealing with emotions were devalued

Why is leadership important?

- The leader's behavior does affect organisational performance
- The leader's skill level and their relationships with followers do impact on outcomes
- Leadership matters

Evolution of leadership theories

- 1930s and 40s: traits
- 1950s and 60s: the behavioral approach
- 1970s and 80s: the situational approach
- 1990s: transformational leadership
- 2000's: authentic leadership, servant leadership, adaptive leadership, etc

In a nutshell...

- An individual leader influences a group of people to achieve a common goal
- Leadership is an emotionally laden process
- Over 60 different theories of leadership: transformational leadership is the overall winner by frequency

The ascendancy of transformational leadership

- Transactional leaders follow a rational exchange model of motivation
- Transformational leaders arouse emotion and engage followers with their vision
- Followers identify with the leader and the leader gives them support and encouragement.
- Transformational leadership is all about emotion

EQ: an “Affective Revolution”

- The popularity of Goleman and his book: “Emotional intelligence: why EQ matters more than IQ” (1995)
- Personal competence versus social competence
- What I see versus what I do
- The next slide shows a diagrammatic representation from <http://blogs-images.forbes.com/travisbradberry/files/2014/10/aboutei-4box.png>



Emotional intelligence is made up of four core skills.

Personal competence

- Self-awareness: accurately perceive your emotions and understand how they affect your life. The cornerstone of all insight
- Self-management: control your emotions and channel them into appropriate behavior

Social competence

- Social awareness (empathy): pick up emotions in other people and understand them; read people and groups accurately
- Relationship management (social skills): manage interactions successfully, work well with other people, quickly build trust, handle conflict smoothly

Boyatzis: Resonant Leadership

- Effective leaders resonate
- Think about a leader you worked for or with who brought out the very best in you: what did they do and say? How did they make you feel?
- Now think about someone who did not resonate with you at all: what did they do and say?
- Most people will say that the resonant leader challenged me, listened to me, cared about me, encouraged me
- The dissonant leader micromanaged, was egocentric, didn't care about me or took all the credit and gave all the blame

Research on EQ and leadership

- High EQ in the leader predicts effectiveness and higher job performance
- High EQ predicts leadership emergence
- Leaders have a major impact on the affective tone of a group
- Leaders with high EQ can understand and inspire people
- Followers experience less stress and better mood



What are the behaviours?: Managing your own emotions

- Reflect on the appropriateness of your emotions
- Self-control: keep disruptive emotions in check
- Adaptability: flexibility in handling change
- Achievement orientation: striving to improve
- Positive outlook: the power of optimism

What are the behaviors: Managing other people's emotions

- Empathy: acknowledging other people's feelings; this needs active listening
- Coach and mentor: developing other people
- Inspirational leadership: inspiring people and groups
- Conflict management: negotiating and resolving disagreements
- Be courteous and use compliments
- Provide constructive feedback
- Explain your decisions
- Influence: being persuasive

Two important processes: emotional contagion and emotional labor

- Emotional contagion is when feelings spread between people
- Emotional labor is expressing organizationally desired emotions

A bit more detail on emotional contagion

- A tendency to mimic another person's emotional expression
- Primitive emotional contagion: unconscious transfer
- Conscious emotional contagion: searching for emotions as social information, especially when the situation is ambiguous
- Contagion can also be destructive

A bit more on emotional labor

- Organizations set rules about workers' emotional expressions
- If you don't really feel those feelings, you have to act them
- We are familiar with this as “service with a smile”
- Emotional labor is present in service, healthcare and many other domains
- Surface acting versus deep acting

Leaders also perform emotional labor

- Leaders display emotions to influence followers' moods
- Leaders need to display confidence and optimism, even when they don't feel these
- Leaders have to display a wide range of emotions and also need to know which emotion to display when
- How do you choose between sympathy for the person who arrives late and expressing your disapproval?
- There are no black-and-white answers here...

Brain research



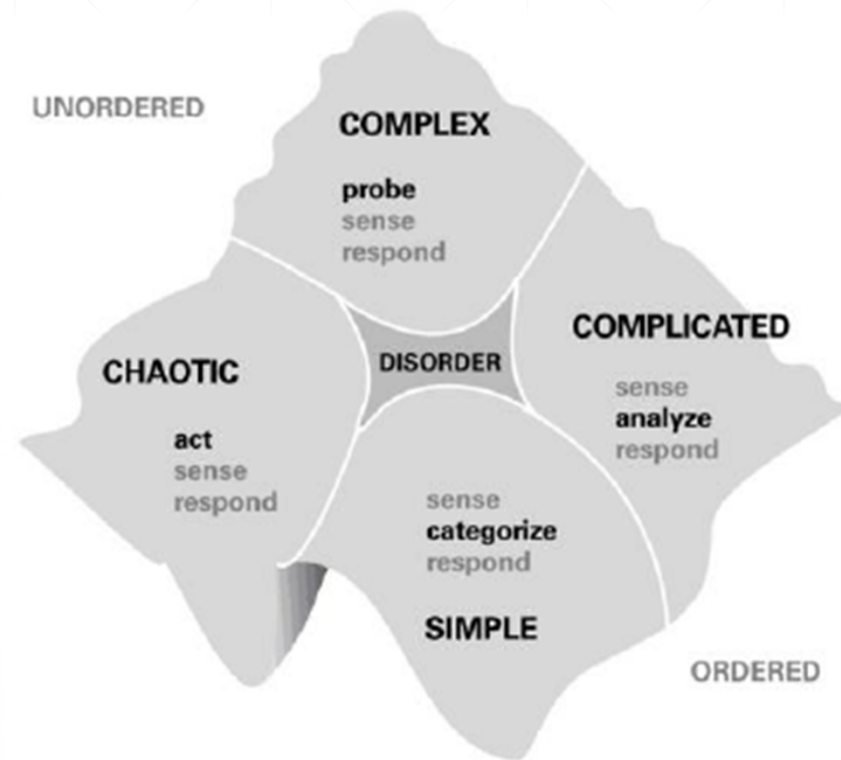
- Emotions are the driving force: the brain is wired to respond to threats and rewards and sends chemical messages which are interpreted as emotions
- When the brain detects threat, adrenaline and cortisol are released
- When the brain detects reward, dopamine and serotonin are released
- Feeling kicks in first before thinking
- Just thinking can also release chemicals and emotional responses
- We have some control over this

A current research theme of mine

- The role of the leader's emotion in the context of decision-making under varying degrees of complexity
- Our current world is very complex and that complexity is increasing (VUCA)
- Leaders need to be more flexible and use more adaptive leadership in the face of complexity

Snowden and Boone's Typology (2007)

- Simple
- Complicated
- Complex
- Chaotic



Emotion and decision-making in complexity leadership

- Emotion is often viewed as an impediment to rational decision-making
- The importance of keeping one's emotions under control is prescribed in many areas
- Feelings seen as a source of unwanted bias and they therefore need to be controlled

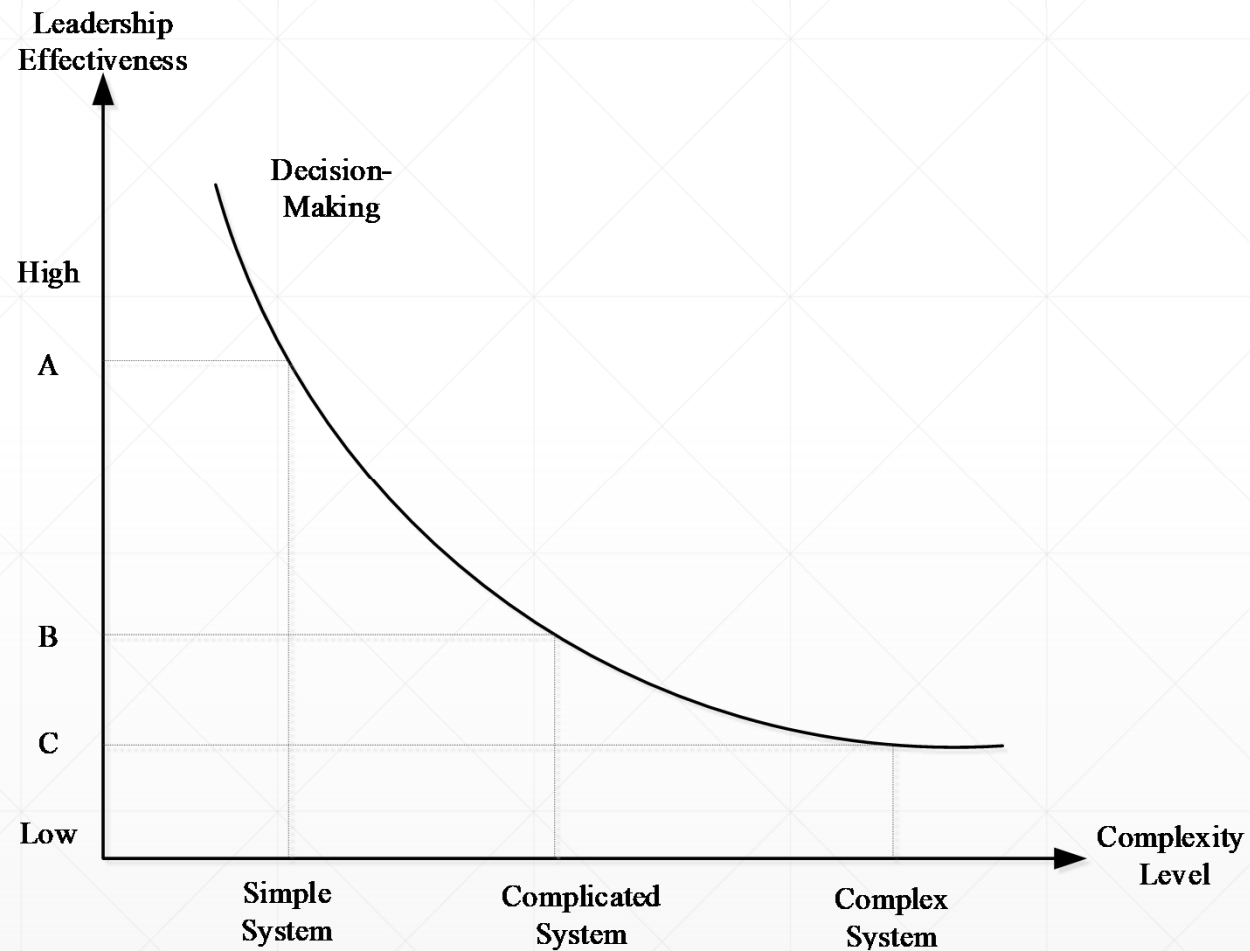
An alternative view...

- Emotions may be helpful in enhancing decision-making
- Several authors have written about the constructive role of emotion in making sense of our complex world
- Emotion gives us additional information, enables us to choose rapidly, helps us to focus on relevant aspects, and encourages our commitment
- "Without affect, our minds would be overwhelmed by what the world offers: our hearts may be able to guide us through this complexity": Peters et al (2002)

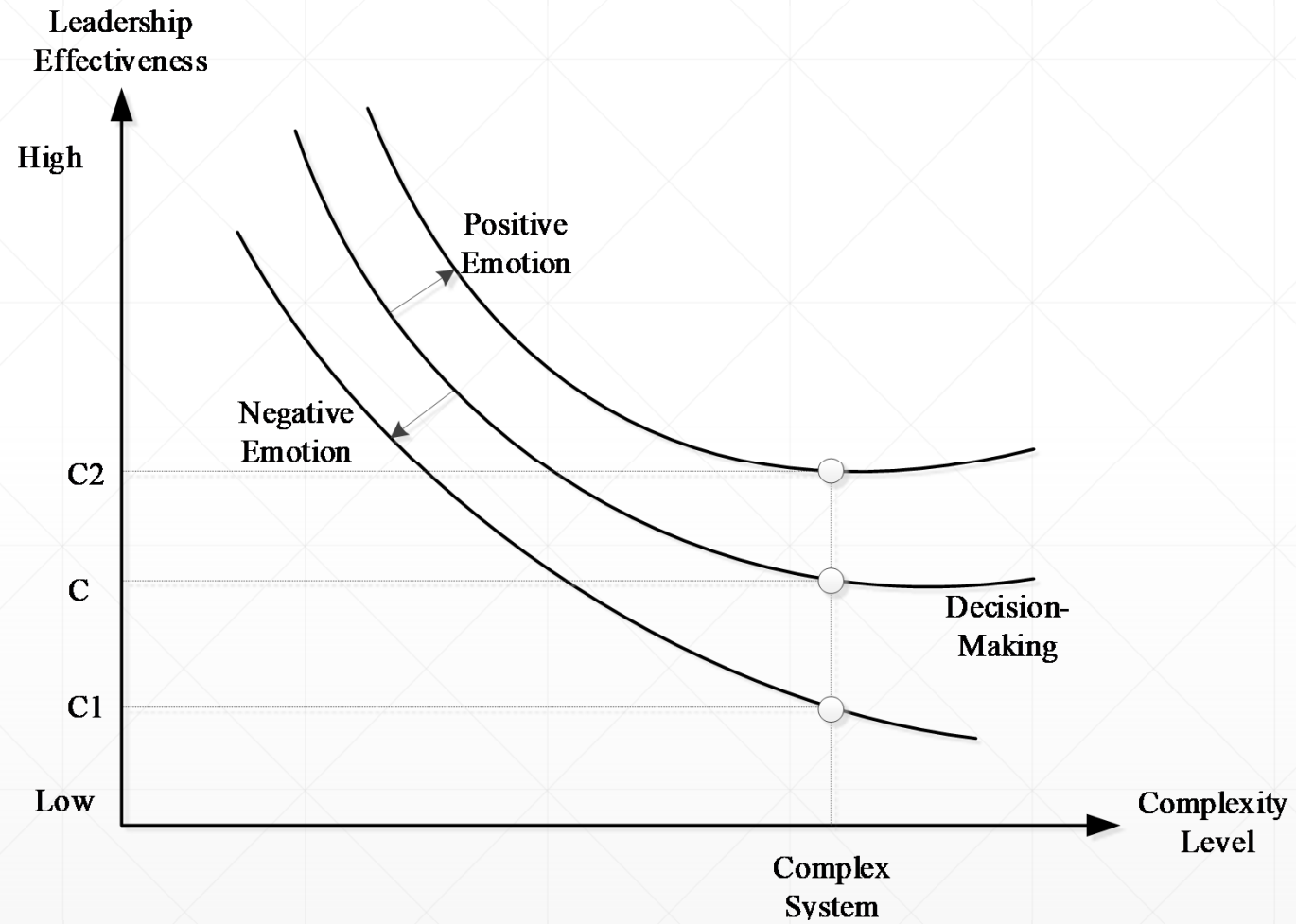
Leadership decision-making effectiveness varies according to the context

- Leadership decision-making in simple situations is more accurate
- As contexts become more complex, the process of managing them needs to evolve
- The leader's decision-making outcome in complex systems may be less effective due to the lack of information and control
- There are many variables beyond the leader's emotional state, including gender, age/life experience, need for achievement, self-confidence, risk propensity, et cetera

The relationship between leadership effectiveness and system complexity



Leaders' emotion can help or hinder decision-making



The model explained..

- Decision-making effectiveness in complex environments depends on how well the leader can maintain a positive emotional state.
- Because complex contexts have much uncertainty, leaders need to control their own and followers' emotions
- Leaders need to control negative emotions such as anxiety fear and stress and nurture positive emotions such as enthusiasm, excitement and confidence
- Contextual variables can also impact: whether followers generally like the leader, whether they trust the leader, whether it's a high-performance team, et cetera

How to validate this model: data collection

- How can system managers maximise the effect of emotions in leadership decision-making?
- Our survey invites experienced managers to report upon the impact of various emotions upon their self perceived decision-making ability under complex conditions.

CONCLUSION

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- Leaders need strong cognitive abilities as well as emotional intelligence
- Previously we have focused upon strategy, but the leader needs to commit followers to achieving that strategy. Doing this is an emotional encounter, not a logical encounter.
- People don't join in because they are convinced by the facts. They need to be committed to the plan and that only happens through an emotional commitment.

Conclusion

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- Competence alone is not sufficient.
- Leaders need to build an emotionally healthy organization
- Use the basics of EQ: people understand it's okay to have and show emotions
- Create a positive emotional climate
- Model healthy emotional expression yourself
- Train for EQ
- Nelson Mandela: "A good head and a good heart are always a formidable combination"

Thank You!