THE POSITIVE IMPACT OF AUTHENTIC LEADERSHIP AND EMOTIONAL INTELLIGENCE
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AUTHENTIC LEADERSHIP
According to Avolio and Gardner (2005), “Leadership has always been more difficult in challenging times, but the unique stressors facing organizations throughout the world today call for a renewed focus on what constitutes genuine leadership.”

The key distinction between authentic leaders and other root forms of leadership is that authentic leaders are anchored by their own deep sense of self. They know where they stand on important issues, values, and beliefs (Avolio et al., 2005).

An instrument that measures authentic leadership is the Authentic Leadership Questionnaire (ALQ) which includes four scales: self-awareness, transparency, ethical/moral, and balanced processing. According to Avolio, et al. (2007), the four ALQ scales address the following:

Self-awareness: To what degree the leader is aware of his or her strengths, limitations, how others see him or her and how the leader impacts others.

Transparency: To what degree the leader reinforces a level of openness with others that provides them with an opportunity to be forthcoming with their ideas, challenges, and opinions.

Ethical/moral: To what degree the leader sets a high standard for moral and ethical conduct.

Balanced processing: To what degree the leader solicits sufficient opinions and viewpoints prior to making important decisions.

EMOTIONAL INTELLIGENCE
According to Daniel Goleman, a leader in the crusade for Emotional Intelligence (EI) development, “The rules for work are changing. We’re being judged by a new yardstick: not by how smart we are, or by our training and expertise, but also by how well we handle ourselves and each other” (Goleman, 1998).

CONCEPTUAL MODEL
The EI conceptual model consists of four clusters of general EI abilities that include self-awareness, self-management, social awareness, and relationship management.

Several years ago, individuals who scored the highest Intelligence Quotient (IQ) would often get the best jobs and get into the best schools. Three decades ago researchers set out to better understand the key components associated with successful leaders. Although leaders may have a high IQ, what appears to be even more important is the presence of a high Emotional Quotient (EQ).

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EI abilities and competencies are recognized as adding value to performance; however it is also important to recognize the importance of the link between neurological brain function and EI critical mass. A simple perspective concerning the connection of the brain’s reaction to a situation can be represented by the pathway of a signal and how it is dealt with.
The short path includes a knee jerk reaction to a situation that results in an emotional response; flight or fight. A goal for EI development is to direct the image impression to a thought position in the brain before traveling on to an emotional position. That integrates the best of all worlds; vision, process, and emotion.

RESULTS OF THE STUDY
Self-esteem and locus of control were strong predictors of all four scales of authentic leadership.

Age was a predictor of all but one scale of authentic leadership: self-awareness. Practice management continuing education was a predictor of two of the authentic leadership scales: self-awareness and ethical/moral.

Locus of control was a predictor of self-esteem and self-awareness was the only predictor of the authentic leadership scales.

CONCLUSION
As Robert Cooper summarizes in his book, Executive EQ: Emotional Intelligence in Leadership and Organizations, the basic ingredients to integrate EI and IQ are, “inside your heart as well as your head. You are the leader. You are the process.”

REFERENCES


