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## 7

# *Leadership in High Performing Organisations*

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We all are interested in high performance, be it at the individual, team or organizational level. At the individual level it could be achieving results or surpassing targets/responsibilities. Similarly, timely project completion by a team can be an indicator of team-level performance. At the organization level, performance can be assessed through sales turnover, market leadership/market share, consistency in profits, increased or constant profitability over a period of time, consistency in growth, reputation in the industry-among peers, customers, etc.

Kaplan and Norton (1997) used a four-component model comprising customer perspective, internal business processes, learning and growth, and financial performance to assess organizational performance. It was found that a high-performing organization does well on financial goals, employee learning and growth, customer service and satisfaction, and internal business processes. As the law of equifinality suggests that the same objectives can be attained by an organization with a variety of inputs and through a number of paths (Katz and Kahn, 1978), this chapter argues that organizations can follow many routes to attain high performance.

Organization-wide leadership plays a crucial role in creating a conducive climate and in attaining high performance (Schein, 1987; Sinha, 1980). A number of studies have clearly pointed out that the single most important factor that differentiates winning companies from losing ones is that winning companies possess leadership engine-a proven system for creating dynamic leaders at every level (Tichy, 1999). Recently, emotional intelligent leadership has also seen to be linked with high performance and positive organizational culture (Goleman, 2(00). Therefore, this chapter proposes that high-performing organizations have enabling leadership and organizational culture. And at the core of enabling leadership is emotional intelligence. By implication, emotional intelligence of personal, team and organizational systems needs to be enhanced for high performance.

Specifically, here a case is made for emotional intelligence among leaders of high-performing organizations in India and abroad. To this end, evidence has been cited from experiences of the World's Most Admired Companies as well as from those of the top ten employers of India. How emotional intelligence can be enhanced is also discussed.



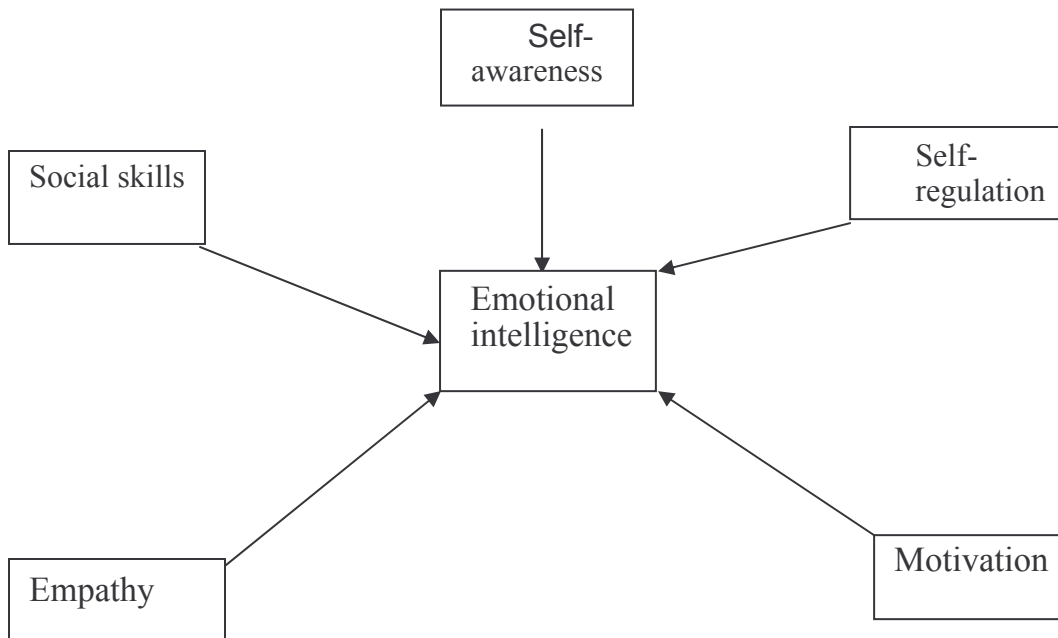
# Emotional Intelligent Leadership and Organizational Culture

## *Emotional Intelligence*

Emotional intelligence relates primarily to the softer skills of the leader. While describing emotional intelligence, Goleman (1998) states that one thing common among effective leaders is what is known as 'emotional intelligence'. He emphasizes that IQ and technical skills are important but serve only as entry-level requirements for executive positions. Without emotional intelligence a leader can not be a great leader despite having the best training and possessing a great mind.

Mayers, Dipaolo and Salovey (1990) were the first to use the term 'emotional intelligence'. They defined emotional intelligence in terms of being able to monitor and regulate one's own and others' feelings, and to use feelings to guide thought and action. They suggested five components of emotional intelligence: (i) knowing one's emotions, (ii) managing emotions, (iii) motivating oneself, (iv) recognizing emotion in others, and (v) handling relationships. Goleman (1995) broadly followed the same conceptualization but rephrased some of the components. Goleman termed these dimensions as: (a) self-awareness, (b) self-regulation, (c) motivation, (d) empathy, and (e) social skills (Figure 7.1).

- (a) *Self-awareness* This relates to understanding and recognition of one's emotions, mood, drives, strengths and weakness as well as their effects on others.



**Figure 7.1: Dimensions of Emotional Intelligence**

- (b) *Self-regulation* This is the ability to control or redirect negative impulses and moods. It protects people from becoming passion slaves.
- (c) *Motivation* This includes the tendency to set high goals and find meaning in work, and to persist beyond the call of duty.
- (d) *Empathy* This refers to sensitivity to the needs of person and environment and the ability to respond to people according to their emotional needs.
- (e) *Social skills* This includes the ability to manage relationship and to establish networks.

In a subsequent modification Goleman (2000) defined emotional intelligence as the ability to manage ourselves and our relationships effectively and as containing four fundamental capabilities: self-awareness, self management, social awareness, and social skills. In the revised conceptualization, motivation has become part of self-management while the scope of empathy has been enlarged and renamed social-awareness. Each capability consists of a specific set of competencies along with corresponding traits (Table 7.1).

## Leaders

All leaders, in any organization, face the same challenge. They are given a set of human, technological, financial resources to manage, with the

**Table 7.1: Dimensions of Emotional Intelligence**

<b>Self-awareness</b>	<b><i>Self-management</i></b>	<b><i>Social Awareness</i></b>	<b><i>Social skills</i></b>
<p><i>Emotional self-awareness:</i> The ability to read and understand one's emotions as well as recognize their impact on work performance, relationships, and so on.</p> <p><i>Accurate self-assessment:</i> A realistic evaluation of your strengths and limitations.</p>	<p><i>Self-control:</i> The ability to keep disruptive emotions and impulses under control.</p> <p><i>Trustworthiness:</i> A consistent display of honesty and integrity.</p> <p><i>Conscientiousness:</i> The ability to manage oneself and one's responsibilities.</p> <p><i>Adaptability:</i> Skill at adjusting to</p>	<p><i>Empathy:</i> Skill at sensing people's emotions, understanding their perspective, and taking an active interest in their concerns.</p> <p><i>Organizational awareness:</i> The ability to read the currents of organizational life, build decision networks, and navigate politics.</p> <p><i>Service orientation:</i></p>	<p><i>Visionary leadership:</i> The ability to take charge and inspire with a compelling vision.</p> <p><i>Influence others:</i> The ability to wield a range of persuasive tactics.</p> <p><i>Developing others:</i> The propensity to bolster the ability of others through feedback and guidance.</p>

<p><i>Self-confidence:</i> A strong and positive sense of self-worth.</p>	<p>changing situations and overcoming obstacles.</p> <p><i>Achievement orientation:</i> The drive to meet an internal standard of excellence.</p> <p><i>Initiative:</i> A readiness to seize opportunities.</p>	<p>The ability to recognize and meet customers' needs.</p>	<p><i>Communication:</i> Skill at listening and at sending clear, convincing messages.</p> <p><i>Change catalyst:</i> Proficiency in initiating new ideas and leading people in a new direction.</p> <p><i>Conflict management:</i> The ability to de-escalate disagreements and orchestrate resolutions.</p> <p><i>Building bonds:</i> Proficiency at cultivating and maintaining a web of relationships.</p> <p><i>Teamwork and collaboration:</i> Competence at promoting cooperation and building bonds.</p>
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goal of making these resources more valuable in tomorrow's world. That means a leader's job is to add value. The leader does this through people. Skandia's (1998) *Intellectual Capital Prototype Report* mentions that the leadership's task: is to break down all barriers-perceived or actual-to human capital development in an organization.

What are the qualities of leaders that instill confidence in their subordinates? Research suggests seven essential qualities of leaders to succeed in leading knowledge workers (Bennis, 1999):

*Technical competence* Understanding of business and mastery of one's field of work.

*Conceptual skills* Ability to deal with abstracts and foresee, relate and think strategically.

*Track record* A history of achievements.

*People skill* Ability to communicate, motivate, influence, and delegate.

*Taste* Ability to identify and cultivate talent.

*Judgment* Making difficult decisions in a short time-frame with imperfect data.

*Character* The qualities that define an individual.

Skills if reinforced by supportive traits lead to superior performance. Yukl and Van Fleet (1992) identified four traits that have the potential to render a leader effective:

*Emotional maturity* Consisting of stable emotions, strong self-control, less of self-centredness, and less of defensiveness.

*Integrity* Signifying that the leader's behavior is consistent with his espoused values, that he is trustworthy and dependable.

*Self-confidence* Expressing perseverance and optimism.

*Socialized power* Enabling a leader to build subordinates' commitment, and empower and inspire others to realize the vision and mission of the organization, which indicates that the leader has been able to transcend his personal need to control these working around him.

## What do Subordinates Expect from the Leadership of their Organization?

Knowledge workers have more power than owners and managers, thus meeting their expectations has become a new leadership requirement.

Bennis (1999) reports that subordinates seek four things from their leader: meaning or direction, trust in or from the leader, a sense of hope and optimism, and results. While fulfilling these expectations leaders provide four supporting conditions, which ultimately lead to four outcomes (Table 7.2).

**Table 7.2: Leader's Response to Followers' Expectations and Outcome**

<i>Expectation</i>	<i>Leaders Provide</i>	<i>To Achieve</i>
Meaning and direction	Sense of purpose	Goals and objectives
Trust	Authentic relationships	Reliability and consistency
Hope and optimism	Hardiness; confidence that things will work out	Energy and commitment
Results	Bias towards action: risk, curiosity and courage	Confidence and creativity

Emotional maturity, integrity, self-confidence, socialized power, goal orientation, breaking down barriers real or imagined, performance orientation, supportiveness, high expectations, trust, hope, etc. are an integral part of emotional intelligence. They can thus be addressed in leadership development programmes and developing emotional intelligence competencies.

## Organizational Culture

Organizational culture is defined as the sum of individual opinions, shared mindsets, values and norms (Skandia, 1998). Culture is created and transmitted mainly through employees sharing their interpretations of events or through storytelling. The cultural features attributed to the organization actually come to characterize when employees share their beliefs about leadership. The more employees discuss leadership qualities, the more the qualities become organizational characteristics.

### Leadership, Organizational Climate and Emotional Intelligence Relationship

In a recent study Goleman (2000) examines the relationship between climate and leadership styles. The leadership styles included are coercive, authoritative, affiliative, democratic, pace-setting, and coaching, while the climate dimensions included are flexibility, responsibility, standards, rewards, clarity, and commitment. An overall climate score was also derived. On the basis of his analysis, Goleman has concluded that the authoritative leadership style has the most positive impact on climate, but the styles affiliative, democratic, and coaching styles follow closely. He says that no style should be relied on exclusively and that all have at least short-term uses. In order to link leadership styles with emotional intelligence, he goes on to examine what actually comes within the label of each leadership style (Table 7.3).

Two dimensions of leadership, namely, coercive and pace-setting, had a negative relationship with overall climate.

**Table 7.3: Emotional Intelligence Base of Leadership Style**

<i>Leadership Style</i>	<i>Emotional intelligence base</i>
Coercive	Desire to achieve; initiative; self-control
Authoritative	Self-confidence; empathy; change catalyst
Affiliative	Empathy; building relationships; communication
Democratic	Collaboration; team leadership; communication
Pace-setting	Conscientiousness; drive to achieve; initiative
Coaching	Developing others; empathy; self-awareness

### World's Most Admired Companies

Fortune and the Hay Group (Kahn, 1999) examined the world's most admired companies, on the basis of the following attributes: overall management quality, product or service quality, innovativeness, value as a long-term investment, financial strength, ability to attract and develop talent, commitment to community and to the environment, use of

corporate assets, and global business acumen. The study rated General Electric as number one and Microsoft as number two, followed by Coca-Cola, Intel, and Berkshire Hathway.

Effective leadership differentiated the most admired organizations from their peers. To further explore what distinguished the top-rated companies from the rest, the Hay Group (1999) studied the leadership approach of these companies. The CEOs and heads of human resources of the top three companies answered a series of questions regarding the quality of their leadership and their development programs. Other global Fortune 500 companies answered the same set of questions. The results showed that the top-rated organizations differed from their peers on certain key factors. Most of these companies accorded top priority to the role of leaders in driving performance in the list of 'must haves'; disciplined leadership identification and selection; intensive leadership development programmes that address individual needs and the organization's strategic goals; values that emphasize people as well as financial results; and leadership models that include such characteristics as self-confidence and self-control, achievement orientation, empathy and teamwork. Specifically, the study revealed that the most admired companies have a larger proportion of executives with the emotional intelligence competencies (Table 7.4).

**Table 7.4: Proportion of Executives Who Effectively Demonstrate Each Competency**

<i>Dimensions</i>	<i>(in percentage)</i>					
	<i>Almost None/Few</i>		<i>About Half</i>		<i>Most/All</i>	
	<i>Most Admired</i>	<i>Peers (%)</i>	<i>Most Admired</i>	<i>Peers (%)</i>	<i>Most Admired</i>	<i>Peers (%)</i>
<i>Emotional Intelligence</i>						
Self-awareness	9	24	35	35	56	41
Self-management	4	14	13	30	83	57
Social-awareness	9	19	30	46	61	35
Social skills	0	11	9	27	91	62

*Source:* The Hay Group Report, 1999.

### Evidence from Indian Companies

The BT-Hewlett Associates' (2001) study on India's Best Employers to Work For identified the top ten organizations which really charged the 'the emotional and intellectual energy' of their managerial employees. The companies were identified and ranked on the basis of data gathered through: (a) Employee Engagement Survey and written comments; (b) Hewlett People Practices Inventory and materials submitted by the company; (c) CEO's Employee Orientation; and (d) site visits. The top 10 companies thus identified are in order of their rank: (1) Infosys, (2) Procter and Gamble, (3) Hewlett-Packard, (4) ICICI, (5) Hughes Software Systems, (6) LG Electronics, (7) Hindustan Lever, (8) Compaq, (9) Asian Paints, (10) Bharat Petroleum.



On an average the best employers also perform better financially than other companies in the same industry. Based on the report and the homepage of these companies, it was examined how these top 10 employers of India respond to leadership and the work environment/culture to attract and nurture talent (Table 7.5).

The leadership across the best employer organizations shares the value that people are great assets and provides a supportive, empowering, open, and enabling environment. Emotional maturity, self-confidence, integrity, empathy, trust, learning, experimenting, performance orientation are the hallmarks of leadership in these organizations. The Fortune-Hay Group study also emphasizes leadership characteristic such as self-confidence and self-control, achievement orientation, empathy and teamwork.

Goleman's (2000) dimensions of emotional intelligence can be compared with the findings of the BT -Associates' study as well as the Fortune Hay Group study. Both reveal the presence of several themes of emotional intelligence:

*Self-awareness* Self-confidence, pride.

*Self-management* Trust, transparency, initiative, challenging and engaging work, motivation, commitment, result oriented and performance as part of achievement orientation, innovation and experimentation as part of adaptability.

*Social awareness* Relationship orientation, people orientation, caring attitude, and social and environmental concern as a part of service orientation, and empathy.

*Social skills* Leadership, empowerment, freedom, flexibility, recognition, value orientation, learning and feedback, providing nurturance as part of developing others, innovation and experimenting with new ideas as a part change catalyst, relationship orientation as a part of building bonds; openness, informal communication as a part of communication, cooperation, fellow feeling teamwork as part of teamwork and collaboration.

**Table 7.5: Leadership and Work Environment in Most Admired Companies of India**

<i>Company</i>	<i>Leadership</i>	<i>Work Environment</i>
Infosys	To make people believe in themselves, the organization, the value system, in aggressive targets the organization sets. Belief comes from trust: the trust that this organization is not about making one set of stakeholders better off; it is about making everyone of us better off. Leadership has to be by example, and Infosys has done this in its	Exceptional place to work. People are key assets. High involvement of senior management. Hiring decisions depend on (in order of priority) the degree of learnability, fit with organizational culture and values and educational qualifications. Communicate and share information on a regular basis. Everyone is equal. Stock options for every category of

	<p>small way. Practise fairness in every decision.</p>	<p>employees.  Work life of Infosys is tailored around personal lives of employees.  Builds personal rapport with employees.  Continuous up gradation of skills.  Regular value workshops.  Contribution to society through the Infosys foundation.  The culture of the organization is informal, flexible and transparent.</p>
P & G	<p>Interests of the company and of the employees go hand in hand</p> <p>Provides global opportunities and early responsibilities, thus gives a feeling of empowerment. While enhancing shareholders' value, employee interests are kept in the forefront.</p>	<p>People are enthusiastic, willing to experiment with new ideas; and motivated and exuberant.  Employees describe it as 'a great place to work', 'has a strong caring for its people', 'has trust in us' and 'is a people company'.  The company follows the principle-based approach, thus practices are aligned to the needs of each employee not on his role or level in the organization.  Takes care of the health of its employees and family members.  The company matches people with P&amp;G's business needs.  Has open communication.  Believes in introducing change through the people who are going to stay with it.  All initiatives at P&amp;G are executed by the taskforce, with HR serving as facilitator's role.  Employees are committed and strive to make work at P&amp;G a great experience.</p>
h-p	<p>Founder-CEO of h-p India considers employee satisfaction as the first goal on the business agenda.  Since h-p is a knowledge-driven company, people who possess and disseminate knowledge become primary assets; thus focus on people and development becomes</p>	<p>This industry is hi-tech and dynamic and therefore requires a free flow of fresh ideas, perspectives and mindsets, thus, an h-p employee is an individual with honesty, integrity, commitment to the customer and a belief in professional excellence.  Openness, respect for individuals, team work, integrity, trust and flexibility are the</p>

	<p>a critical success factor. Leader's job is to create enabling environment. He should be essentially a coach and not a commander with a constant focus on performance.</p>	<p>keywords that describe the organizational culture of h-p. Free flow of information is a way of life. Employees enjoy enormous freedom; the company follows the practice that once the strategy, structure and processes are defined, employees have the flexibility to achieve their objectives within the frame work of h-p. What matters is performance and not hierarchy. Offers flexibility through flexitime, tele commuting, and reduced hours of employment. HR policies are driven to cater to employees' personal needs. Compensation package is performance based, and all employees are eligible for stock. Employees are encouraged to learn and update continuously and company reimburses the fee of various learning programmes.</p>
<p>ICICI</p>	<p>Employee-centric focus. Of the three types of capital-finance, human, technology human capital is at the centre of ICICI's strategy. The fourth capital is speed which ICICI has made the central point along with human capital, around which technology and finance revolve. Learning and teaching is emphasized</p>	<p>ICICI leverages technology to serve its internal customers. It has an automated recruitment process. Believes that quality of life enhances performance, thus the company takes care of all employees' needs and, in turn, they focus better on their work. Work facility is state of the art. All conceivable facilities are provided onsite. The office is open 24 hours and employees have flexible hours. Imparting and managing knowledge is a priority area. ICICI's knowledge management portal ('Wise Guy') stores a wealth of information, which is accessible to all employees. Employees are encouraged to acquire higher competencies through various</p>

		<p>learning programmes and are facilitated by reimbursement of fee and by provision of sabbaticals.</p> <p>Employees are recognized for their performance in innovative ways, including gifts, paid holidays. with family, featured on intranet.</p>
<p>Hughes Software</p>	<p>People hold the key. We provide the type of work and overall package. HSS is a cutting edge technology company that pays its employees well</p>	<p>Company environment can be described as open, friendly, warm, non-hierarchical, and flexible.</p> <p>Relationships are cultivated 'virtually' through HSS website.</p> <p>Recruitment through employee referrals is encouraged.</p> <p>Flexibility to change roles within the company, thus there is no need to look outside.</p> <p>All employees are offered stock in the company.</p> <p>Incentive programmes for managers include a component on leadership which includes variables like retention, development of employees, employee relations, performance management and career planning.</p> <p>Recognition programmes include e-greetings, formal awards for sense of humor, outstanding performance, adherence to company culture.</p> <p>Employees meet with senior management to have open communication on any issue and evolve action plans to change the situation.</p> <p>Company is sensitive to environmental and societal needs and does its bit by recycling papers and encourages employees to contribute to charitable causes and has charity boxes in the campus.</p>

<p>LG Electronics</p>	<p>It is time to change mindset and be more innovative. Each employee of LG must be equal to four of rivals' employees. Top leadership states 'We don't need geniuses, we need normal people with strong legs and good hearts. The strong legs help in numerous trips to the field and a good heart is important in view of community programmes that LG undertakes and in creating fellow feeling among employees.'</p>	<p>The most frequently used words in LG are empowerment, freedom, transparency and performance. Everyone has a target and a budget apart from a key performance index. LG tries to maintain the highest level of motivation; performance-linked bonuses are paid every six months; uses congratulatory notices to motivate people. LG uses visuals to constantly inform its people about current status and targets. Openness is practised by the company; the MD has lunch with different teams every week. Everybody has lunch together in the canteen. There is frequent attitudinal training. HR interacts with employees' families' and employees' family members are treated as members of the LG parivar. Picnics and family get-togethers are common. LG's culture is result oriented. Feedback is used for improvement and learning. Internal competition is encouraged. People are given operative freedom</p>
<p>HLL</p>	<p>Our common goal is to 'meet the everyday needs of people every where' and the company's key strength is its people: 'HLL is a people's company'. 'In the ultimate analysis a company is nothing but a collective intellect. The dynamism we wish to inculcate in our organization is directly proportional to the dynamism we unlock in the minds of our employees. Businesses are ultimately built by the spirit of the women and men behind them, fired with capability and desire to succeed. We must transform our people into sustained winners, accentuating their strengths and bridging their gaps' (Dadiseth, 2001).</p>	<p>Employees need to do just their job; the rest of the things are taken care of by HLL. An ideal employer believes in looking after every aspect of employees' life needs. Women managers can take leave up to two years. Company helps employees to get admission for their children in good schools. Employees are provided with club membership. There is constant emphasis on developing talents internally. Various kinds of training, like the five-month management trainee program, the compulsory rural stint, and outbound programs ensure business growth through people's growth.</p>
<p>Compaq</p>	<p>Leader provides human touch</p>	<p>Compaq is sensitive to employee needs. Ownership and empowerment are a way</p>

		<p>of life.</p> <p>All employees have stock option. Employees have the flexibility and freedom to chalk out their action plan. Health and fitness needs of employees are taken care of. The HR portal provides feedback. Learning is encouraged: self-paced learning, knowledge-enriched Fridays, reimbursement of fee of technical courses. There is flexibility to address development needs.</p>
Asian Paints	<p>Asian Paints provides a Jot of freedom to people: they are given a fixed context but are free to devise their own way of working.</p>	<p>Support system is very good and leaders provide nurturance to initiative. While in hiring decisions the most important criterion is a fit with the company's values. Mentors and colleagues coach and socialize new recruits. The company follows a no-lay-off policy. The company believes in developing talents from within; hence there is a strong learning culture in Asian Paints. Employees are encouraged to upgrade their skills by participating in various development programs. Employees are satisfied with company's emphasis on learning culture, its performance orientation and freedom to work.</p>
BPCL	<p>What differentiates BPCL from others is the commitment of its employees. The company's vision is to make it a great place to work. The company focuses on people as it believes that the only competitive advantage is people.</p>	<p>The CEO starts his morning with sending birthday greetings to employees-a small gesture but employees appreciate it. The company practises openness, informality and close relationships. People are accessible. Empowerment has made it attractive to managers. Performance expectations and feedback are openly discussed.</p> <p>The company rewards employee input and performance in the form of variable pay. The company has set up the Foundation of Organizational Learning-a forum</p>

		<p>sharing concepts on being a learning organization. Similarly, visionary leadership and planning process and transition labs are used to inculcate desirable behavior.</p> <p>BPCL takes care of employees' basic and social needs.</p>
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This classification suggests that issues of leadership and organizational culture can be addressed simultaneously with the issue of emotional intelligence. The data presented here strongly suggest that leadership and organizational climate are positively related with emotional intelligence.

### **A Model of High Performance: Leaders Need to Develop their Own Emotional Intelligence and Coach Others**

In an era of uncertainty and constant change, it is futile to suggest any prototype of high-performing organizations which can be replicated to go from average performance to high performance, or from poor performance to average performance because every organization transacts in a unique ecology. Nevertheless, it is tempting to suggest that if the proposed processes are followed there is a high probability of attaining high performance, and that if these processes are not followed there is a high likelihood that organizations may not do well.

### **Intrinsic Rewards**

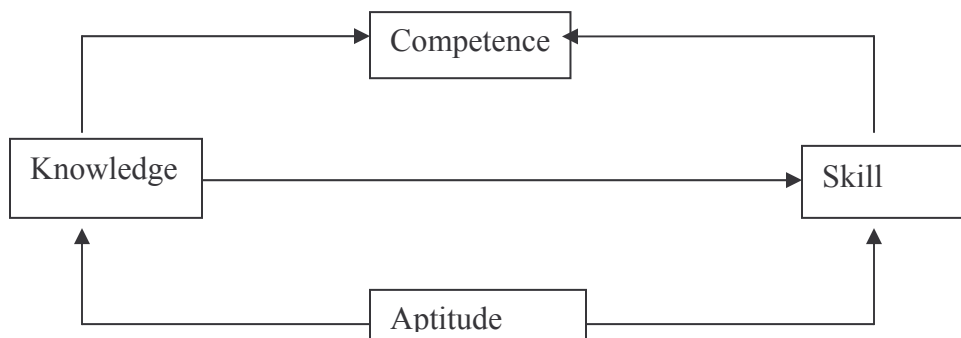
Extrinsic rewards are taken for granted. The challenge lies in creating motivational intrinsic rewards, which can address the higher-order needs of employees. These rewards are recognition, empowerment, freedom, autonomy, feedback, encouragement, opportunity to grow as a person, opportunity to utilize one's abilities, opportunity to network and collaborate, opportunity to experiment with new ideas, opportunity to help others, being respected and trusted, etc. Here is where emotional intelligence comes handy. Leaders high on emotional intelligence are better at creating an empowering and motivational climate. The four dimensions of emotional intelligence, namely, self-awareness, self-control, social awareness, and social skills subsume almost all the necessary competencies required for motivating people intrinsically. The emotional intelligence framework also provides enough flexibility to leaders to choose styles appropriate to the culture/climate they want to create. Goleman (2000) gives a very apt analogy: 'Imagine the style, then, as the array of clubs in a golf pro's bag. Over the course of a game, the pro picks and chooses clubs based on the demand of the shot. Sometimes he has to ponder his selection, but usually it is automatic. The pro senses the challenge ahead and swiftly pulls out the right tool, and elegantly puts it to work. That's how high impact leaders operate too.'

Following Noel Tichy (1997), the framework also suggests that there is a need for many leaders at various levels without which an organization would not be able to sustain its success, thus leaders need to multiply themselves. They should develop their own

emotional intelligence and leadership styles, and eventually become coaches and mentors.

## How Emotional Intelligence Can be Enhanced

Unlike IQ, emotional intelligence is not static: it can be learnt and developed. The competence framework (McKnight, 1991), (Figure 7.2) suggests that competence is a function of the training, education and skills a person develops over time. It also depends on some innate qualities, which can be developed, and which help the person acquire knowledge and skills faster. Some amount of knowledge is however, a must for a person to become emotionally intelligent. Knowledge also directly influences skills. Thus, competence is a composite of knowledge, skill and aptitude.



**Figure 7.2: Competence Framework**

In order to develop emotional intelligence, one has to first unlearn old dysfunctional habits through creative destruction and acquire a new set of behavior. For this, Lewin's (1951) model of change-de-freezing, developing and experimenting with new behavior and refreezing the newly found behavior and experimenting with new behavior with the highest proficiency levels-can be followed. T-Group or learning group methodology can be used for acquiring emotional intelligence. In addition, instrumentation, behavior modeling and coaching and mentoring may also be useful for developing emotional intelligence and interpersonal skills. Since an elaboration of each technique is beyond the scope of this chapter, a graphic illustration of the process through which learning can be integrated has been presented in Figure 7.3.



## Recognition and Competency Behaviour

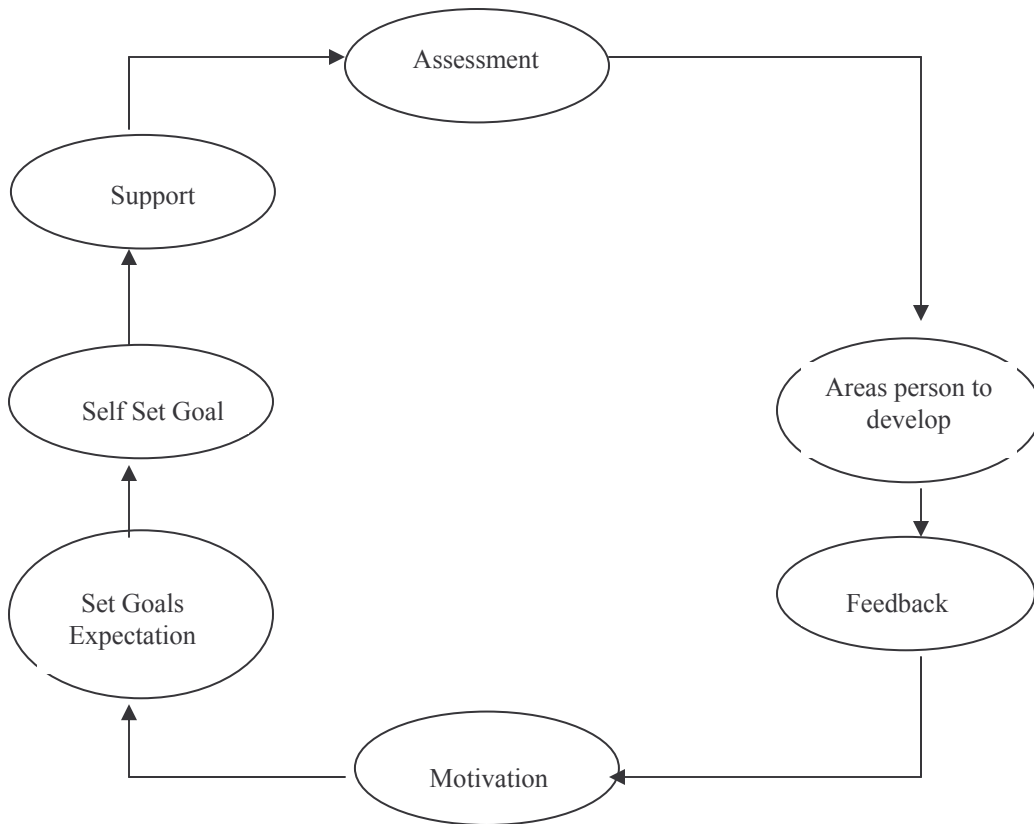


Figure 7.3

## Conclusions

A high-performing organization does well on financial goals, employee learning and growth, customer service and satisfaction and internal business processes. This chapter makes the point that there are routes to attaining high performance among them leadership and organizational culture. On the basis of the culture and leadership in the world's most admired companies as also the ten Indian employers, a proposition is made that a positive motivational work culture can be treated by enhancing emotional intelligence. The emotional intelligence framework also suggests that leaders have a broad range of competencies and styles that they can leverage according to the need of situation. Moreover, since leaders are required at all levels of an organization, it is

proposed that in order to sustain high performance, leaders need to hone their emotional competencies and subsequently become coaches and mentors to multiply leadership across the organization. Ways to enhance emotional competencies have also been suggested. The conclusions may be accepted with caution in the light of limitations of the data.

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