

## Leadership Alerts

Articles & Links on Educational Leadership, Tech and Customer Service

Compiled & edited by VCC Library  
2 August 2012

### Top Management Journals

Momeni, N. (2009). The Relation Between Managers' Emotional Intelligence and the Organizational Climate They Create. *Public Personnel Management*, 38(2), 35-46.

The morale and emotional behavior of a manager has an important effect on organizational climate. Research shows that more than 70% of employees' perceptions of organizational climate result directly from a manager's morale and behavior, which stimulates employees' morale, emotions, and behaviors. The aim of this research is to study the relation between the emotional intelligence of managers and the organizational climate they create. Thirty managers were randomly selected as a sample, and the emotional intelligence of each manager and their organizational climates were measured by questionnaires using a 360-degree feedback approach. The managers' results were compared with those from another 140 supervisors, peers, and Regression analyses showed that there is a positive correlation between the emotional intelligence of managers and organizational climate. The results of the analyses also show that among emotional intelligence's factors, social awareness and self awareness have more influence on organizational climate, while among organizational climate factors, credibility is most influenced by managers' emotional intelligence. [ABSTRACT FROM AUTHOR]

Goleman, D., & Boyatzis, R. (2008). Social Intelligence and the Biology of Leadership. *Harvard Business Review*, 86(9), 74-81.

A decade ago in these pages, Goleman published his highly influential article on emotional intelligence and leadership. Now he, a co-chair of the Consortium for Research on Emotional Intelligence in Organizations, and Boyatzis, a professor at Case Western, extend Goleman's original concept using emerging research about what happens in the brain when people interact. Social intelligence, they say, is a set of interpersonal competencies, built on specific neural circuits, that inspire people to be effective. The authors describe how the brain's mirror neurons enable a person to reproduce the emotions she detects in others and, thereby, have an instant sense of shared experience. Organizational studies document this phenomenon in contexts ranging from face-to-face performance reviews to the daily personal interactions that help a leader retain prized talent. Other social neurons include spindle cells, which allow leaders to quickly choose the best way to respond to someone, and oscillators, which synchronize people's physical movements. Great leaders, the authors believe, are those whose behaviors powerfully leverage this complex system of brain interconnectedness. In a handy chart, the authors share their approach to assessing seven competencies that distinguish socially intelligent from socially unintelligent leaders. Their specific advice to leaders who need to strengthen their social circuitry: Work hard at altering your behavior. [ABSTRACT FROM AUTHOR]

Gardenswartz, L., Cherboque, J., & Rowe, A. (2009). Coaching Teams for Emotional Intelligence in Your Diverse Workplace. *74(2)*, 63(2), 44-45.

The article discusses the management and development of emotional intelligence within workplace teams. Such teams should develop emotional intelligence in order to increase performance and improve group dynamics, the article indicates. A list of activities that an executive can use with workplace teams is provided including beginning staff meetings by checking in with employees, allocating time to allow the team to assess itself, and allowing team members to share their work challenges in an introspective way.

Anable, T. M., & Kramer, S. J. (2011). The Power Of Small Wins. *Harvard Business Review*, 89(5), 70-80.

What is the best way to motivate employees to do creative work? Help them take a step forward every day. In an analysis of knowledge workers' diaries, the authors found that nothing contributed more to a positive inner work life (the mix of emotions, motivations, and perceptions that is critical to performance) than making progress in meaningful work. If a person is motivated and happy at the end of the workday, it's a good bet that he or she achieved something, however small. If the person drags out of the office disengaged and joyless, a setback is likely to blame. This progress principle suggests that managers have more influence than they may realize over employees' well-being, motivation, and creative output. The key is to learn which actions support progress—such as setting clear goals, providing sufficient time and resources, and offering recognition—and which have the opposite effect. Even small wins can boost inner work life tremendously. The authors provide a checklist that managers can use on a daily basis to monitor their progress-enhancing behaviors. [ABSTRACT FROM AUTHOR]

### ACADEMICA'S TOP 10

What will be the state of PSE in 2020? On Friday the Pew Internet & American Life Project revealed a survey of academics, entrepreneurs, IT workers, and various other "experts and stakeholders" that was designed to glean whether PSE institutions are likely to undergo significant changes by 2020. 60% of respondents predicted that the following scenario is likely to be true: "self-paced learning, online hybrid courses will have become par for the course at most universities, and assessment will have shifted to more individual oriented outcomes and capacities that are relevant to subject mastery." 39% of respondents endorsed an alternative scenario: "not much will have changed, aside from the proliferation of certain mobile and classroom technologies, and most universities will require in-person, on-campus attendance of students most of the time at courses featuring a lot of traditional lectures and assessment methods." The report notes that respondents revealed many shades of grey in their qualified responses, and that "a significant number of survey participants said the true outcome will encompass portions of both scenarios." *Inside Higher Ed*

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