

# **Once More, With Feeling!**

**Navigating the Emotional Intelligence-Leadership Debate**

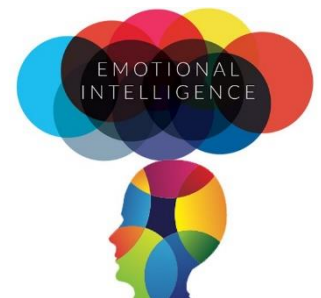
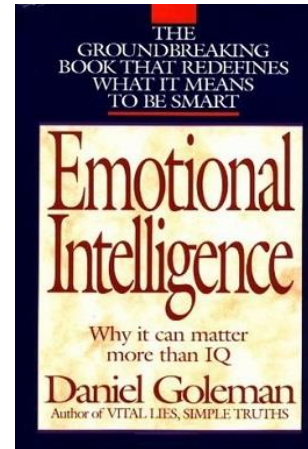
**P.D. Harms**

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# Setting the Stage

- Introduction of EI in 1990 by Salovey & Mayer
- Popularized by Goleman
- Def: “the set of abilities (verbal and non-verbal) that enable a person to *generate, recognize, express, understand, and evaluate their own and others emotions* in order to guide thinking and action that successfully cope with environmental demands and pressures” (Van Rooy & Viswesvaran, 2004)
- **Ability vs Trait approaches**
- **Facets: perception (self & other), regulation, manipulation**





# EI and Leadership

## LEADERSHIP EQ 360

REPORT

- Hyperbolic claims of EI advocates
  - MHS: “emotional intelligence is synonymous with good leadership”
  - “for those in leadership positions, emotional intelligence skills account for close to 90 percent of what distinguishes outstanding leaders from those judged as average” (Kemper, 1999)
- Meta-analytic evidence for EI predicting other domains
  - Job performance (O’Boyle et al., 2011; Van Rooy & Viswesvaran, 2004)
  - Conflict management (Schlaerth et al., 2013)
  - OCBs and CWBs (Miao et al., 2017)
  - Leader EI predicts subordinate performance (Miao et al., 2018)
  - Leader EI predicts subordinate satisfaction (Miao et al., 2016)





# Criticisms

- Landy (2005) & Locke (2005) – questioned the validity of EI as a construct and suggested it had no place in organizational research
- LQ debate #1 (2009): *Does leadership need emotional intelligence?* **Antonakis vs. Ashkanasy & Dasborough**
  - Winner of LQ's 10-year highest impact award
  - Agreed that no good research had been done to that point
  - Set out a roadmap for future research and validation
- LQ debate #2 (2022): *Does leadership still not need emotional intelligence? Continuing the “Great EI Debate”* **Dasborough, Ashkanasy, & Humphreys vs. Harms, Credé, & Wood**
  - Issues with conceptualization and measurement remain
  - Prior meta-analyses have mostly been done incorrectly or found little when scrutinized more closely
- Harms & Credé (2010) found that EI predicted transformational leadership, but only when really poor study designs were used



# Results for Transformational Leadership

Source of Ratings	k	N	Mean r	$\rho$	SD Rho
	62	7,145	0.36	0.41	0.26
Same	47	4,994	0.48	0.56	0.23
Different	22	2,661	0.11	0.12	0.03



# Results for Transformational Leadership

	<b>k</b>	<b>N</b>	<b>Mean r</b>	<b><math>\rho</math></b>
<b>WLEIS- Same</b>	<b>6</b>	<b>564</b>	<b>0.49</b>	<b>0.54</b>
<b>WLEIS- Diff.</b>	<b>5</b>	<b>1099</b>	<b>0.08</b>	<b>0.09</b>
<b>Bar-On- Same</b>	<b>6</b>	<b>640</b>	<b>0.56</b>	<b>0.67</b>
<b>Bar-On- Diff.</b>	<b>4</b>	<b>267</b>	<b>0.18</b>	<b>0.20</b>



# Issues of Agreement

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	<b>k</b>	<b>N</b>	<b>Mean r</b>	<b><math>\rho</math></b>
<b>EI</b>	<b>3</b>	<b>175</b>	<b>0.15</b>	<b>0.16</b>
<b>TFL</b>	<b>4</b>	<b>202</b>	<b>0.12</b>	<b>0.14</b>

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# Incremental Validity

	Step 1	Step 2
<b>Extraversion</b>	<b>.19</b>	<b>.18</b>
<b>Emotional</b>	<b>.08</b>	<b>.08</b>
<b>Stability</b>		
<b>Agreeableness</b>	<b>.04</b>	<b>.04</b>
<b>Conscientious</b>	<b>.04</b>	<b>.04</b>
<b>Intellect</b>	<b>.04</b>	<b>.04</b>
<b>Overall EI</b>		<b>.01</b>
<b><math>\Delta R^2</math></b>		<b>.00</b>
<b><math>R^2</math></b>	<b>.08</b>	<b>.08</b>



# What about Leader-Member Exchange (LMX)?

- What is LMX?
- Dyadic relationships
- Assumes all relationships based on exchange
  - **Tangible:** exchanges that usually have real monetary value
    - Example: Leader provides worker with money in exchange for work
  - **Intangible:** exchanges of resources that are not readily monetizable
    - Example: friendliness, mutual trust, loyalty
- Assumes that not all relationships are equal
  - In-group: -relationship based largely on intangible exchanges (e.g. similar backgrounds, interests, values or demonstrated past performance)
    - Limited number of special relationships
  - Out-group: -relationship largely based on tangible exchanges
    - Not necessarily hostile, but not positive either
  - Status in a group is not permanent



# Why LMX and EI?

- One established antecedent of LMX is leader liking of subordinate
- Those who can better manage theirs and others' emotions should have better relationships and fewer negative incidents when disagreements occur
- Being able to manipulate emotions should allow leaders to motivate and engage followers



# Results

Source of Ratings	k	N	Mean r	$\rho$	SD Rho
All Studies	81	20,090	0.28	0.32	0.22
Same	68	17,173	0.30	0.35	0.23
Different	27	5,092	0.20	0.23	0.16



# Does the Type of EI Test Matter?

Type of Test	k	N	Mean r	$\rho$	SD Rho	95% CI
EI – Ability	7	1,417	0.15	0.17	0.17	[-.00,.34]
EI – Trait	75	18,816	0.29	0.33	0.22	[.28,.39]

Scale	k	N	Mean r	$\rho$	SD Rho	95% CI
TEIQ	5	613	0.25	0.29	0.09	[.12,.45]
Schutte	8	2,903	0.20	0.23	0.09	[.14,.32]
WLEIS- same	35	8,889	0.32	0.36	0.20	[.29,.43]
WLEIS- different	15	2,969	0.21	0.24	0.21	[.12,.37]



# Does the Sample Location?

Country Cluster	k	N	Mean	$\rho$	SD	95% CI
			r		Rho	
Anglo	37	10,064	0.26	0.30	0.23	[.22,.38]
Europe	6	936	0.19	0.22	0.11	[.07,.37]
Confucian Asia	24	5,988	0.32	0.37	0.21	[.27,.46]
Mid.E. & S.Asia	13	2,983	0.34	0.39	0.22	[.25,.53]



# Conclusions?

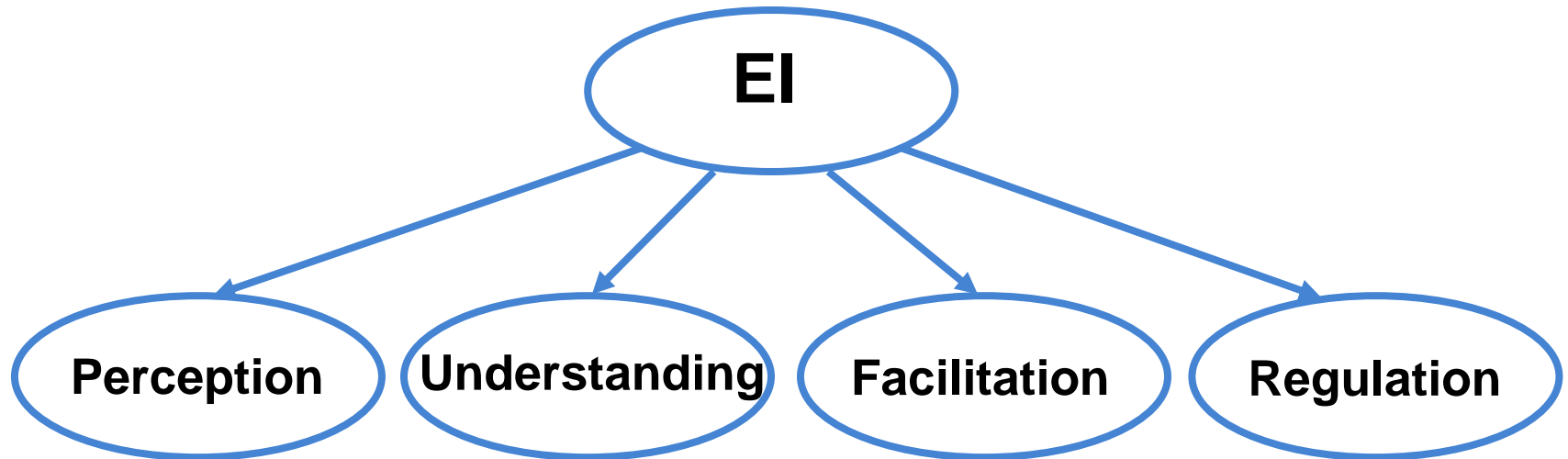
- Future for EI?
- Zombie-like quality
  - Eats other constructs over time and can't be killed
  - Do we need to learn to live with it? Is it the new MBTI?
- The present results do not mean that EI *as a construct* should be written off
  - Better measures should be designed and used
  - Better studies are needed (sample size and source)
  - LMX not a bad place to look





# Lessons from the Debate: Round 2

- No theoretical reason to believe EI is a higher order factor

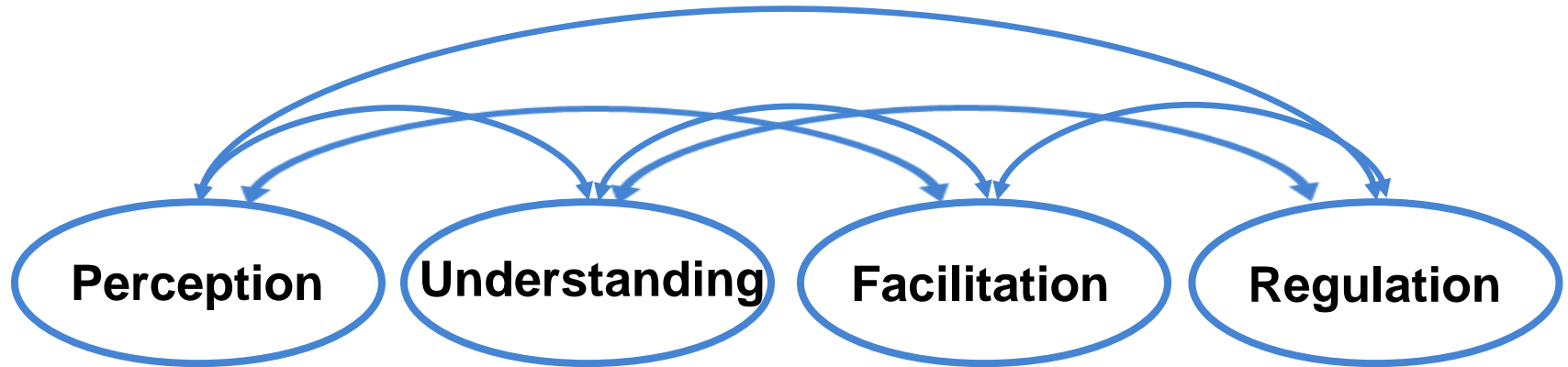


- Credé, M. & Harms, P.D. (2015). 25 Years of higher-order confirmatory factor analysis in the organizational sciences: A critical review and development of reporting recommendations. *Journal of Organizational Behavior*, 36, 845-872.



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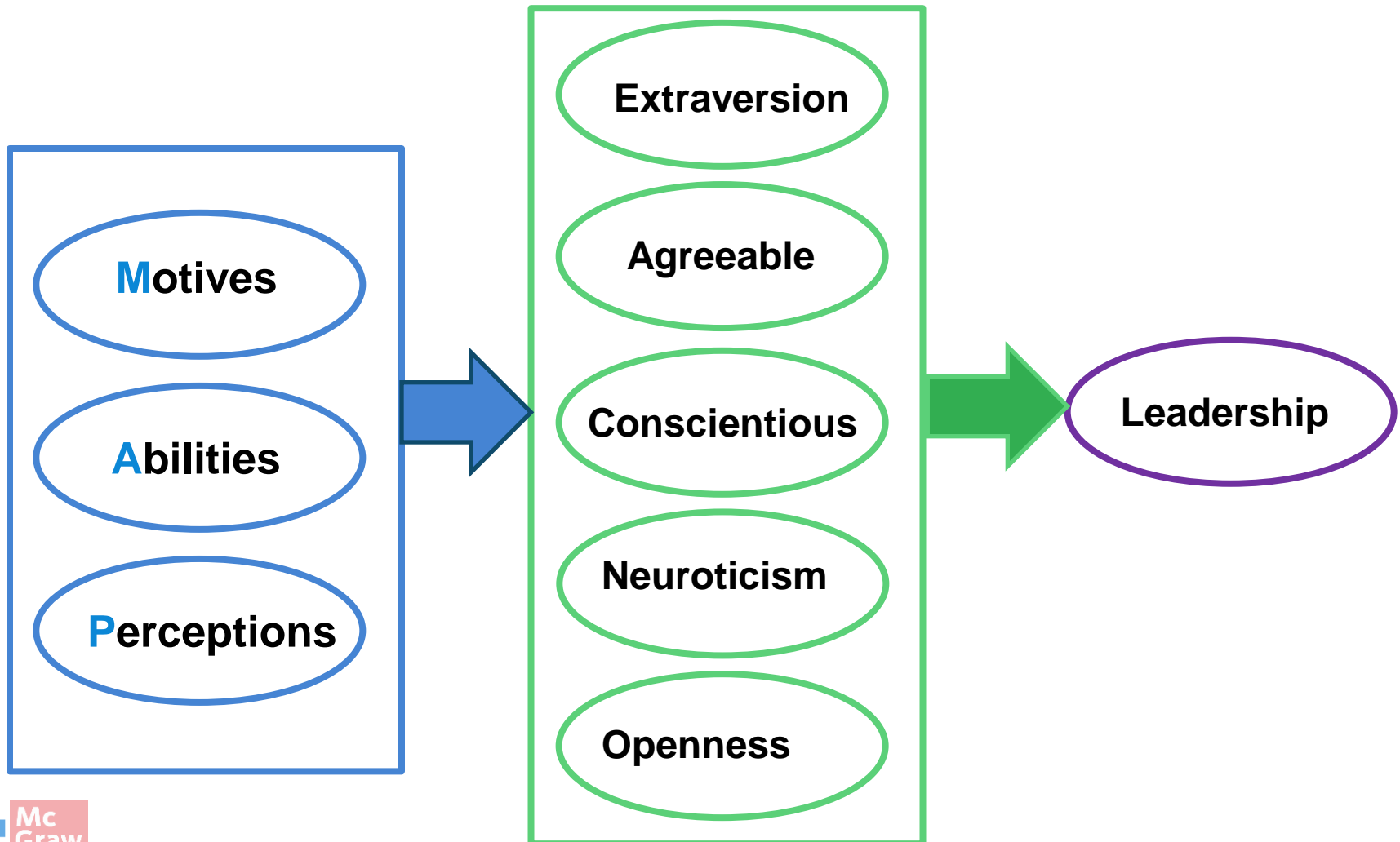


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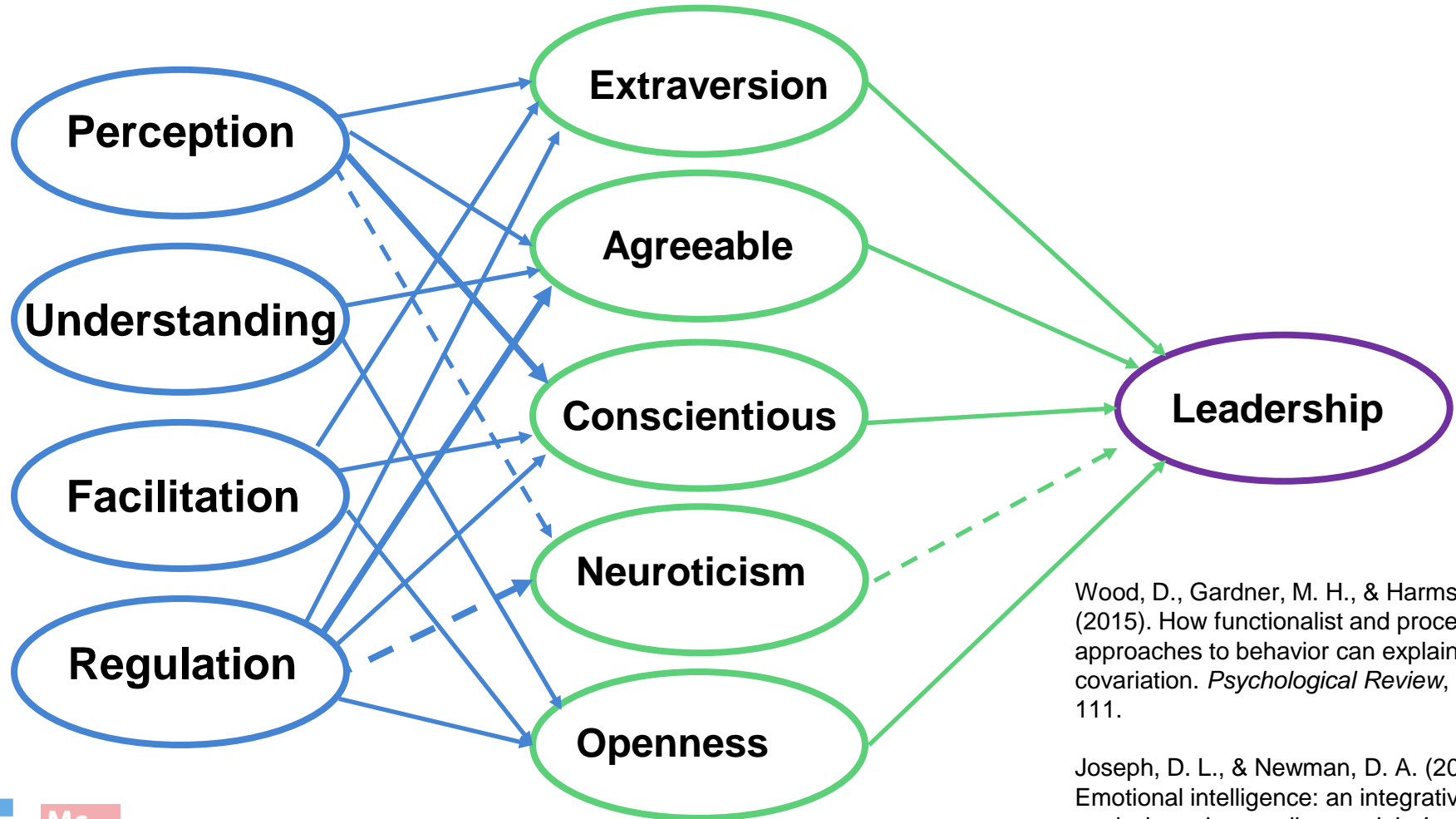
- Functionalist vs Structuralist frameworks





# Lessons from the Debate: Round 2

- EI as functional antecedents



Wood, D., Gardner, M. H., & Harms, P. D. (2015). How functionalist and process approaches to behavior can explain trait covariation. *Psychological Review*, 122, 84-111.

Joseph, D. L., & Newman, D. A. (2010). Emotional intelligence: an integrative meta-analysis and cascading model. *Journal of Applied Psychology*, 95, 54-78.



# Lessons from the Debate: Round 2

- Signal Detection Framework

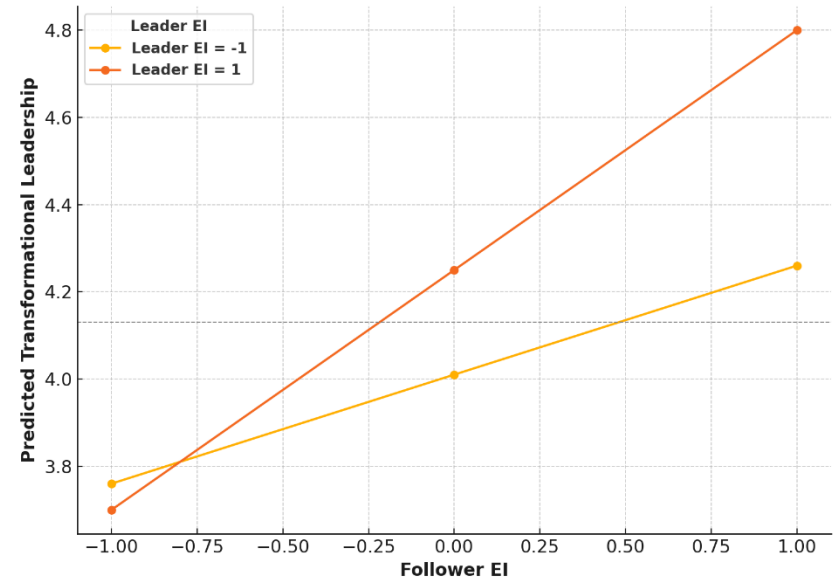
- Sender (leader)
- Recipient (follower)



- Korean military sample

- 102 leaders
- 906 squad members

Interaction of Leader and Follower on Transformational Leadership



- Krasikova, D. V., & LeBreton, J. M. (2012). Just the two of us: Misalignment of theory and methods in examining dyadic phenomena. *Journal of Applied Psychology*, 97, 739–757.



# Final Thought





# Contact Information

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