

Секція 2

ІННОВАЦІЙНА СОЦІАЛЬНА РОБОТА: ВІД НОВІТНІХ ТЕХНОЛОГІЙ ДО ПРОФЕСІЙНОЇ ПІДГОТОВКИ СОЦІАЛЬНИХ ПРАЦІВНИКІВ

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Leadership and Emotional Intelligence in Social Management

Managers of social organization often fail to appreciate how profoundly the organizational climate can influence on its results. According to Lewis et al. (2017), leadership is a process by which an individual influences a group of individuals to achieve a shared goal.

It is important to note that leader and boss are not the same. The distinctions between leader and boss are:

- 1) boss drives employees, but leader coaches employees;
- 2) boss depends of authority and leader depends of goodwill;
- 3) boss says “I”, but leader says “We”;
- 4) boss places blame for the breakdown, leader just fixes the breakdown;
- 5) boss knows how it’s done and leader shows how it’s done;
- 6) boss uses people, but leader develops people;
- 7) boss takes credit, leader just gives credit;
- 8) boss commands, but leader asks;
- 9) boss says “Go!” and leader says “Let’s go!”

To begin with, organizational climate is influenced by leadership style [1]. Leadership styles are the behavioral pattern which a leader adopts to direct the behavior of members in an organization in order to achieve the goal of the organization.

According to Daniel Goleman there are six styles of leadership: commanding, visionary, affiliative, democratic, pacesetting and coaching leadership style.

Commanding leadership style works best in crisis to kick start a turnaround, or problem people. This is an “I tell, you do it” style of leadership. People that use the commanding leadership style want to get things done and they want them done quickly. There can be a time a need for this style of leadership but it should be used sparingly. For commanding style of leadership is required EQ (emotional intelligence) qualities: drive to achieve, initiative, self-control.

Visionary leader has a good understanding of the bigger picture and communicates using relevant experience confidently. A real visionary leader will not only explain where people are going they will also be able to explain why getting there is important and beneficial to the people they are communicating with. Visionary leadership style works best when changes require a new vision, or when a clear direction is needed. For this leadership style EQ qualities are required: self confidence, empathy, change catalyst.

Affiliative style of leadership works best to heals rifts in a team or to motivate people during stressful circumstances. Leader wants to create and build emotional bonds. For this leadership style emotional intelligence qualities are required: empathy, building relationships and communication.

The democratic leadership style is used to gain vital facts and information from the experts or those with the relevant knowledge in your team. It focuses more on listening than it does directing and encourages participation from employees. This leadership style works best to build buy-in or consensus, or to get input from valuable employees. EQ qualities which are required: collaboration, team leadership and communication.

The pacesetting leadership style is very results focused, it focuses on the end result more than the way the results are achieved. This leadership style works best to get quick results from a highly motivated and competent team. Leaders using the pacesetting leadership lifestyle expect excellent performance from their staff when results are below expectations the leader will often jump up to

pick up the slack. For this leadership style emotional intelligence qualities are required: conscientiousness, drive to achieve and initiative.

The coaching style of leadership focuses on developing people for the future by joining the development of individual goals with the long term goals of a social organization's success. This style of leadership works best to help people improve performance or develop long term strengths. The coaching style of leadership develops people professionally working on improving their skill sets and identifying weaknesses. Emotional intelligence qualities are required for this leadership style: developing others, empathy and self-awareness.

It is essential to keep in mind that emotional intelligence is a very important skill in leadership. Emotional intelligence or EQ is the ability to understand and manage your own emotions, and those of the people around you. People with a high degree of emotional intelligence know what they're feeling, what their emotions mean, and how these emotions can affect other people [2].

For social managers emotional intelligence helps you build stronger relationship at work, achieve career and personal goals. It can also help to connect with feelings, turn intention into action, and make informed decisions about what matters most for social organization.

In the case of social management, emotional intelligence is an important skill for the role and it is thought to have a beneficial effect on stress. Social workers are often subjected to 'emotional labour', when they have to mask their true feelings in a situation where they may feel angry, embarrassed or even fearful with a hostile client or upset about the circumstances of a vulnerable child.

In the career of social management, it is vitally important to have a high degree of emotional intelligence to make positive impact and become a competent social manager. These are qualities of someone with a high degree of emotional intelligence: motivation; friendship; self-control; self-satisfaction; concentration; peace of mind; freedom; satisfaction; autonomy; gratitude, etc.

The social manager must be able to recognize their own emotions and how they can impact their life before helping solve a client's emotional stressors. He or she might picture someone who never lets his temper get out of control, no matter what problems he's facing. Or social manager might think of someone who has the complete trust of her staff, listens to her team, is easy to talk to, and always makes careful, informed decisions.

As a conclusion important to note, that to be effective, leaders must have a solid understanding of how their emotions and actions affect the people around them. The better a social manager as a leader relates to and works with others, the more successful he or she will be.

References

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