

## CHAPTER 10

### Developing a High-EQ Managerial Persona

*Kansagara Mausmi Jiteshbhai\* and Poonam Sureshchandra Amrutia\*\**

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#### ABSTRACT

In India's rapidly growing and highly competitive business environment, organisations increasingly rely on emotional intelligence to manage stress and to draw the best performance from their employees. Technical skill and cognitive ability alone are no longer sufficient for managers who must lead diverse teams, cope with pressure and sustain organisational performance. This article examines emotional intelligence and its contribution to leadership, decision-making and employee engagement. The article explores the components of emotional intelligence, namely self-awareness, self-regulation, motivation, empathy and social skill, and analyses their relevance to contemporary managerial roles. It shows how emotionally intelligent managers are better equipped to handle workplace conflict, adapt to change, foster positive working cultures and strengthen collaboration within teams. It also discusses the organisational strategies available for developing emotional intelligence among managers, including training programmes, coaching, mentoring and experiential learning. By integrating emotional intelligence into frameworks of managerial development, organisations can improve leadership effectiveness, employee satisfaction and overall performance. The article concludes that developing high-EQ managers is not merely a source of strategic advantage but a necessity for organisations seeking long-term growth and resilience in an increasingly complex business environment.

**Keywords:** Emotional intelligence; Managerial persona; Empathy; Conflict management; Employee engagement.

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#### 1.0 Introduction

The managerial role is no longer defined solely by technical expertise, analytical ability and professional qualifications.

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*\*Corresponding author; MBA Student, Indukaka Ipcowala Institute of Management, Charotar University of Science and Technology (CHARUSAT), Changa, Gujarat, India  
(E-mail: 24mba049@charusat.edu.in)*

*\*\*Assistant Professor, Indukaka Ipcowala Institute of Management, Charotar University of Science and Technology (CHARUSAT), Changa, Gujarat, India  
(E-mail: poonamamrutia.mba@charusat.ac.in)*

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Rapid growth, workforce diversity and increasing organisational complexity have transformed what is expected of managers. Modern managers must not only achieve organisational goals but also lead people with empathy, adaptability and emotional awareness. In this context, emotional intelligence has emerged as a critical managerial competency.

Emotional intelligence refers to an individual's ability to recognise, understand, manage and make effective use of emotions, both in themselves and in others. In organisational settings, a manager with high emotional intelligence is better equipped to handle interpersonal relationships, manage stress, resolve conflict and motivate employees. Unlike traditional measures of intelligence, emotional intelligence directly influences leadership behaviour, the effectiveness of communication and the quality of decisions. As organisations move towards people-centred approaches to management, the importance of developing emotionally intelligent managers has become increasingly evident.

The sections that follow set out the significance of a high-EQ managerial persona and the ways in which it is applied in practice.

## **2.0 Decision-Making and Emotional Balance**

Contemporary organisations face challenges such as employee disengagement, high turnover, work-related stress and cross-cultural communication barriers, none of which can be addressed through technical skill alone. Managers with high emotional intelligence play a crucial part in creating positive working environments, building trust within teams and fostering collaboration. They are better able to understand employees' needs, to respond to emotional cues and to maintain their own balance during periods of organisational change and uncertainty. A competitive business landscape also demands managers who can lead with resilience and ethical responsibility. High-EQ managers demonstrate greater self-awareness and self-regulation, which enables them to make balanced decisions even under pressure, and their capacity for empathy improves job satisfaction, commitment and overall organisational performance. In response, organisations are investing increasingly in emotional intelligence development through leadership training, coaching and continuous learning.

## **3.0 Conflict Management and Workplace Relationships**

High-EQ managers also improve the quality of communication and help resolve outstanding issues and conflicts. Conflict is common in contemporary organisations, where the workforce is diverse, roles are sometimes ambiguous and performance expectations are high. Emotionally intelligent managers listen actively, respond to the emotional cues of

their employees and address problems empathetically and fairly. Constructive conflict management of this kind reduces tension and fosters collaboration in a respectful and psychologically safe workplace.

#### **4.0 Employee Engagement and Motivation**

High-EQ managers strengthen employee engagement and motivation. Because they understand the needs and emotional states of their employees, they are able to offer support, recognition and appropriate feedback, which fosters a sense of belonging and purpose. The result is greater job satisfaction, better morale and stronger commitment to organisational goals. Modern managers are expected to achieve organisational objectives while also guiding people through continual change, and to do so with a combination of empathy, flexibility and emotional attunement.

#### **5.0 Ethical Behavior and Organizational Culture**

In terms of the structures and processes through which an organisation grows, a manager with a high emotional quotient manages relationships more effectively than a colleague who relies on analytical skill alone, particularly in environments marked by high stress and divergent goals, and is better able to resolve conflict and motivate people. Treating people as a resource in their own right, rather than as instruments for achieving organisational goals, produces genuine organisational change. Over recent decades, organisational stress, employee disengagement, turnover and poor cross-cultural communication have persisted as chronic problems, and resolving them requires more than a set of technical competencies. Managers with high emotional intelligence create the positive climate in which trust between team members can be built.

*Self-reflection and feedback in developing a high-EQ managerial persona:* Emotional intelligence shapes the way a manager perceives and responds to emotion, both in himself or herself and in others. The concept was developed by psychologists including Peter Salovey and John Mayer, and later popularised by Daniel Goleman. In the organisational context it is now regarded as a key determinant of effective leadership and managerial performance. Its most important aspect is the ability to identify and understand one's own feelings, to understand the feelings of others, and to manage and use those feelings to guide thinking and regulate behaviour.

Unlike cognitive intelligence, which is relatively fixed, emotional intelligence can be changed, developed and strengthened, which is why it deserves a central place in the development of managers in twenty-first-century organisations. Emotional intelligence is usually described as comprising five components: self-awareness, self-regulation,

motivation, empathy and social skill. Each of these shapes managerial behaviour and leadership effectiveness.

## **6.0 Emotional Regulation Practices**

Self-awareness is a manager's ability to recognise his or her own emotions, strengths, weaknesses, values and behavioural patterns. Cultivating self-aware, high-EQ managers is critical to leadership and organisational success. As working environments become more flexible, more varied and more emotionally demanding, structures are needed to support emotionally intelligent management.

## **7.0 Empathy Development**

Such structures go beyond skill-building activities to encompass behavioural and personal change. Training and development programmes remain the most common means of increasing managers' emotional intelligence.

## **8.0 Development Strategies**

Many organisations run workshops and development programmes intended to build self-awareness, emotional control, empathy and effective communication. These programmes typically use role-play, group activities, emotional assessments and feedback exercises, so that managers can examine and evaluate their own emotional responses and leadership approaches.

## **9.0 Continuous Learning and Coaching**

Experiential learning of this kind helps managers connect the theory of emotional intelligence with the behaviour required at work. Coaching and mentoring make a further substantial contribution. Executive coaching supports managers in identifying their individual emotional strengths and the areas in which they need to improve, and helps them build emotional awareness, manage stress and decide well under pressure. Mentoring plays a complementary role. Contemporary organisations value managers who can plan, organise and control resources across the many functions they oversee; but with growing attention to employee well-being, collaboration and ethical leadership, managers must increasingly possess emotional intelligence as well. High-EQ managers strengthen organisational effectiveness and improve employee behaviour, organisational climate and workplace relationships.

## 10.0 Conclusion

The modernisation of organisations has changed what is required of managers, who must now combine technical knowledge with emotional intelligence. Developing emotionally intelligent managers is more than a desirable leadership attribute; it is an organisational imperative. Managers need the self-awareness, emotional control and empathy that allow them to influence both leadership and organisational climate positively. High-EQ managers are equipped to build interpersonal relationships, resolve conflict, communicate persuasively and lead cohesive, high-performing teams ethically and resiliently. Because they understand the emotional states of their subordinates and respond to them, they strengthen employee engagement, trust and satisfaction. Organisations gain most when emotional intelligence is integrated into their frameworks for managerial development, that is, into training and development, coaching and mentoring, performance management systems and organisational structure. When senior managers themselves display emotionally intelligent behaviour, they create a positive climate and model that behaviour at every level of management.

In conclusion, emotional intelligence is the foundation of effective managerial behaviour in the modern organisation. A manager with high emotional intelligence is capable not only of achieving task-related goals but also of nurturing the human relationships that drive long-term organisational success. By understanding and developing these core components, organisations can build a strong pipeline of emotionally intelligent managers.

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