Emotional Intelligence and Leadership Behaviour of Indian Executives – An Exploratory Study

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Abstract

The world today is under going a change more profound and far reaching than any experienced since the dawn of the modern age. Rapid environmental changes are causing fundamental transformations that have a dramatic impact on organizations and present new challenges for human resources management in general and leadership in particular. The transformations do represent a shift from traditional intelligence to new paradigm of emotional intelligence. It has been human nature to desire stability even in the ever-changing professional lives. The system of life - and organizations – is fluid, dynamic, and potentially self-renewing wherein today's best leaders are learning to "go with the flow" to accept the inevitability of constant change and recognize change itself as a potential source of energy. Research studies have shown that the leaders with higher emotional intelligence see changes as opportunities for something better, and they cherish not stability but ongoing development of individual workers and of the organization itself. This entire phenomenon paradigm shift led the author to conduct a research on the above-mentioned title. This paper delves into the concept of emotional intelligence and leadership behaviour. The basic contention of this research is to develop a generalist view about the impact of emotional intelligence on leadership behaviour of Indian corporate executives. The paper unfolds the existing leadership frame vis-à-vis emotional intelligence level of Indian executives, drawn with help of standard scales on the subjects. The paper concludes with certain important guidelines for enhancing leadership effectiveness through emotional intelligence specifically tailored to Indian industrial environment.

Introduction

The world today is under going a change more profound and far reaching than any experienced since the dawn of the modern age. Rapid environmental changes are causing fundamental transformations that have a dramatic impact on organizations and present new challenges for human resources management in general and leadership in particular. The transformations do represent a shift from traditional intelligence to new paradigm of emotional intelligence. It has been human nature to desire stability even in the ever-changing professional lives. The system of life - and organizations – is fluid, dynamic, and potentially self-renewing wherein today's best leaders are learning to "go with the flow" to accept the inevitability of constant change and recognize change itself as a potential source of energy. These profound changes cannot be cuddled and integrated without addressing the deepest thoughts and feelings of Indian managers. This requires the manager to open up the heart and deal with the emotions, welcoming them into the workplace to ensure success in this ever-changing industrial environment. Various research studies have unraveled that the leaders with higher emotional intelligence see changes as opportunities for something better, and they do not cherish stability but ongoing development of individual workers and of the organization itself become their prime agenda. This phenomenon of paradigm shift has led many researches in the area and the present one is also an attempt in the line.

That powerful pair set of chain reaction i.e. the leader's mood and behavior drive the moods and behavior of everyone else in the chain is showing its strong presence in the organizational setting. An irritable and callous boss creates a deleterious organization filled with under achievers who ignore opportunities; on the contrary an inspirational and inclusive leader spawns acolytes for whom every challenge is an opportunity and that way surmountable. The observation about the overwhelming impact of leader's emotional style, as we call it, is not a wholesale departure from any research into emotional intelligence. It does however; represent a deeper analysis of our assertion that a leader's emotional intelligence creates a certain environment or work culture. Since it is felt by thinkers of different era that 'human resource is the most important asset of any organization, hence due care should

be taken while hiring and developing them. Today, the rules of workplace are rapidly changing and a new yardstick is being used to judge people. This is not merely in terms of how smart are you or what your academic qualifications are or what your expertise is, but also how well you are able to handle yourself and others. This yardstick is increasingly applied in selecting who will be hired and who will be not, who will be dismissed and who will be retained, who will be ignored and who will be promoted (Singh, 2001). That is why the recruitment and other human resource management activities are typically done only after rigorous tests of intelligence and intellectual capabilities.

For decades, a lot of emphasis has been put on certain aspects of intelligence such as logical reasoning, math skills, spatial skills, understanding analogies, verbal skills etc. Cumulatively known as Intelligence Quotient (IQ), was the thrust area of judgment as far as a person's suitability to a particular job was concerned. But the researchers were puzzled by the fact that while IQ could predict the academic performance and to some degree, the professional and personal potential, yet there was something missing in the equation. Some people with fabulous IQ scores were doing poorly in the professional life; one could say that they were wasting their potential by thinking, behaving and communicating in a way that hindered their chances to succeed, and the major missing part in the success equation was identified as cognitive skills. The discovery of cognitive skills and abilities though appears to be outside the scope of IQ yet is unquestionably important for. If there are some critical ingredients of human intelligence independent of those measured by IQ, their discovery and elucidation will contribute a better, more complete theory of human success with proper blend of Emotional Quotient (EQ). It states that high levels of emotionally intelligent leaders create a climate in which information sharing, trust, health, risk-taking, and learning flourish. The basic message, that effectiveness in organizations is at least as much about EQ as IQ, resonated deeply; it was something that people knew in their guts but that had never before been so well articulated. Most important the idea held the potential for positive change. Instead of being stuck with the hand they'd been dealt, people could take steps to enhance their emotional intelligence and make themselves more effective in their work and personal lives (Druskat & Wolff, 2001). Taking note of this all, research was initiated in the area with an attempt to develop a generalist view about impact of emotional intelligence on leadership behavior of Indian executives. The paper unfolds the existing leadership frame vis-à-vis emotional intelligence level of Indian executives. For more details in the area let us first consider the theoretical background of the concepts i.e. emotional intelligence and leadership, which can be considered as the pillars of success in a person's professional and personal life.

Emotional Intelligence – An Overview

Scales fell from the eyes of managers when they heard the of emotional intelligence concept as coined by two American psychologists, Peter Salovey of Yale and John Mayer of the University of New Hampshire. Managers were not ready to accept as to how the human qualities such as empathy, self-awareness and emotional control could be of any use in organizational setting. But the entire storm of controversy on the subject came to an end with the Daniel Goleman's bestseller *Emotional Intelligence: Why It can Matter More than IQ*. In fact he gave the world a new dimension of emotional intelligence while stating that EQ accounts for about 80 percent of a person's success in life. Though emotional intelligence might have marked its presence as an academic catch phrase, yet it is fast developing the main psychological mantra of organizational development in the recent times.

The concept emotional intelligence came out of the term emotion, which refers to a feeling with its distinctive thoughts, psychological and biological states, and ranges of propensities to act. So it may be an agitation or disturbance of mind, passion, any vehement but definitely related to the person's mental state. There can be a number of emotions like anger, sadness, fear, enjoyment, surprise, love disgust, and shame etc. A manager's ability to balance the emotions with the reason to maximize long-term happiness i.e. capacity of effectively recognizing and managing one's own emotions and those of others may be termed as emotional awareness or emotional management skills. In the words of Daniel Goleman emotional intelligence is "The ability to motivate oneself and persist in the face of frustration; to control impulse and delay gratification; to regulate one's moods and keep distress from swamping the ability to think; to empathize and to hope". In fine the concept of emotional intelligence is an umbrella term that captures a broad collection of individual skills and dispositions, usually referred as soft skills or

inter or intra personal skills that are outside the traditional areas of general intelligence and technical or professional skills (Ravi, 2001).

The latest researches in neurobiology have brought out that human beings operate from two minds i.e. the rational mind and the primitive mind, which is purely the emotional mind. The rational mind is centered in the neo-cortex, the outer part of the brain and allows human beings to plan, learn, remember, love, care and also to make moral and ethical distinctions. On the contrary the emotional mind is the source of basics emotions like anger, sadness, fear, lust, surprise, disgust, etc and help the individuals in attaining emotional competence. Emotional competency is the learned capability that leads to outstanding performance in life. This means that emotional intelligence actually contributes to rational thought. It is now believed that your feelings take precedence over your thoughts in making decision, because a rational mind take littler longer to register and respond than the emotional mind. In this kind of emotional reaction, there is an extended appraisal of the situation, both thoughts and cognition plays a key roulette determining what the emotion be aroused.

The ability of an individual to monitor one's own and other's feeling and emotions, to discriminate among them and to use the available information in steering one's own as well as other's behavior has attained much significance even in the information age. A growing body of research on the human brain proves that, for better or worse, leader's mood affects the emotions of the people around them. The reason for that lies in what scientists calls the open loop nature of the brain limbic system, our emotional center. A closed loop system is self-regulating, where as an open loop system depends on external source to manage itself. Our limbic system's open-loop design lets other people change our very physiology and hence, our emotions. In organisations mood start at the top tends to move the fastest because everyone watches the boss/leader, and the subordinates take their emotional cues from him. Thus the entire phenomenon creates a strong link between emotional intelligence and leadership effectiveness irrespective of the leadership style or leadership frame of the leader, which have been described in the ensuing section.

Leadership Frames and Behaviour

Leadership studies have remained and still are an emerging discipline of research and thus the leadership styles and behaviour will continue to evolve. However one unified version on leadership is that it is an influence relationship between the leader and the followers who intend real changes that reflect their shared purposes (Rost, 1993). Workforce diversity has made the task of leader more challenging thereby the leader has to adapt to varying leadership frames and consequent behaviour. There is no single, best leadership pattern that produces outstanding results. Instead, numerous pattern of leadership strengthens promote great results. New concepts of leadership like side-by-side leadership are emerging which advocates that this leadership produces 20 to 30 percent improvement in business results because it involves people in two-way communication, shared decision-making, and high cooperation. It contrasts sharply with the top-down leadership approach that is characterized by one-way communication, authoritarian decision-making, and internal competition (Romig, 2002). Many leaders are transforming their organizations into something called learning organization, a fluid, flexible system almost like a biological entity, capable of continuous learning and adaptability. In a learning organization there are four perspectives or frames of reference, as shown in Exhibit-1, through which leaders can view the organization as a whole and determine how situations are defined and what actions are to be taken.

STRUCTURAL FRAME	HUMAN RESOURCE FRAME
Mind-set: Machine, economics, plans	**Mind-set**: Family, belonging, clan
Emphasis: Goals, systems & procedures	**Emphasis**: people, support, empowerment
Dangers: Rigidity & tyranny	**Dangers**: Lack of content or substance
POLITICAL FRAME	SYMBOLIC FRAME
Mind-set: Jungle, power, schemes	**Mind-set**: Theater, spiritual meaning, dreams
Emphasis: Resource allocation, negotiation, coalition building	**Emphasis**: Vision, culture and values, inspiration
Dangers: Power plays for purpose of self-interest	**Dangers**: "Messiah" complex

Source: Compiled from Lee G. Bolman and Terrence E. Deal, *Reframing Organi*sations (San Francisco: Jossey-Bass, 1991) and Richard L. Daft, *Leadership: Theory and Practice* (Orlando: The Dryden Press, 1999).

Exhibit 1: FOUR ORGANIZATIONAL LEADERSHIP FRAMES OF REFERENCE

It can be viewed from the Exhibit-1 that in the structural frame the leader emphasizes the clear job descriptions, specific policies and procedures, and the view of the organization as a rational system. Though this system brings order and logic to organization yet it brings rigidity and even tyranny among the leaders. People are the most valuable resource of the organization as per the human resource frame wherein the leader values relationships and feelings, lead through empowerment and support, and encourage open communication, teamwork, and development of others. The political frame of reference views organization as an arena of ongoing conflict or tension over the allocation of resources. Carried to an extreme, the political frame of references can lead to deception, dishonesty and power play for the purpose of individual self-interest. However, effective political leaders typically use negotiating, bargaining, and coalition-building skills to serve organizational needs. The symbolic leader focuses on the shared vision, culture, and values in the leading organization and frequently inspires people to higher level of performance and commitment. The danger of relying too heavily on symbolic frame is that leaders may develop" a *messiah* " complex. Thus each of the four frames provides significant possibilities for enhancing leadership effectiveness, however, clinging to a single vantage point is like imprisoning one self in a frustrating, self-made and narrow intellectual jail cell. The complex nature of learning organization requires that all four frames come into play so that wise leaders understand their own strengths, work to expand them, and build teams that together can provide leadership in all four modes-- structural, human resources, political and symbolic (Bolman and Deal, 1991). Creating and communicating a shared vision and values for the organization becomes even more critical in any organization made up of diverse individuals with differing beliefs, ideas, and ways of thinking and behaving. Diversity presents many challenges for the leader as people in the organizations vary in their sensitivity and openness to other cultures and ways of doing things. Herein the emotional state of the leader impacts the entire group, department, or organization, and the leaders who are able to maintain balance and keep themselves motivated are the positive role models to help motivate and inspire those around them, and thereby presenting a picture of positive correlation between emotional intelligence and leadership effectiveness.

Emotional Intelligence and Leadership Effectiveness

In Indian business CEO's are often seen saying 'business done by brain and not by heart'. They view that people with low emotional intelligence lead to low productivity and poor management. Indian professional approach at large could be felt to be much traditional i.e. non-emotional approach devoid of personal relations. Many fatal flaws are related to classical emotional failures, such as poor working relations, authoritarianism or excessive ambition and conflict with top management. It is healthy for mind, body, heart and spirit to experience feelings as and when they arise. Leaders who are attuned to their own feelings and the feelings of others can use their understanding enhance the organization. Daniel Goleman who has elaborately researched on the concept identifies five elements viz. self-awareness, self-regulation, self-motivation, empathy, and social skills (Goleman, 1995). Self-awareness is concerned with oneself i.e. emotional awareness. Accurate self-assessment will definitely lead to self-confidence. Leaders with higher awareness level can be in touch with their emotions in order to interact effectively and appreciate emotions in others. They learn to trust their 'gut-feelings' and realize that this feeling can provide useful information about difficult decisions, and when the solutions are not available from external sources; leaders have to rely on their own feelings.

Self regulation is managing and handling impulses, distressing feelings and upsets which can be attained through self control, developing trustworthiness, conscientiousness, adaptability and through innovation. Self-regulation will help a leader stay composed, positive and unflappable even under adverse circumstances. Self-regulated leaders are more reliable, authentic, accountable, innovative, creative and open to new information, and they can easily build rapport with the subordinates. Achievement drives, commitment and initiative and optimism are the three important tools of self-motivation. Leaders with achievement drive and commitment fosters the culture of innovation and optimism, and the followers in this culture emerge out as pioneers in their professional life. The

age of the day appreciates the empathetic leaders instead of sympathetic leaders. These leaders have the better capacity of understanding others and leveraging the diverse situation. Full of service orientation the leaders tend to develop the followers even in and from diverse cultures. A social skill is an ability to build rapport with various sections of society and create a network of people. The socially skilled leaders are more influencing and change catalysts with excellent communication skills. They believe in conflict management and leading from front. Leaders use social skills to understand interpersonal relationships and bind people for common purpose. The ability to build relationships is not only essential in modern age of team -based organizations, but is also very important for effective leadership.

Scope and Methodology

Planning is an important part of any study to keep the researcher on path .An appropriate methodology with clear-cut objectives could only lead to accurate results of any study. The study at hand has been conducted to examine the leadership frame of Indian executives, their level of emotional intelligence, and also to ascertain the impact of emotional intelligence on leadership orientation and behaviour of the executives. The study also aims at suggesting guidelines for enhancing leadership effectiveness through emotional intelligence. Though study has been conducted in the Indian subcontinent yet its findings can be equally useful for rest of the Asian countries due to similarities in the work cultures.

In the present study an exploratory-cum-descriptive research design has been followed to reach at the abovementioned objectives. Data has been collected from 250 executives by applying convenience-cum-purposive sampling. Though data has been collected from the executives working in different organizations of the National Capital Region, Delhi, yet due care has been taken to pick up the respondents from diverse geographical regions and religions to make the sample representative. The data has been collected with the help of three scales/inventories developed by three distinct authorities in their respective fields. The first scale on Leadership Orientation helps in studying the four-leadership frames i.e. structural, human resource, political and symbolic frames of a learning organization. This scale consists of six questions with four options of each and the respondents were asked to rank them from four to one to ascertain their leadership frame. Lawrence Otis Graham has developed the second research instrument on Leadership Development that aims at knowing the Passive Bias of a leader. This instrument consists of twelve statements to be answered in yes or no, and gives a leader's behaviour in his surroundings and its impact on decision-making, as a leader should definitely consider ways to become more diversity aware and culturally sensitive. The third instrument i.e. Emotional Intelligence Test has been developed by N.K. Chadha, a psychologist at University of Delhi. This test consists of fifteen different situations with five options of each to measure the level of emotional intelligence in a leader.

The data collected with the above mentioned there research instruments has been duly analyzed, interpreted and correlated to reach at the objectives of the study. The data has been analyzed by applying statistical tools techniques like tabulation, ranking, percentage, and averages as per the requirement of the study. Results obtained out of the data analyzed have been represented graphically to draw conclusion and correlation among various factors and interpreted to get some concrete conclusion about the study and also to suggest guidelines for effective leadership with more emotional stability even in the age of cultural diversity.

Results and Discussion

The data collected with the help of research instruments has been analyzed and interpreted in this section on the basis of different demographic factors like age, sex and marital status. As the organizations of the day are operating in the global world, hence it calls for dealing with diversity on a broader stage than ever before. Dimensions of diversity are both primary such as gender, age and secondary such as marital status, religion etc. There are several reasons for organizations for recognizing the need to value and support the prevailing cultural diversity. This phenomenon of diversity has made the task of the present day business leaders much challenging. Only those leaders with higher amount of emotional stability are expected to be more effective and gain competitive advantage. The

ensuing discussion deals with unfolding the existing leadership frames, passive biasness towards diversity, and emotional intelligence level of Indian executives on the basis of three variables i.e. age, gender, and marital status to ascertain the leadership styles in relation to emotional intelligence in learning organizations.

Impact of Age on Emotional Intelligence and Leadership Behaviour

Age wise respondents were categorized in four age groups i.e. executives with less than 25 years, 26-35 years, 36-45 and above 45 years of age. Fig. 1 which presents the results on the leadership frames reveal that personnel below 25 years of age and those in the age group of 26-35 are of multiple type leadership frames, while those in age groups of more than 35 years are of humanistic frame. This connotes that the young generation of executives have long-range vision and they recognize and support a diverse organizational community. It also signifies that lower age group executives are more willing to work in global world and trap opportunities from various cultures by capturing unique characteristics of others. However the personnel above 35 years of age have been found less prone to multiple orientations as their experience has turned them to be humanistic and ensnare the opportunities in the same culture instead of diversified one.

Fig. 2 illustrates the level of passive biasness of executives in relation to their age. It can be gauged that the personnel above 45 years of age have high passive biasness. Absolute passive biasness is totally absent from any of the age group. Though medium level of biasness has been recorded significantly in every age group yet it is highest in the executives who are less than 25 years of age. Hence it can be concluded that the degree of passive bias increases with age, which in turn indicates that the executives with growing age resist changes, and like to work in their own manner. The phenomenon of resistance to change increases the biasness, which is neither appropriate nor desirable for the individual, organization and the society at large. Fig. 3 demonstrates the emotional intelligence level of the executives in relation to their age and reveals a parabolic trend. It means that a person's emotional intelligence level first increases with the age, reach at a peak and than start decreasing. In the age group of below 25 years about 50 percent respondents have an average level of emotional intelligence; those in the age groups of 26-35 years and 36-45 years have recorded high level of emotional intelligence to the tune of 39 percent and 54 percent respectively. 80 percent of personnel above 45 years of age have shown an average level of emotional intelligence. Thus the respondents above 25 years but less than 45 years of age have witnessed comparatively more emotional stability.
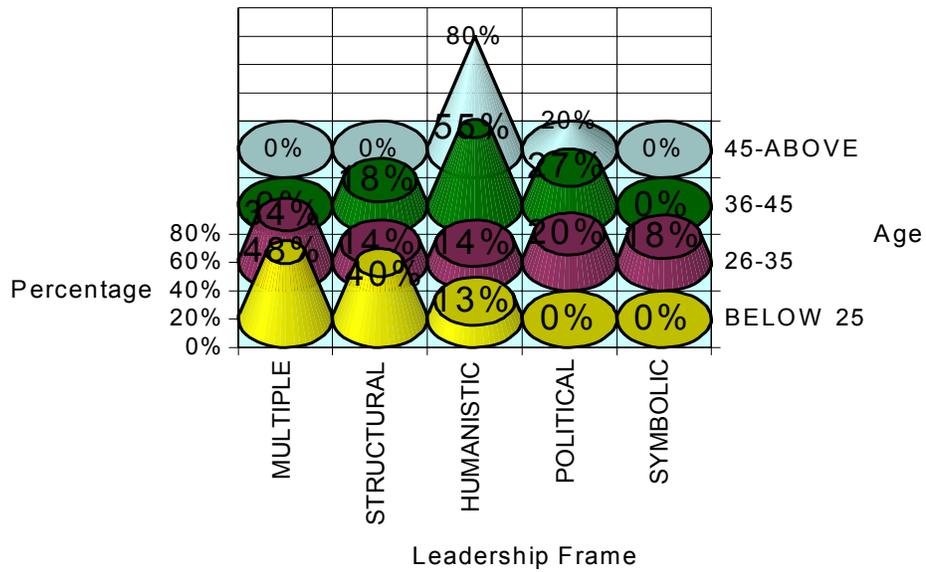
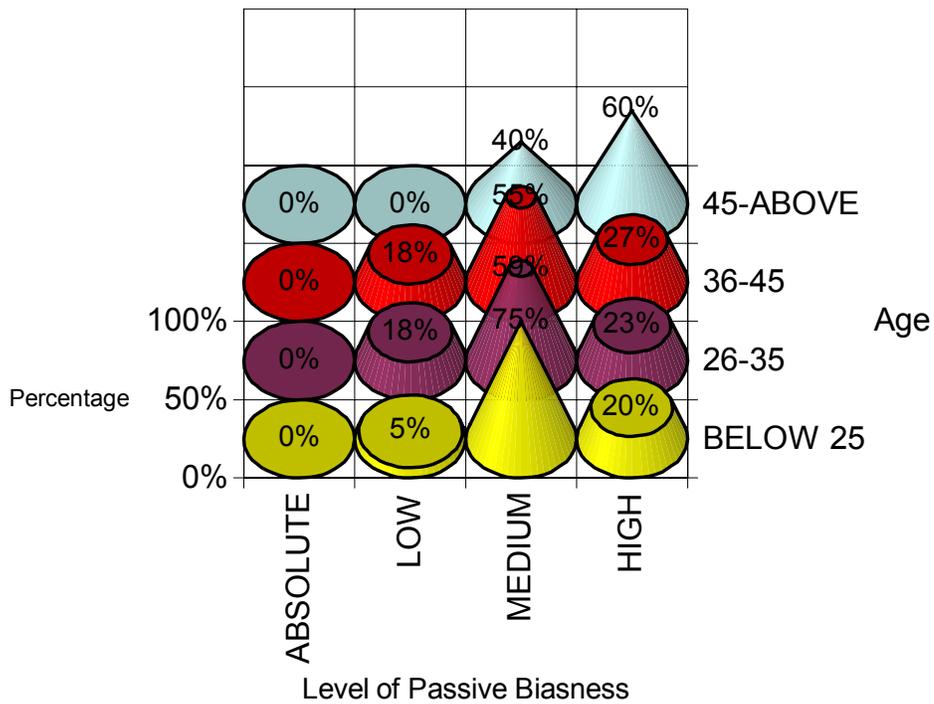Figure 1: LEADERSHIP FRAMES ACCORDING TO AGE

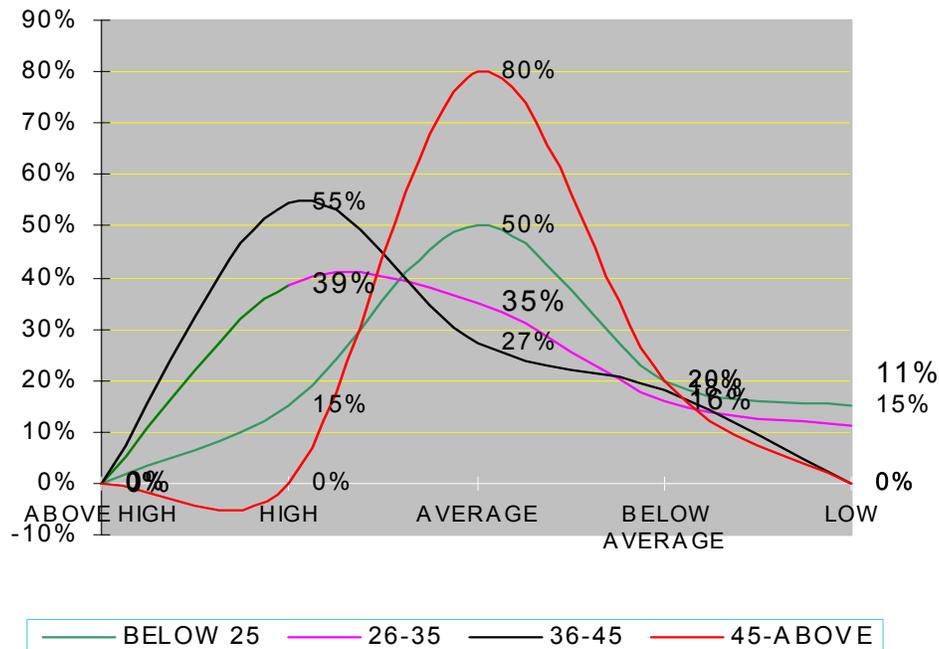Figure 2: LEVEL OF PASSIVE BIASNESS ACCORDING TO AGE

Figure 3: EMOTIONAL INTELLIGENCE LEVEL ACCORDING TO AGE

The analysis of above helps the researcher in concluding that the person's leadership style changes with age. As and when a person is less willing to adapt to changes and bring diversity, it will lead to biasness. The reason behind this lies in the fact that with growing age though a person's emotional stability increases, but after peak it starts declining thereby creating proportionate relationship between emotional intelligence and leadership behaviour of the executives.

Impact of Marital Status on Emotional Intelligence and Leadership Behaviour

It is general belief that a person's life gets a sea change after marriage due to additional responsibilities, changes in the priorities, interchange of culture etc. This occurrence of change is bound to affect the performance of the person at the work place as well and the industry executives who are already burdened with the office work cannot be an exception to it. Therefore, to what extent the marital status affect the emotional stability, leadership frame and the biasness of executives at work place is very relevant and timely in this milieu, and the same has presented in this section.

Fig. 4 divulges some differences in the leadership frame of the married and unmarried executives. Unmarried executives generally opt for multiple frames followed by structural frame of leadership. Married executives give equal preference to multiple and humanistic frame of leadership. It is also worth noting fact that unmarried executives did not register their option for humanistic and symbolic frame at all. This difference in the leadership frames perhaps may be due to other factors and additional responsibilities and not because of marriage. Though the degree of biases is affected least according to martial status yet the Fig. 5 manifests that married executives are comparatively biased as compared to unmarried executives. Though the difference is very minor yet need further research on the subject, which is very wide and out of the track of the present research.

Though emotional intelligence does not seem to be dependent on the marital status of a person yet the Fig. 6 gives some interesting findings on the subject. The level of emotional intelligence in both the categories i.e. married and unmarried executives has been found to be high or average, however unmarried executives have registered higher amount of emotional stability. Comparatively lower emotional intelligence in the married

executives seems to be an outcome of overwork and additional and diverse type of responsibilities. The analysis of above lead the researcher to conclude that there is not significant correlation between martial status, emotional intelligence and leadership behaviour. Whatever little variations have been observed seem to be an outcome of other factors and not that of marriage.
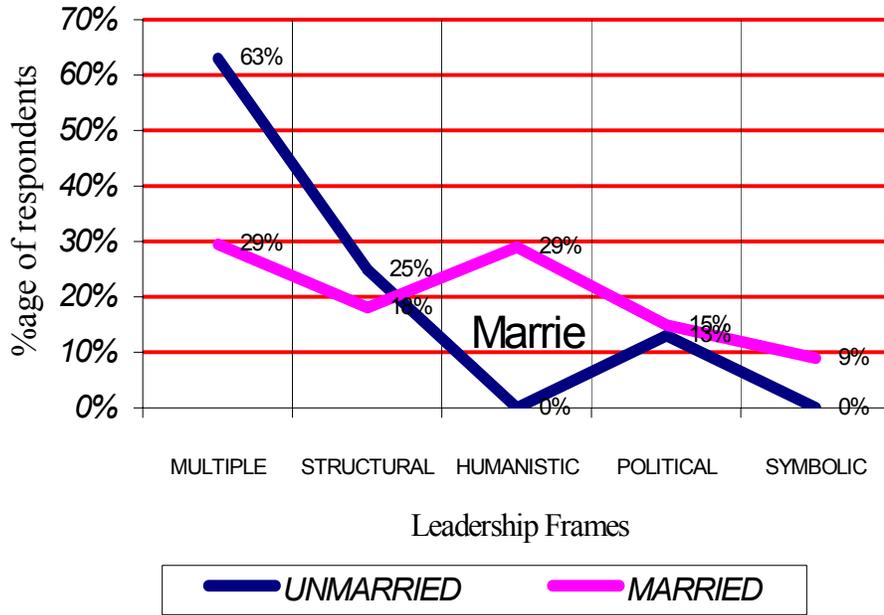

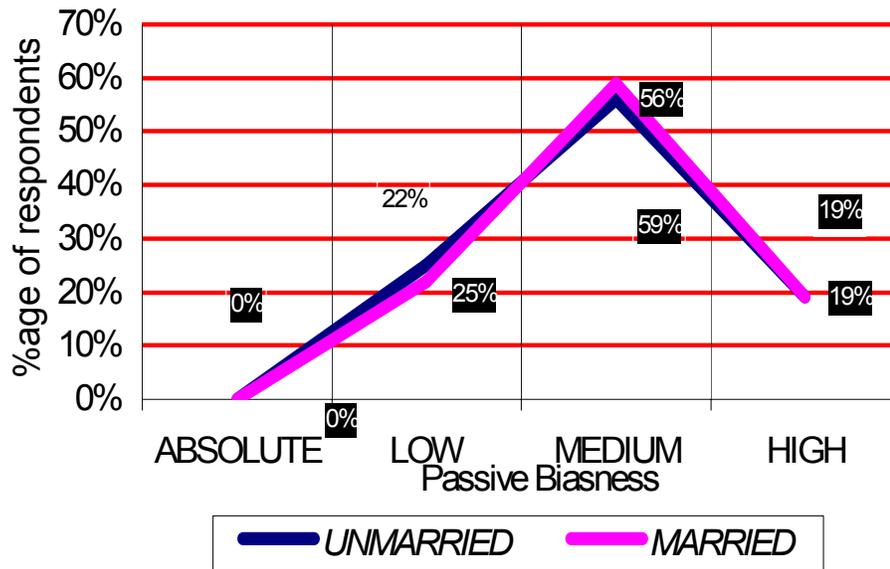
Figure 4: LEADERSHIP FRAME ACCORDING TO MARITIAL STATUS

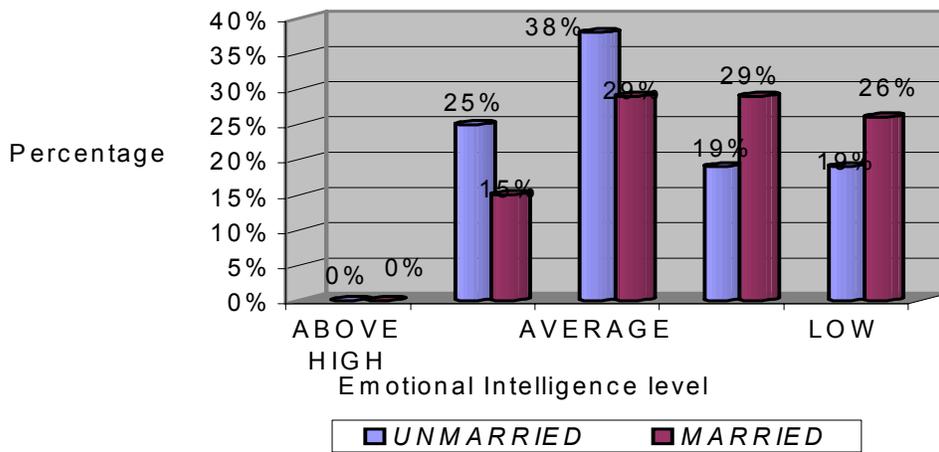Figure 5: PASSIVE BIASNESS ACCORDING TO MARITIAL STATUS

Figure 6: EMOTIONAL INTELLIGENCE LEVEL ACCORDING TO MARITIAL STATUS

Impact of Gender on Emotional Intelligence and Leadership Behaviour

Men and women are two equal partners of the society, and even Indian constitution does not permit to discriminate on the basis of sex. However Indian women generally have to face discrimination due to her being female. Though

this tendency is disappearing with advancement of the society yet it has not fully liberated from it. The change in the attitude of the society has also led the corporate world to change its outlook and attitude towards women executives. Many research studies have been conducted and the growing organizations' philosophy towards gender equality has come in the form that today women are expected to *"look like lady and act like man"*. Moreover the organizations of the day are now emphasizing on the women leadership due to specific advantages of the same and we find hardly any organization/department where women are not leading. May be it is service sector, manufacturing sector or any other administrative assignment women have marked their presence in bold. In spite of this all certain misgivings with regard to leadership styles of women executives are still present in the Indian minds. So whatever variations emerge on emotional intelligence and leadership behaviour executives on the basis of gender is the subject of discussion for this section.

Fig. 7 clearly brings out the leadership frames as adopted by the executives. It can be envisaged that men executives generally go for multiple frame of leadership in contrast to female executives who are more oriented towards structural and humanistic frame. This supports   the fact that male executives are accepted more as the marketing, production personnel and are developed as such. While women executives are more acceptable in human resource management, financial management (office job) departments due to her leadership frame and orientation of being structural or humanistic. The wide difference on the basis of sex has made the Indian women to believe that the marketing field is not her first cup of tea and that is why the number of women executives in this field are comparatively less but those who have established themselves herein are very successful. Fig. 8 portrays the level of passive biases in both the genders and can be observed that male executives are more prone to biasness as compared to the female executives. Female executives being more humanistic and tolerant have been found less biased in decision-making.

In the Indian culture it is the general saying that female is another name of sacrifice and patience, which in turn speaks about her emotional stability. Fig. 9 represents the gender wise level of emotional intelligence. It can be glimpsed that women are more emotionally stable due to their high level of emotional intelligence. EQ of majority female executives has been found high and average, where as the male counterparts are low in the EQ level which gives us an idea that women are more capable of handling the persons and recognizing their needs as compared to men. Hence it can be concluded from the above discussion that women executives go for humanistic or structural frame of leadership in contrast to male executives with larger amount of multiple frame. Male executives' decisions are generally more biased as compared to female executives and women executives have been found more emotionally stable making them effective leaders.
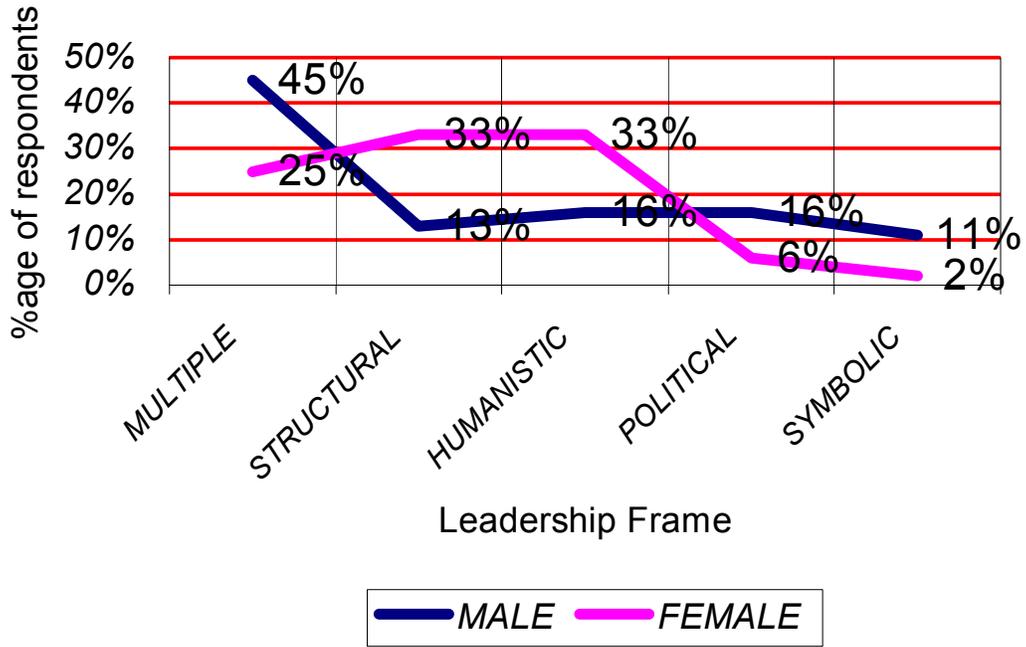
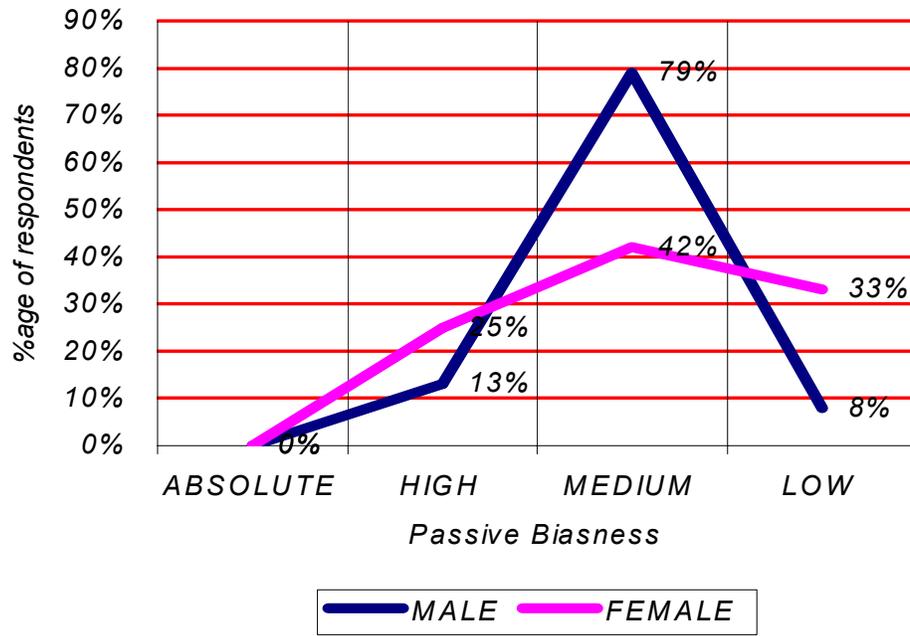Figure 7: LEADERSHIP FRAME ACCORDING TO SEX

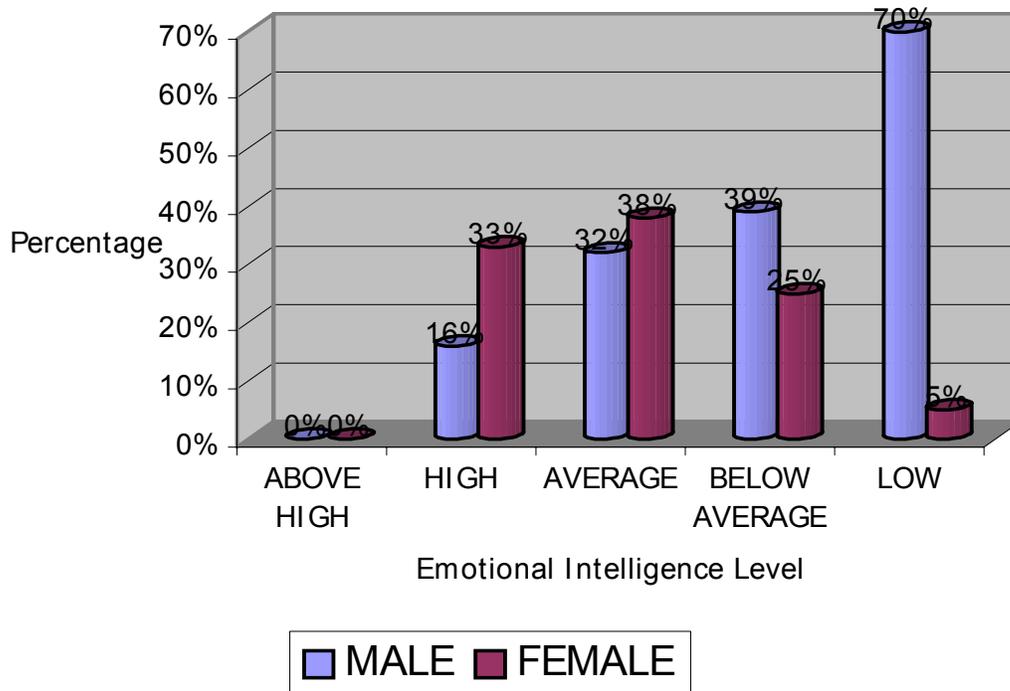Figure 8: PASSIVE BIASNESS ON THE BASIS OF SEX

Figure 9: EMOTIONAL INTELLIGENCE LEVEL ACCORDING TO SEX

Suggestions

Data documentation on the linkage between emotional intelligence of leader and the performance indicates a positive correlation. When a leader exhibits competencies like initiative, nurturing attitude, team building, self-confidence, achievement motivation, and empathy etc, the performance is bound to be more effective. The results of the study can be translated into specific suggestion to enhance leadership effectiveness and that through emotional intelligence. Under mentioned are some recommendation/suggestions that stem out of the study, and if implemented in letter and spirit can go a long in enhancing leadership effectiveness with more emotional stability among Indian executives.

- A leader's passion for work reasons less for money or power and his ability to pursue goals vigorously and persistently are more important. Instead of securing short-term gains, achievement for the sake of achievement should be the goal of every manager and which in turn need high level of achievement motivation in the leader to help him in leading from the front.
- Every leader should be aware that his job is as much about getting people to work together as a team, as it is about motivating individual member of the team. Thus, the leader's aim should be to build a team, which is cohesive, self-supporting and must know where it is going. In order to develop a team spirit, high morale and induce a feeling of shared responsibility for achievement, the leader must foster an environment of mutual trust and confidence and create a feeling of interdependence amongst the team members.

- Assertiveness is a highly desirable trait for every leader. But assertions with aggression will lead to negative results. Hence the leaders of the day should be assertive instead of being aggressive.
- Empathy means being able to read and respond to the emotions of others i.e. putting one's foot in other's shoe. Effective industry executives need to follow the principle of empathy instead of sympathy to get optimum results out of the team members.
- Happiness /optimism have long been perceived as more desirable traits associated with executive effectiveness. Emotional self-awareness, complement to empathy, means knowing yourself, and reading and managing your own emotions. Hence the leaders of the day must develop emotional stability to ensure physical and mental health of the self and that of the serving organization.
- Problem-solving skills of the executives are in the top agenda for the success of any organization. This has become more prominent in the wake of global developments in the industry and trade. Logical thinking and emotional stability go hand in hand hence need to be practiced with care.
- The myths like gender, marital status, age and geographical area etc. should be done away with from the minds of executives. Till the point these will prevail in the mind of the executive, his thinking and decisions will be biased which itself is very negative on the part of a successful executives.
- Executive effectiveness requires several essential competencies in the form of increased self-esteem, greater self-disclosure, higher self-confidence, and more receptivity to feedback. Emotional intelligence offers guidance on how to deal with interpersonal trust. Interpersonal trust and influence is best way of effective communication without which organizational effectiveness will be like sailing on the sand.

Conclusion

The opening up of the Indian economy through liberlisation, privatization, globalization and natural thrust towards information technology had made the task of Indian managers more demanding. The challenges get multiplied when the industry executives have to work in diversified work cultures. The workforce diversity has not only affected the emotional stability of the executives but has also come on the way of leadership behaviour and effectiveness. In the present study it is found that a person's leadership style changes with age. As and when a person is less willing to adapt to changes and bring diversity, it will lead to biasness. The reason behind this lies in the fact with growing age though a person's emotional stability increases, but after peak it start declining thereby creating proportionate relationship between emotional intelligence and leadership behaviour of the executives. Marriage does not come much on the way of a leader in terms of his behaviour, and emotional stability. Women executives have been found with humanistic or structural frame of leadership. Male executives' decisions are more biased as compared to female executives but women executives have been found more emotionally intelligent. In nutshell tomorrow is the day of those industry executives who are more emotionally stable and show leadership effectiveness even in diverse circumstances irrespective of their age, marital status or gender.

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