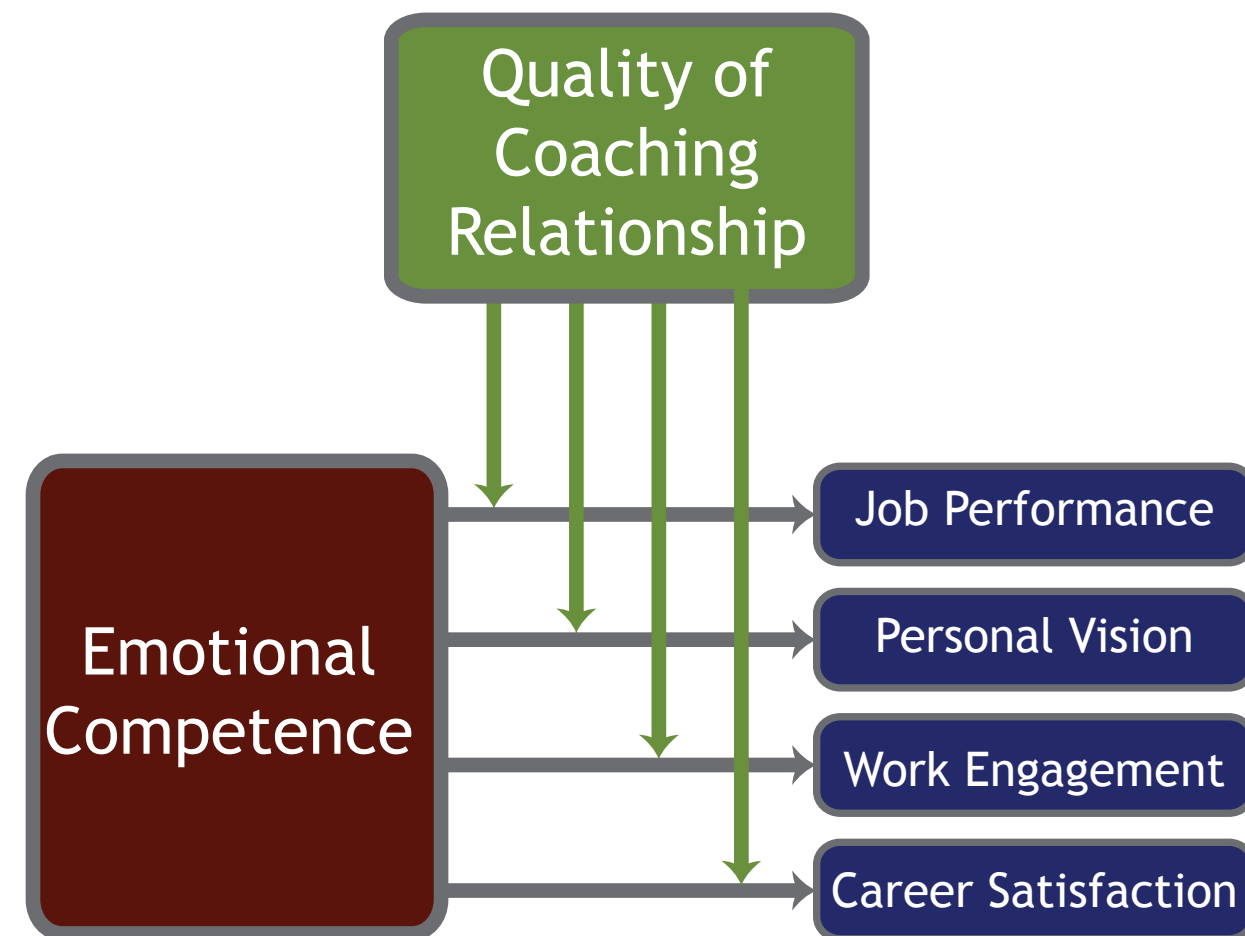


# THE IMPACT OF EMOTIONAL INTELLIGENCE AND EXECUTIVE COACHING ON LEADER EFFECTIVENESS

ELLEN VAN OOSTEN, PhD  
DEPARTMENT OF ORGANIZATIONAL BEHAVIOR  
CASE WESTERN RESERVE UNIVERSITY  
ellen.vanoosten@case.edu

## OVERALL RESEARCH QUESTION

What role does emotional intelligence and executive coaching have in leader effectiveness?



## HYPOTHESES

- H1:** A leader's emotional competence (EC) positively relates to his or her effectiveness as a leader.
- H2:** Quality of a coaching relationship moderates the relationship between a leader's emotional competence and his or her effectiveness.

## THEORETICAL FOUNDATION

Leader effectiveness and role of emotions

- Leadership as "emotion-laden." (George, 2000; Humphrey, 2002, 2008)

Emotional competence (EC)

- Behavioral model of emotional intelligence (EI). (Goleman, 1998; Boyatzis, 1982; Boyatzis & Sala, 2004)

Coaching

- Most coaching is focused on behavior change (Feldman & Lankau, 2005; Wasylshyn, 2003)
- Quality coaching relationship is essential for effective coaching outcomes. (Baron & Morin, 2009; Bennett, 2006; Boyce et al, 2010; Ely et al, 2010; Gregory & Levy, 2011)

## STUDY CONTEXT

- U.S. financial services firm driving cultural transformation through leadership development.
- Leadership development program for senior leaders, focused on emotional intelligence, 360-degree feedback and 2 coaching calls with an external executive coach.
- Sample population included 175 senior executives, 131 (75%) male and 44 (25%) female.

## SAMPLE: Senior financial services leaders

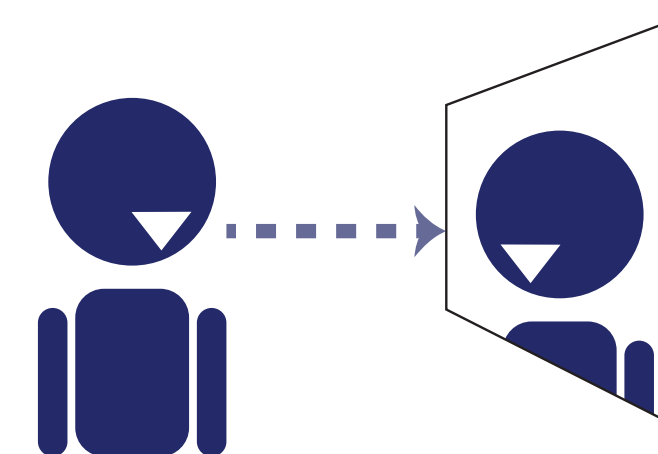
DEMOGRAPHIC	N	AVERAGE
AGE	85	47.4 years
GENDER		
Male	57	67.0%
Female	28	33.0%
TENURE IN ROLE		
< 2 years	26	30.6%
2-5 years	31	36.5%
5-10 years	22	25.9%
10-15 years	3	3.5%
15+ years	3	3.5%
TENURE IN ORGANIZATION		
< 2 years	2	2.4%
2-5 years	6	7.1%
5-10 years	28	32.9%
10-15 years	23	27.1%
15+ years	26	30.6%



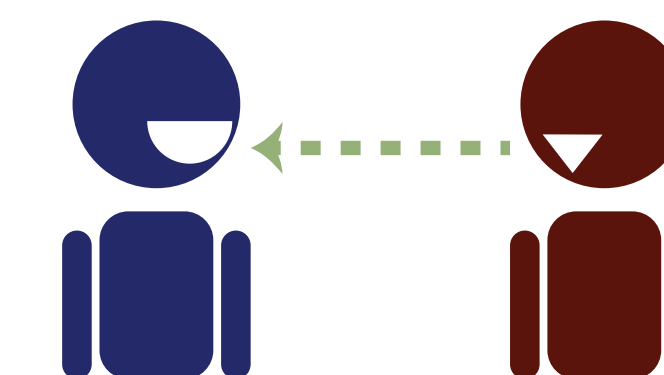
## VARIABLES + MEASURES

VARIABLES	MEASURES + REFERENCES
<b>INDEPENDENT VARIABLE:</b>	
Emotional Competence	Emotional Competence Inventory (ECI-2; Boyatzis and Goleman, 2002; Wolff, 2007) multi-rater feedback from boss, direct reports, peers, clients and others.
<b>DEPENDENT VARIABLES:</b>	
Job Performance	Annual company performance rating as evaluated by leader's manager.
Personal Vision	Ideal Self Test (IST; Boyatzis, Buse, and Taylor, 2010); 16 items, Cronbach's alpha = .94 (self-report)
Work Engagement	Utrecht Work Engagement Scale (UWES) (Schaufeli, Bakker and Salanova, 2006); 10 items, Cronbach's alpha = .91. (self-report)
Career Satisfaction	Greenhaus, Parasuraman, & Wormley, W. (1990); 5 items, Cronbach's alpha = .84 (self-report)
<b>MODERATING VARIABLE:</b>	
Quality of Coaching Relationship	2 measures: Adaptation of PNEA Survey (Boyatzis, 2008) and PQEQR - Perceived Quality of the Employee Coaching Relationship (Gregory & Levy, 2011); 15 items, Cronbach's alpha = .97

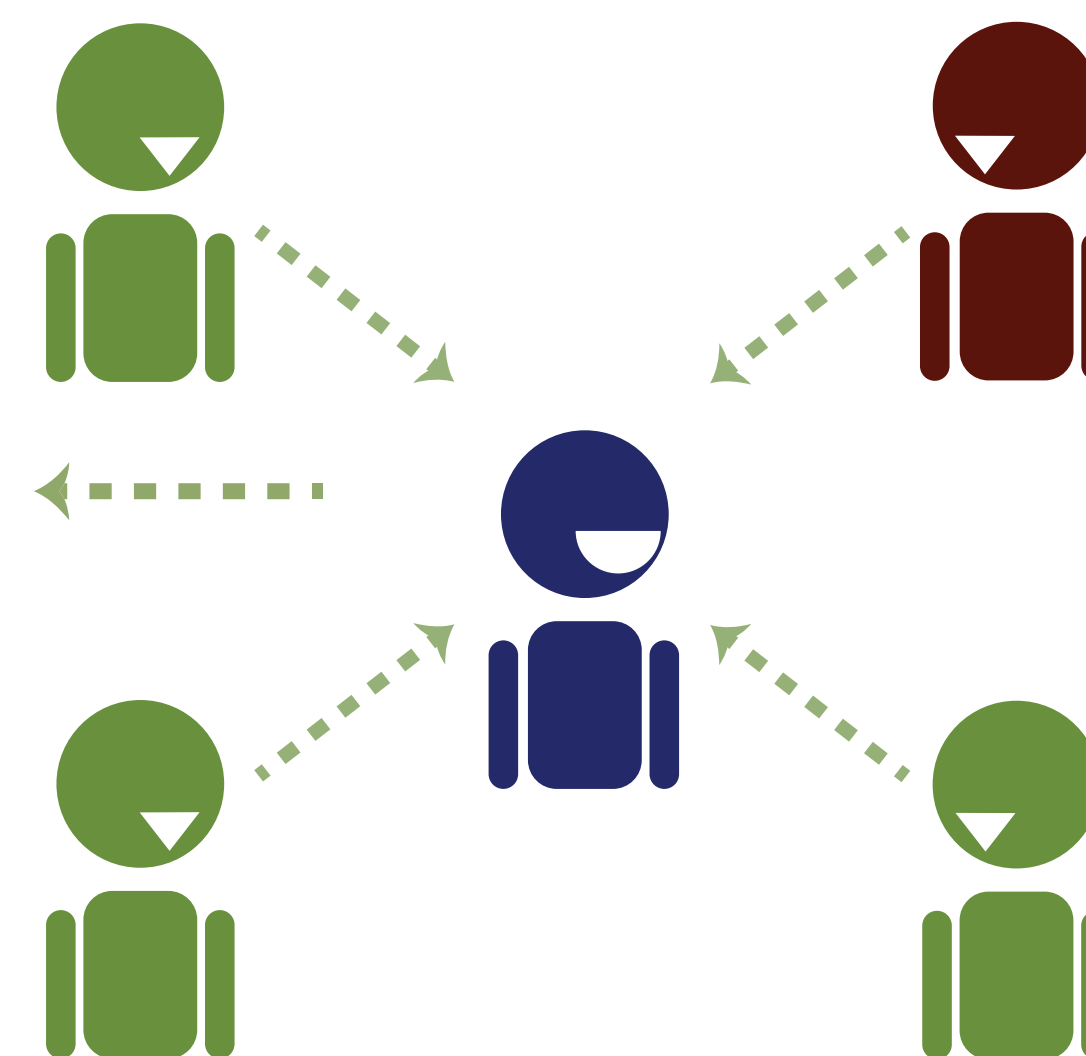
## DATA COLLECTED FROM THREE SOURCES



SELF-REPORT



MANAGER'S RATING



MULTI-RATER FEEDBACK

## RESULTS

### HYPOTHESES

#### DIRECT EFFECTS MODEL

**H1:** Leader emotional competence (EC) positively relates to leader effectiveness.

- a: EC → job performance
- b: EC → personal vision
- c: EC → work engagement
- d: EC → career satisfaction

#### MODERATION EFFECTS MODEL

**H2:** Quality of a coaching relationship (CR) moderates the relationship between emotional competence and leader effectiveness.

- a: CR moderates EC to job performance
- b: CR moderates EC to personal vision
- c: CR moderates EC to work engagement
- d: CR moderates EC to career satisfaction

### EMOTIONAL COMPETENCE

ONE-DIMENSIONAL EMOTIONAL COMPETENCE	EMOTIONAL COMPETENCE FACTORS CHANGE LEADER	EMOTIONAL ACUMEN
Supported?	Supported?	Supported?

Supported? Supported? Supported?

a: EC → job performance	Yes	Yes	No
b: EC → personal vision	No	No	No
c: EC → work engagement	No	Yes	No
d: EC → career satisfaction	Yes	No	No

Supported? Supported? Supported?

a: CR moderates EC to job performance	No	No	No
b: CR moderates EC to personal vision	Yes	No	No
c: CR moderates EC to work engagement	No	Yes	Yes
d: CR moderates EC to career satisfaction	No	Yes	Yes

## IMPLICATIONS OF THIS STUDY

### FOR RESEARCH

- Significant link found between behavioral EI and desired workplace outcomes.
- Findings extend small number of existing studies examining 360-degree feedback with coaching in a leadership development context.
- Study shows a coaching relationship increases leader effectiveness.

### FOR PRACTICE

- Coaching relationships are beneficial in the workplace.
- EI coupled with 360-degree feedback and coaching optimizes leadership development programs.
- Relationship-building skills is important to consider in the selection and development of executive coaches.

## CONCLUSIONS

- Emotional competence predicts job performance, work engagement and career satisfaction among financial services executives.
- A quality coaching relationship amplifies leader work engagement and career satisfaction.
- A quality coaching relationship helps leaders craft and express a vision.