

University of New Hampshire

## University of New Hampshire Scholars' Repository

---

M.S. in Leadership

College of Professional Studies Granite Division

---

Summer 2021

### What Roles does Emotional Intelligence Play in Leadership?

Xueyun Zhang  
*Granite State College*

Follow this and additional works at: [https://scholars.unh.edu/ms\\_leadership](https://scholars.unh.edu/ms_leadership)

---

#### Recommended Citation

Zhang, Xueyun, "What Roles does Emotional Intelligence Play in Leadership?" (2021). *M.S. in Leadership*. 102.

[https://scholars.unh.edu/ms\\_leadership/102](https://scholars.unh.edu/ms_leadership/102)

This Capstone is brought to you for free and open access by the College of Professional Studies Granite Division at University of New Hampshire Scholars' Repository. It has been accepted for inclusion in M.S. in Leadership by an authorized administrator of University of New Hampshire Scholars' Repository. For more information, please contact [Scholarly.Communication@unh.edu](mailto:Scholarly.Communication@unh.edu).

# **LD850-Capstone Presentation**

**Xueyun Zhang (Sharon)**

M.S. in Leadership

[2021]

Granite State College

# What Roles does Emotional Intelligence play in Leadership



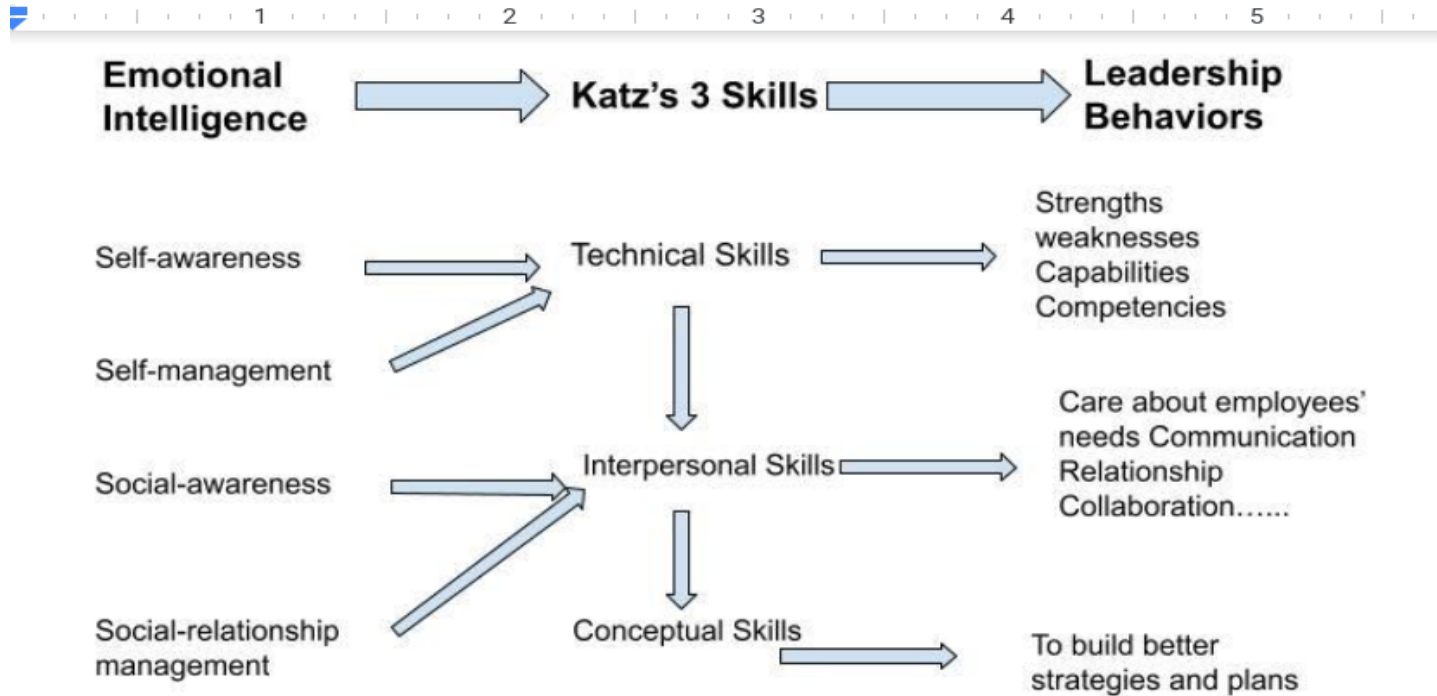
# Abstract

This study focuses on the relationship between EI and leadership. The main study is related to how EI influences leadership in both positive and negative ways. The study explores the definition of EI, and how EI influences leadership behaviors which includes how the four factors of EI affect Katz' Three Skills. The study also discusses how EI affects leadership behaviors and outcomes positively and negatively. EI plays an important role in leadership, and the study explains that EI significantly facilitates leaders to be effective leaders if they are able to balance both positive and negative influences of EI. Most articles study the positive side of EI, though some articles explain the negative side of EI. However, an effective leader needs to obtain the abilities to balance both sides of EI in leadership. For further discussion in the future, a question to consider is how can leaders keep a suitable balance of these positive and negative aspects of EI in leadership?

*Keywords:* EI, Leadership, Effective leader, Influence, Positive and negative side, Balance.

# Methods and Result

## *EI with Katz's 3 skills in Leadership*



---Flow graphic made by Xueyun Zhang

## *EI with Leadership Outcomes*

### **Background**

Cognition

Knowledge

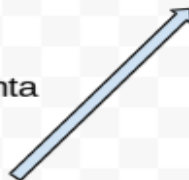
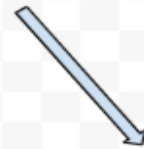
Culture

Experience

Race

Sexual-orientation

.....



**Emotional Intelligence**



**Positive**



### **Leadership Outcomes**

Promote an effective leadership

Inspiration

Satisfaction

Commitment

Efficiently leading team

Healthy work environment

.....

Biases

Decision-making

Over-confident

.....

Flow graphic made by Xueyun Zhang

## Discussion and Conclusion

1. The study concludes that EI plays a significant role in leadership in the workplace. EI influences leadership behaviors and outcomes in both positive and negative perspectives.
2. An effective leader needs to obtain abilities to balance both the positive and negative influences of EI.
3. Everything has two sides, even leaders, and we need to utilize critical thinking and inspire employees to improve their critical thinking skills as well.
4. How can we control the degree of this balance in order to avoid slipping into bad behaviors or making poor decisions, especially in a diverse workplace?



**Questions?**

Granite State College