

INNOVATIVE LEADERSHIP STYLES AND THE INFLUENCE OF EMOTIONAL INTELLIGENCE

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Abstract:

This paper argues a set of solutions to be applied by leaders in order to make their work with the employees more effective. We consider that the innovative approach we bring is a specific approach regarding the emotional intelligence influence on leadership styles. Throughout this paper we present a comparative analysis of interdependencies and connections between emotional intelligence skills and different leadership styles. We present a mixture of the conceptual approach and practice evidences regarding the relevance, the reflection and the impact of certain emotional intelligence skills of leaders in the knowledge economy. Throughout the paper we describe the most relevant aspects/layers of the emotional intelligence and the way they may lead to positive or negative results for leaders. We also approach the theories about effective leadership styles and thus we propose innovative strategies to enhance these. The paper bases on a thorough study of the domain and presents a series of research results that could represent a solid base for any other academic work or managerial training.

Key words: innovation, emotional intelligence, transactional leadership, transformational leadership

JEL classification: M10, M12, M21

1. THE ESSENCE OF BASIC LEADERSHIP STYLES

Leadership and management, leaders and managers all have specific and distinctive elements which confer them distinctiveness and relative autonomy and also a series of common elements which facilitates their interaction and mutual influence. (Zlate, 2004) We believe that promoting a proper leadership requires the ability to adapt to different situations, instituting the essential elements, approaching differently the apparently similar problems and treating each case using the most appropriate methods. Through an adequate style, a manager may extend its role beyond the formal authority conferred upon it by its position in the organization's hierarchy, becoming a leader.

The leader who exercises authority seeks formal things to be well made, regarding the finality of his actions and the group he leads. The leader does what needs to be done, and awards vigilance in the thing itself, thus imposing their informal authority; thus obtains to transform the group, becoming a true "social architect". Leadership is the result of many factors, among which an important role has the organizational culture, qualities and characteristics of leaders, motivation tools, hierarchical position, functional and psychological autonomy, managers and subordinates groups and information system. The qualities, characteristics and mental structure of managers represent the most important factors of leadership style. Personality, level of education, experience, and personal motivation are instrumental elements in the behavioral manifestations of leaders. A good manager is continuously informed about the key issues the organization is focused on, trains his subordinates in shares of continuous innovation and is committed to ensuring motivation. A leader must possess specific skills to be effective, quick to notice deviations from the normal course of business and to take effective decisions. (Pastor, 2014)

The hierarchical position and the exercise of power influences the style of management, meaning that it is easier to lead a group when the manager is on a higher hierarchical level and the power of his position is higher. On the other hand, the value system puts a prominent mark on the

attitude and behavior of leaders. In authoritarian management systems the control exercised by leaders in order to obtain subordinates' motivation is achieved in particular through coercion. In democratic systems, the leaders' power is in direct correlation with their ability to drive staff to achieve organizational objectives, motivation is achieved by adopting and identification. (Pastor, 2014)

A sensitive dimension in the leadership developed within an organization is autonomy. Autonomy measured by the period of time that a manager can exercise his duties and responsibilities without resorting to the head hierarchical structure depends on his mental (psychological autonomy) and his position (functional autonomy). Autonomy aims at both the conceptual and the action. Psychological autonomy depends on the period of time that the leader set on a particular hierarchical position is able to think and act independently, without any feeling of insecurity. The authoritarian system diminishes the autonomy of first line and medium line leaders, turning them into "administrators" and "guards". In such situations, they have autonomy in action, but lack the conceptual autonomy. Functional autonomy is formalized through the organization of the firm, is in direct correlation with the level of seniority. According to a leading position in the company hierarchy, the relationship between conceptual and autonomy of action is amended. In a centralized organization, delegation of strategic action or a goal will increase interference, due to the fact that the conceptual autonomy is much lower than the autonomy of action.

Leaders' personal styles vary and meanwhile some are noticeable some are modest and analytical. Some of the main leadership styles identified across time both within the literature and practice are the ones briefly presented below. Along with presenting each style's specific features of behavior and action we shall provide alternatives which refer to the emotional intelligence's solutions.

The autocratic leader (1). The autocratic leader has total power upon his subordinates, closely supervises their work and keeps in touch with them strictly professionally. The team members are not involved in the decisional process and don't have the possibility to give suggestions with respect to improving the activity. Employees are told exactly what to do and how to do it and it is expected the precise accomplishing of instructions. The advantage of this kind of leadership is the high efficiency of work because decisions are taken very fast and jobs are efficiently delivered. This approach may generate resistance and instability among employees. Rather it is recommended in the case of unexperimented but motivated teams, when the work is routine and for crisis moments when quick decisions are needed.

The laissez-faire leader (2). This type of leader is practically the opposite of the previous and he always prefers to allow his team to work on its own without interfering. This attitude justifies also the name of this leadership style: "don't get involved" or "let it be". This leader offers his employees the total freedom to organize and develop their own activities. He offers support only when it is asked for. The laissez-faire leader may be efficient if he closely supervises the team performance and gives feedback regularly. This type of leader is suitable for teams formed of people with experience, motivated, with initiatives who don't need continuous supervision in order to accomplish their jobs. The advantage of this kind of leadership is that offers its employees the professional satisfaction and may motivate them to be very productive. The drawback of this laissez-faire style is that in case of lowly motivated employees, with low skills of time management, without expertise and necessary abilities to work individually, the works' efficiency shall decrease greatly.

The democratic/participatory leader (3). This type of leadership is characterized by the involvement of the whole team in decision making. It implies encouraging people to share ideas and synthesize information in order to take the best decision. Members are encouraged to express their own opinion within the decisional process but the responsibility for the final decision is assumed by the leader. This is why the employees of such a leader are truly motivated and professionally satisfied by the feeling of control over their work. The drawback of this leadership style is that slows the decisional process as each member of the team is encouraged to express its opinion. The participatory style is less recommended in critical contexts when the rapidity and efficiency of the

actions are important, for example in crisis situations when precious time may be lost for analyzing each member's opinion. The approach is suitable in the cases where the quality of the work is more important than the rapidity or productivity and when the team work is more value-adding. It is recommended for the teams formed of experienced and professional individuals as it is the style that may best valorize the expertise of such a team-work. Participatory leadership raises the team moral because they have the feeling that their judgement makes the difference.

The transformational leader (4). The leader who applies this style inspires people because he expects that each employee gives his best. He focuses on the team members' transformation in order to become better. He appreciates initiatives which may bring added value to the organization. The transformational leadership style leads towards productivity and increases engagement of employees. It is known that transformational leaders are experienced and have good knowledge about their activity domain, are energetic and don't avoid taking risks. They dare employees to think on their own, independently. They raise the team members' moral and motivation, inspiring them to coordinate their personal objectives with the ones the company works for. The disadvantage of this style is that leaders tend to award insufficient attention to details. Though it is characterized as a very effective leadership style, it is demonstrated that sometimes it must be combined with other styles in order to ensure the process efficiency. (Leban & Zulauf, 2003)

The job oriented leadership style (5). The job oriented leader focuses on determining his team to achieve their objectives. This leader establishes roles, plans, organizes and monitors the team activity. The leader makes sure that the performance standards are complied. The main advantage of this style is that it ensures the compliance of deadlines. The job oriented leadership style is recommended for the teams within which the employees don't have very good abilities of time management. The disadvantage of this style is that people might lower their motivation and interest if their needs are not accordingly attended.

The bottom line of reviewing all these leadership styles is that people act and react in correspondence with the way they are approached. House (1995) considers that professional satisfaction and acceptance of the leader may be achieved only if subordinates perceive the leader's behaviour as bringing immediate or future satisfaction. House (1995) states the employees will reject the leader's behaviour that they perceive unnecessary.

2. TRANSACTIONAL AND TRANSFORMATIONAL LEADERSHIP STYLES

The analysis of the previous leadership styles characteristics demonstrate that leaders present energy, generate ideas, communicate efficiently with others and take command when situations are critical and necessitate coordination. (Brătianu & Anagnoste, 2011) In order to describe if a leadership style is transactional or transformational we should identify each style particularities. Transactional leadership is defined as the style when the leader acts as agent of change, achieving significant transformation with subordinates, resulting in improved productivity (Bass, 1997). On the other hand, transformational leadership is a model where the leader empowers team members to achieve the vision of the organization, resulting in increased productivity and employee morale, workplace satisfaction and personal and professional growth. (Anagnoste et.al. 2010)

One of the difficulties of transformational leadership is to ensure that it is propagated to the top level of the organization. Bass's research (1997) quotes the conclusions revealed by a lot of studies worldwide, and among them is the fact that transformational leadership has a direct and positive influence on a range of variables such as labor productivity, job satisfaction, and loyalty to the organization and lower stress levels. It is a continuing need to invest seriously in human capital and skills to coordinate those people with leadership roles in the organization, as they are key elements to the success of a business. As this title suggests people may be changed with such leaders. At one extreme you can get to the point where the transformational leader can be considered spiritual mentor and his approach as a complement to education conducted in a direct and active manner in the social or professional life. At the other pole we have leaders who they can

just manage to convince people that their vision of doing things is the right one and at least for a short time are followed unconditionally. From this perspective transformational leaders are interested in both the objective and the "spirit" of people acting to achieve that objective. (Leban & Zulauf, 2003)

Transformational leadership can be practiced by those who have charisma, by those who have the courage of responsibility, emotional intelligence, empathy, guided by the ideals and values, with the force of persuasion. Warren & Benis (1998) believe that this type of competent leaders has 4 major competences:

- management of attention* - draw attention to things that "matter" really have the ability to create and share their vision, charms and spells on those who are led;
- management significance* - but do not give explanations of meaning creates the entire organization, gives examples of "how to interpret" information;
- management confidence* - I know how to give confidence and gain trust - trust is the "currency" are predictable in expectations and do not change their views overnight.
- self-management* - but these leaders know their limits and skills and resources.

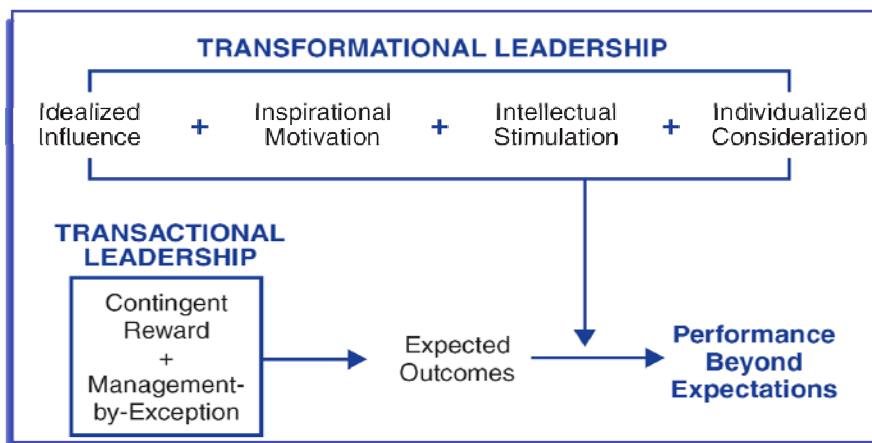
Transformational leadership is usually analyzed as opposed to transactional leadership, concerned with the kind of leader who persuades others to act through the provision of immediate gratification and some short-term needs (generally extrinsic). In case that the transformational leader convinces employees to act in a spirit of great ideals, corporate aims, scientific, human, transactional leader is mercantilist type: "if you do something you get something in return." At a first sight some would say there are no major distinctions between transactional leadership and transformational leadership - both terms underscore the "make people follow you based on their intrinsic motivation."

Many researchers have used transformational leadership area Multifactor Leadership Questionnaire (MLQ, Bass and Avolio, 1995) to assess leadership styles. The area covered by this resource model ensures that a leader can use to assess the strengths of respondents on leadership. The four elements of transformational leadership described by Bass and Avolio include:

- Idealized Behaviors (IB) - makes a leader to be respected and trusted;
- Inspirational Motivation (IM) - the ability to get people to surpass themselves;
- Intellectual Stimulation (IS) - leaders encourage employees to ask questions and to address old situations from new perspectives;
- Individual Assessment (IC) - the concern to listen to the needs and desires of the subordinate.

The description and the representation of transactional and transformational leadership suggest very clearly that great results may be obtained when combining the two leadership styles with their best traits.

Figure no.1 - Components of transactional and transformational leadership styles.



Source: (<http://imagefriend.com/transformational-leadership-theory-burns.shtml>)

There are many requirements that leaders must comply with and most of them are generated by the people they lead. An important aspect is that people will follow a leader who will answer the question "What benefits do I have in your team?". Leaders must maintain a constant communication with the people they lead, because that encourages the development of the organization through innovation, motivating employees and generating ideas; all these three aspects happening simultaneously. (Harms & Crede, 2010)

Leaders also must prepare a group of people from the top management to hand over the key moments in the organization, such as negotiations on behalf of the organization, taking over the position of leadership of the organization, etc. This model is similar to situational leadership (Behling & McFillen, 1996), which stresses that effective leaders change their leadership style depending on the needs of the organization at a time, paying attention to a given situation. Thus, it follows that leadership is not just a way to lead but leadership style is determined by a particular situation. The development of the team impacts the leadership style used by the leader, and this leadership style can be focused more on relationships or tasks. As part of this flexibility, leaders must assess their own reputation by responding to the decisions they take, good or less good. The ability to take risks is an important aspect that differentiates a leader from those subordinated.

In 2004 a Gallup poll conducted on 782 CEOs, reported strengths and weaknesses of leaders, as follows:- strengths: integrity, ability to communicate, reliability, intelligence, business knowledge, leadership and education;- weakneasses: restricted view, failing to understand the team members, the inability to work with others, indecision, lack of initiative, lack of responsibility, lack of integrity. These findings reflect that many of the traits of effective leadership are based on personal characteristics and behavior, along with the ability to relate to others. Leaders must be aware of the areas where they are highly trained, and those which need to be developed or when it is needed to work with someone to fill that void. (Harms & Crede, 2010) If you trust people, then they will grow and will perform. People need to believe that they will be treated fairly, so it must be a degree of confidence in the management process because a correct relationship with employees leads to the success of any organization.

At his stage we may draw the following synthetic conclusions about the transactional and trnsformational leadership styles. We considered summarizing these leadership styles which emerged once with the social, economic and organizational evolution throughout the following ideas: what kind of actions does each one take and what effects it generates.

Table no.1. Comparative features of the transactional and transformational leadership

	<i>Transactional Leadership</i>	<i>Transformational Leadership</i>
How it works	<i>Works within a system.</i>	<i>Works to change a system.</i>
	<i>Starts solving by fitting experiences to a known pattern.</i>	<i>Starts solving by finding experiences that show the old pattern doesn't fit.</i>
	<i>Asks "where's the step-by-step?"</i>	<i>Asks "what do we need to change?"</i>
What it does	<i>Minimizes variation of the organization.</i>	<i>Maximizes capability of the team.</i>
	<i>Expects everyone meet a standard.</i>	<i>Inspires many people to give their best.</i>
	<i>Can be duplicated and sustained.</i>	<i>Requires minimal structure.</i>
	<i>Best at delivering defined results.</i>	<i>Best at delivering innovation.</i>

Source: (<http://leadingengineers.org/category/transformational-leadership/>)

Burns (1978) was credited with developing the first transformational leadership model, envisioning the transformational and transactional leadership at opposite ends of the continuum. Several years later Bass (1985) expanded on Burns' idea by depicting transformational and transactional leadership as complementary, thus augmenting active transactional leadership behavior. There are recognized four components of transformational leadership that confers the status of an organization described by Bass (1995) and resumed by Northouse (2007):

Individualized consideration - the degree to which each leader attended to the needs of his followers. He acts as a mentor or coach and listens to their concerns and needs. Leader offers empathy and support, keeps the open communication and challenges for those they lead.

Intellectual stimulation - the degree to which the leader launches the challenges, risks and asks the team for new ideas. Leaders with this trait stimulate and encourage creativity on those they lead. For such a leader, learning is a value and such situations are happy cases because they offer the opportunity to learn. The subordinates ask questions, reflect on possible answers and then make decisions.

Inspirational motivation - is the degree to which a leader is able to develop a vision that is appealing and inspiring to all who follow him. This type of leader challenges the followers to the high standards inspiring optimism in order to reach those targets. To succeed, those who do so should have a definite purpose and to be motivated.

Role and identification - the highest model of transformational leadership. The leader provides that level of vision and purpose, values and norms that stimulate labor. The leader instills pride and feelings which increase the ability to perform of those who follow him, leading to a situation where most who follow the leader to be included fully in the vision and the mission and carry forward its work even when the leader is not present.

Hence the relationship between the emotional intelligence of executives and their leadership practices needs more introspective look and an attempt is made here. Which was proposed by George (2000) that emotional intelligence play a particularly important role in leadership effectiveness. We consider that emotional intelligence applies in every domain of our life because to know how to work and communicate with people is the ability that no one can lack of. (Roco, 2004)

3. SPECIFIC TRAITS OF THE EMOTIONALLY INTELLIGENT LEADERSHIP STYLES

In this changing environment, leadership is seen by many synonymous with the success of the organization. Nowadays leaders must be more adaptable in this context of continuous change and uncertainty. Future leaders will have to adapt their leadership style depending on the context, ensuring that results are obtained. Qualities such as self-awareness, empathy, confidence and emotional intelligence will come forward. Additionally to struggle with continuous change, personalities and behavior will determine how successful leaders will be, but as expectations rise, the future leaders will have to earn the right to lead others.

According to Goleman (et.al. 2007), all leaders have a touch of emotional intelligence. He accepts that cognitive intelligence (IQ) and technical skills are important, but stresses that leaders must have an additional factor if they want to perform. His research showed how cognitive skills such as the ability to see the whole picture (big picture) or long-term vision are vital ingredients for effective leadership, however, the third element represented of emotional intelligence is more important for a person who wishes to advance in the hierarchy of the organization. The five concepts of emotional intelligence, which he defined are the self-awareness, moderation, motivation, empathy and social skills. Thus, a leader must take into consideration his personal strengths and style in each of these five areas to understand their levels of emotional intelligence and the others.

A good question is why emotional intelligence is needed in leadership. Analyzing theory we concluded that the emotional intelligence of leaders can be best observed at the work place as that is

the context were its effects may be noticed. Emotional intelligence does not fit the classic historical models of leadership. The latter are usually associated with great figures of military history and conjure up charismatic and sometimes despotic images. However, people often use the same language for leadership today - bold, brave and tough with a strong sense of purpose and resolve. Although some scientists acknowledge that emotional intelligence is as old as time there is still much to be discovered, learned and practiced about it. (Steven, 2009)

Table no. 2 – The influence of emotional intelligence on six leadership styles

	Commanding	Visionary	Affiliative	Democratic	Pacesetting	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Source: (Goleman, 2000, p. 82-83)

Emotional intelligence provides alternatives of leading people through mutual respect which represents a basic need of today's employees. Today's workforce does not accept the authoritarian style often adopted by leaders following historical models of leadership. Leadership has had to evolve to match a growing sense of democracy and independence in the workforce. Employees now have far more options and choices than the foot soldiers of yesterday (Reldan & Nadler, 2011)

Several researches discussed the influence of emotional intelligence in terms of four key leadership issues. One issue concerns the role of empathy for leadership. Empathy is shown to be an important variable that is central to both emotional intelligence and leadership emergence. Of all the dimensions of emotional intelligence –empathy is the most easily recognizable. Empathy is particularly important today as a component of leadership for at least three reasons: the increasing use of teams and teamwork; the rapid pace of globalization; and the growing need to retain talent. Successful leaders have shown in many examples that in crisis moments if you acknowledge your employees' feelings and thoughts you would anticipate their reactions and decide for the best option. (Humphrey, 2002 – p. 236) Effective leaders manage and steer their own feelings, acknowledge subordinates feelings about their work situation, and intervene effectively to enhance morale. (Cherniss, 2001) Globalization is another reason for the increasing importance of empathy for business leaders. Cross-cultural dialogue can easily lead to misunderstandings. Empathy is the antidote as it makes one hear the message beneath the spoken words. With respect to talent retention it is known that leaders have always needed empathy in order to grow and to keep talented people. Today the stakes are higher because when good employees leave they take away their knowledge and the company's knowledge. (Humphrey, 2002 – p. 237)

The second issue concerns the relationship of emotions to the leadership process. It is argued that a key leadership function is to manage the emotions of group members, especially with

regard to feelings related to frustration and optimism. The third issue involves our perceptions about leaders. Leaders' emotional displays are demonstrated to have a larger impact on perceptions of leaders than the content of the leaders' messages, at least in some circumstances. The fourth area involves the relationship between leadership and performance. Leaders' influences upon emotional process variables are found to have a large impact on performance. (Goleman, 2007; Humphrey, 2002)

Thus the people's necessities draw new demands for the leaders. Leaders now need to manage and lead an "empowered" workforce and go beyond the consultative, cooperative and democratic styles of today. These new demands include:

- Consultation and involvement - leaders still get criticized for not having and communicating a compelling vision and purpose.
- Autonomy and freedom - leaders are still expected to take full responsibility when things go wrong.
- Opportunities for growth, challenge and glory - leaders must be on hand to coach and mentor us so that we develop our potential.
- Inclusion and team spirit - we still want our leaders to give us individual recognition and acknowledgement. However, there are not enough talented (ie: super-human) individuals who can meet all these demands.

Emotional intelligence can become a multiplier factor of the revenue of a company with millions of dollars. But, as the emotional qualities create a precise value added, their deficit has a high price. According to the analysis, a company's climate, how people feel, is responsible for 20% -30% of the business performances of the company concerned. And the climate is determined at a rate of 50% -70% by one person: the leader is the one who creates the conditions that lead directly to people's ability to work with gain. (Reldan & Nadler, 2011, P 51-53)

A dramatic question would be whether emotional intelligence represents the „sine qua non” of leadership or it is just a false issue. Whereas academics still debate over the relevance of emotional intelligence for the performance of leadership, for understanding workers behavior and effectiveness, the practitioners are real supporters of the role that emotional intelligence plays for leadership. Many researches and especially Goleman's works argue the role of developing specific features of the emotional intelligence of leaders, of teams and organizations. (Goleman, 2007)

4. CONCLUDING IDEAS

Within this paper we argued that the values of an organization are found within the humans in that organization. An organization with strong values attracts more easily talented staff and will be able to keep them on a long term. Productivity is higher when the organization's values overlap with the values of individuals, thus prompting them to become better representatives of those organizations. Also, the organization will be better at managing differences of opinion within it, and this is extremely important for a large organization.

Referring to the leadership debate – we consider that the leadership style is closely related to the stability of employees in the workplace and job satisfaction. The effect targeted by leaders is to obtain the desired results from their employees. This goal may be achieved through different leadership approaches and we emphasized various situations in this regard. The effectiveness and the degree of involvement depend on the management of relationships between employees. The availability of employees to engage in other roles or new tasks increases along with their satisfaction towards the management and leaders. By practicing, for example, a transformational leadership, the manager becomes a binder of relations between members and between them and the management. Within the sections of this paper we focused on presenting the distinct effects that each leadership style generates towards the employees perspective and the organizational performance.

Recently scientists (George, 2000) have reached to argue about an idealistic and complex style of leadership – the authentic leadership. According to this new hypothesis authentic leadership

bases on the ideas of trust and transparency which are essential when people work together and have to rely on each other. George (2000) articulated that authentic leaders know with a high degree of confidence that they are contributing to others' success, not just their own.

The emotional intelligence level helps leaders to think positive in their attitude which in turn makes them to feel comfortable with their work relationships. It is concluded that the emotional intelligence of executives has a significant relationship with their leadership practices. (Anand & UdayaSuriyan, 2010)

There are many leadership styles which are positively influenced by emotional intelligence like: the visionary, the affiliative, the democratic and the coaching. Thus managers have a wide range or alternatives to choose from which style is the most appropriate for his/her own personality, for his/her employees and for the respective context. Managers should acknowledge that they have to change something in their style if they want to obtain better results from the collaboration with their employees and thus to increase the performance of the organization. What they need to do is to get aware of their own personality and actual managing style, to study what other alternatives might offer better results and to decide for the most appropriate to the given context.

Throughout this paper we presented a variety of interdependencies and connections between the emotional intelligence's dimensions and different leadership styles. We presented a selection of conceptual approaches and practice evidences regarding the relevance, the reflection and the impact of certain emotional intelligence skills of leaders in the knowledge economy. Throughout the paper we described the most relevant aspects/layers of the emotional intelligence and the way they may lead to positive or negative results for leaders.

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