



**(EMOTIONAL INTELLIGENCE)**

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**01** 'OVERVIEW' DAN ISU KEPIMPINAN

**02** KEPENTINGAN KEBIJAKSANAAN EMOSI TERHADAP PEMIMPIN

**03** DEFINISI DAN KOMPETENSI KEBIJAKSANAAN EMOSI

**04** KOMPETENSI PERIBADI : KESEDARAN DAN KAWALAN KENDIRI

**05** KOMPETENSI SOSIAL : KESEDARAN SOSIAL DAN PENGURUSAN PERHUBUNGAN



**01**

# **'OVERVIEW' KEPIMPINAN**





## DEFINISI KEPIMPINAN

- ✦ Northouse (2010) mengatakan kepemimpinan merupakan satu **proses yang melibatkan pengaruh** ke atas sekumpulan individu untuk mencapai matlamat yang sama.
- ✦ Manakala Popa (2012) serta Robbins dan Judge (2013) pula mendefinisikan kepemimpinan sebagai satu **seni untuk memotivasikan** sekumpulan orang bagi bertindak ke arah mencapai matlamat yang sama dan ia merupakan satu proses pujukan kepada orang bawahan supaya menjalankan tugas-tugas yang diperlukan untuk mencapai objektif organisasi.
- ✦ Kepemimpinan ialah **kebolehan individu untuk mempengaruhi, membimbing, memotivasi, menstruktur** dan membolehkan orang lain menyumbang kepada keberkesanan dan kejayaan sesebuah organisasi (Den Hartog & Dickson 2012; Northouse 2012; Popa 2012; Yulk 2013)

## Levels of Leadership

### LEVEL 5

People follow because of **who you are** and **what you represent**.

### LEVEL 4

People follow because of **what you have done** for the organization

### LEVEL 3

People follow because **they want to**.

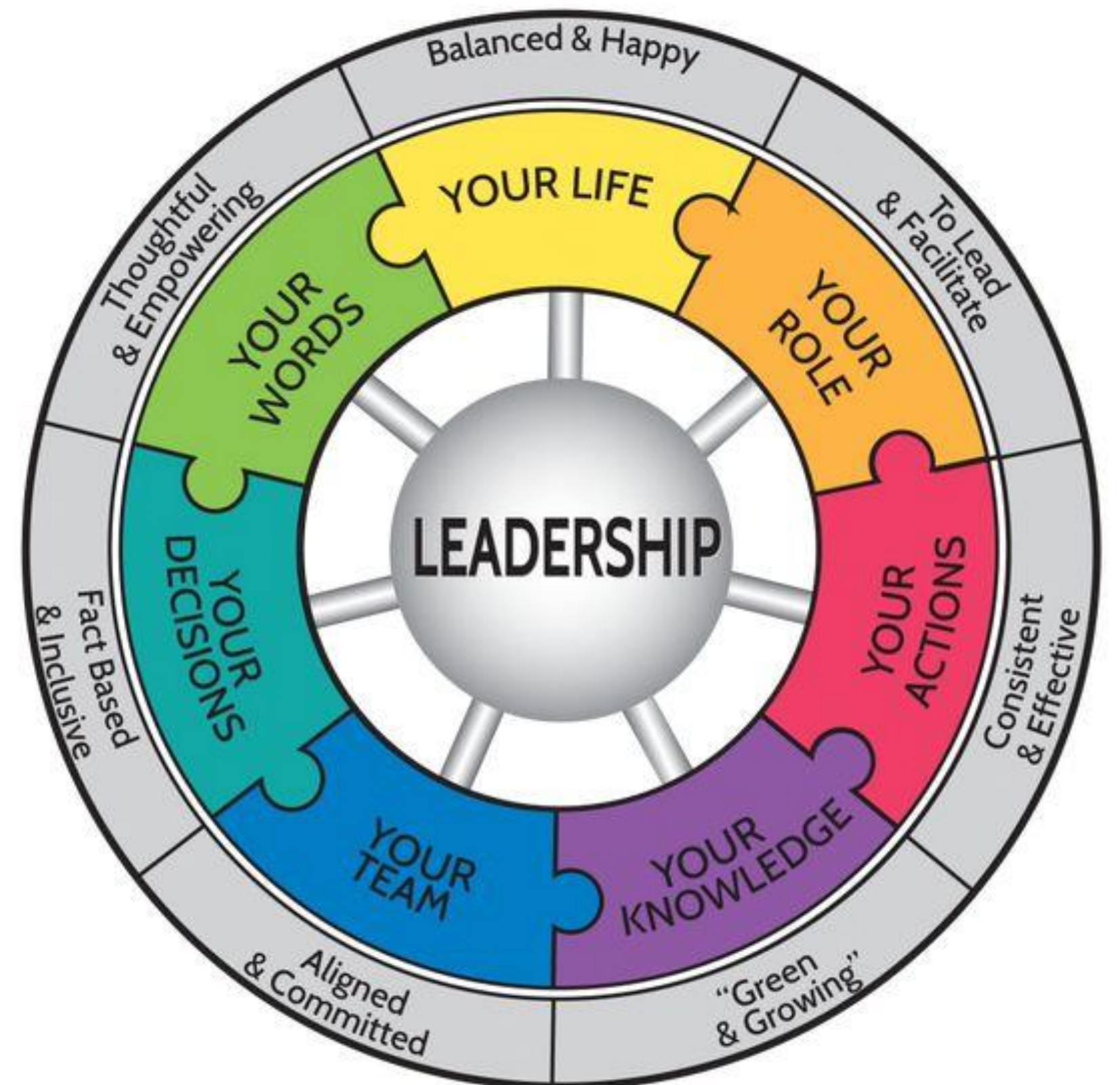
### LEVEL 2

People follow because of **what you have done** for them.

### LEVEL 1

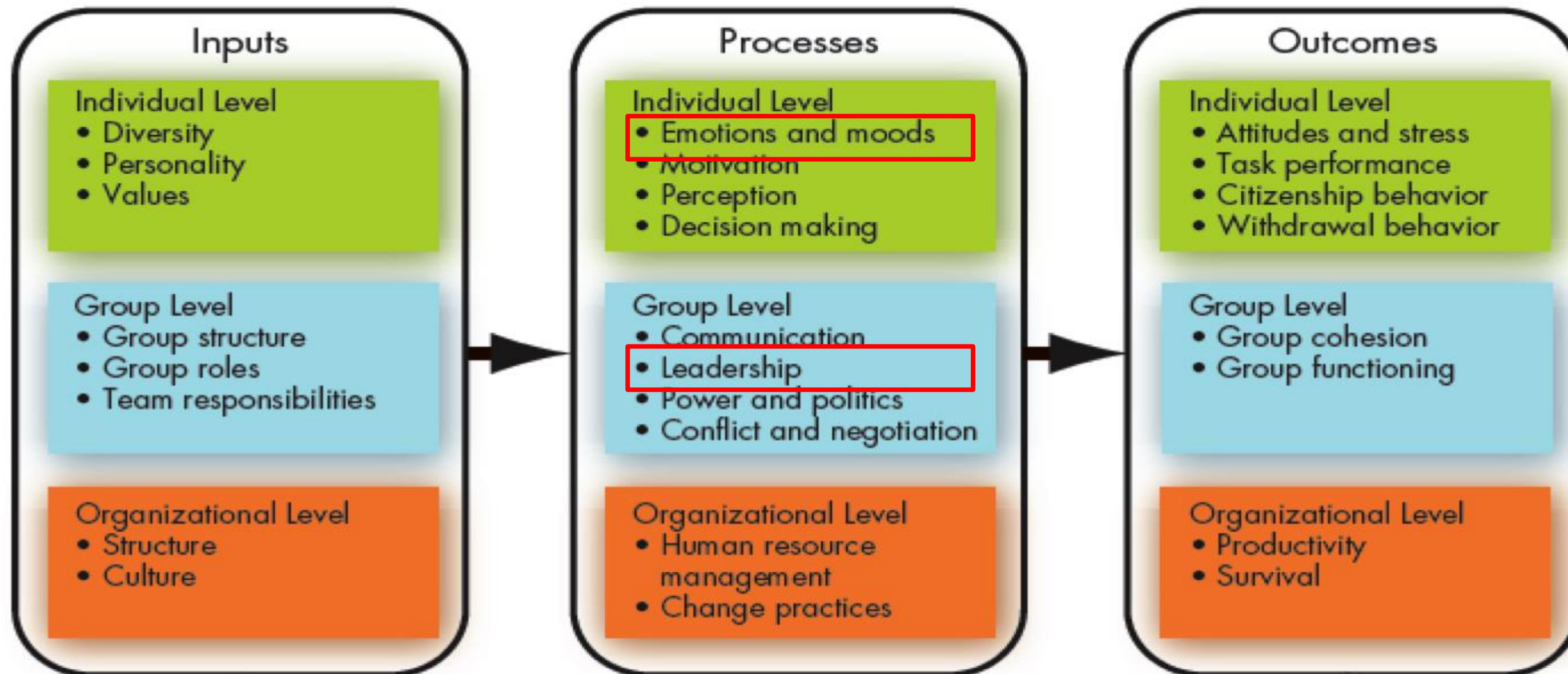
People follow because **they have to**.

## THE LEADERSHIP WHEEL





# ORGANIZATIONAL-BEHAVIOR MODEL





**1.1**

## **PENILAIAN KENDIRI : INVENTORI KEMAHIRAN**



# FAKTOR TAKSONOMI KEMAHIRAN



## KEMAHIRAN TEKNIKAL –

Pengetahuan tentang **kaedah, proses, prosedur dan teknik** untuk melaksanakan sesuatu tugas yang khusus dan berkebolehan menggunakan peralatan yang berkaitan dengan tugas berkenaan.



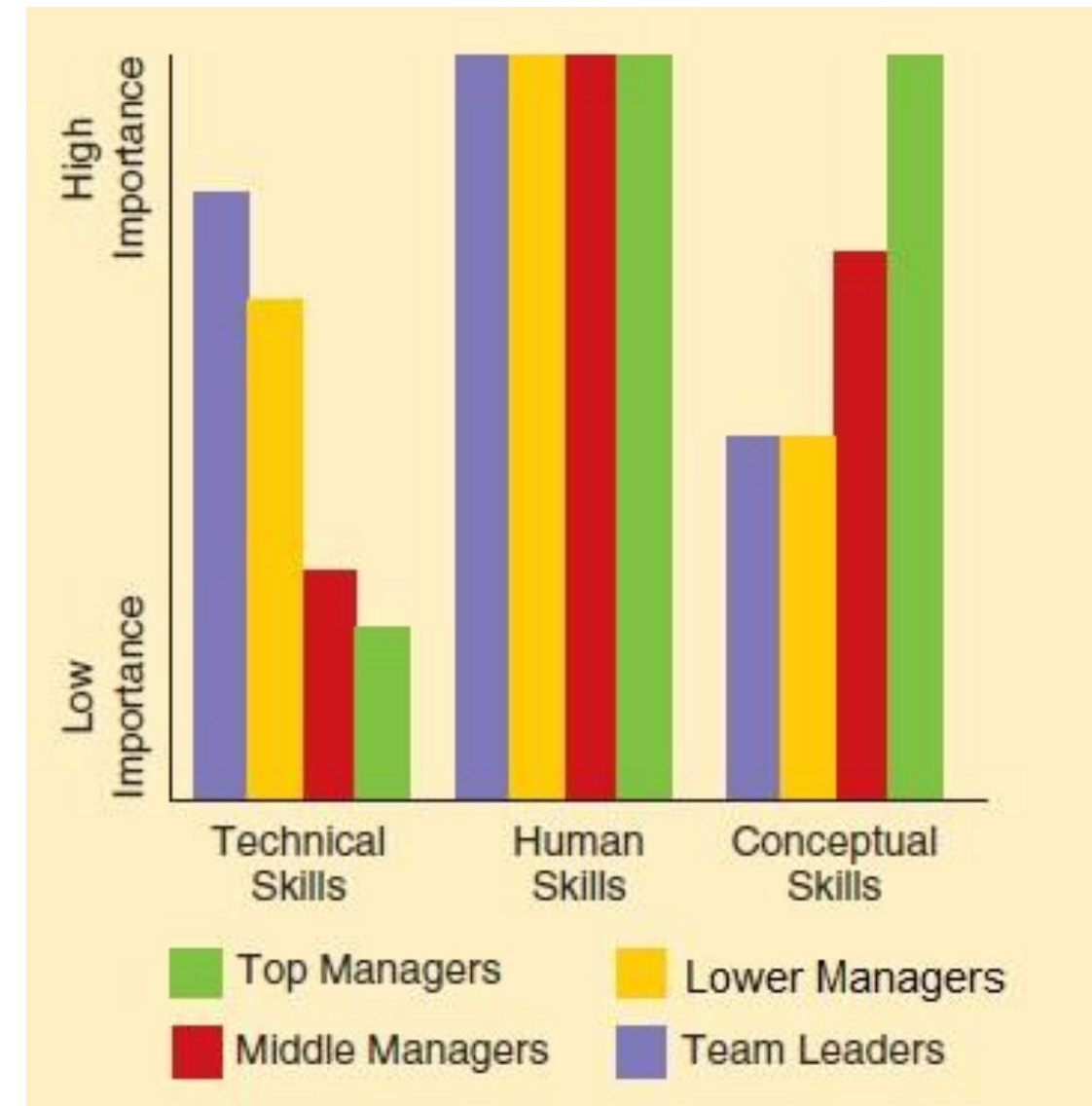
## KEMAHIRAN KEMANUSIAAN –

Pengetahuan tentang **tingkah laku manusia dan proses interpersonal**, keupayaan untuk memahami perasaan, sikap dan motif orang lain daripada apa yang mereka katakan dan lakukan (empati, kepekaan sosial), keupayaan untuk berkomunikasi dengan jelas dan berkesan (kelancaran pertuturan, mempengaruhi) dan keupayaan untuk mewujudkan keberkesanan dalam hubungan (kebijaksanaan, diplomasi, kemahiran mendengar, pengetahuan tentang tingkah laku sosial yang boleh diterima)



## KEMAHIRAN KONSEPTUAL –

Keupayaan analitikal umum, **pemikiran logik, kecekapan dalam pembentukan konsep** dan hubungan yang kompleks, kreativiti dalam penjanaan idea dan penyelesaian masalah, keupayaan untuk menganalisis peristiwa dan melihat trend semasa, menjangka perubahan dan mengenali peluang dan risiko



<https://relivingmbadays.wordpress.com/2012/08/18/managerial-skills/>

Yulk, G. & Gardner, W.L. (2020) Leadership in Organization (9-ed) Pearson: London



# LEADING SELF

## Self-Awareness

- Good understanding of one's strengths and weaknesses
- Ability to detect one's thoughts, feelings and beliefs
- Ability to observe oneself in the moment

## Self-Acceptance

- Letting go of unrealistic expectations of perfection
- Recognising, understanding & ability to work with the 'imperfect' parts of self
- Ability to acknowledge and appreciate oneself

## Self-Compassion

- Ability to recognize own suffering & pain
- Adoption of kinder, more supportive self-talk in the face of "failings"
- Can experience warm and tender feelings towards self

## Self-Management

- Ability to control & manage emotions & thoughts
- Ability to prioritize & manage time effectively
- Ability to set goals & stay focused on them

Leading yourself well means **taking accountability for your work and life.**

Accountability is a willingness to own the results of your **choices, actions, inactions, behaviors, thoughts, communication and attitude.** An accountable person doesn't waste time with blaming others or making excuses.

**Senaraikan 3 ciri yang penting bagi seorang pemimpin?  
Sila tulis diruangan chat....**

### **Ranking of the Characteristics of Effective Leaders and Followers Characteristics**

**Agho, A.O (2009) Perspectives of Senior-Level Executives on Effective Followership and Leadership, Journal of Leadership & Organizational Studies**

Characteristics	Original Ranking	Ranking for Leaders	Ranking for Followers
Honesty/ integrity	1	1	1
Competent	2	3	2
Forward looking	3	2	17
Inspiring	4	4	20
Intelligent	5	5	6
Fair minded	6	6	11
Broadminded	7	14	14
Straightforward	8	10	10
Imaginative	9	9	15
Dependable	10	8	3
Supportive	11	11	7
Courageous	12	7	16
Caring	13	13	9
Cooperative	14	17	4
Mature	15	15	8
Ambitious	16	20	18
Determined	17	12	12
Self-controlled	18	16	13
Loyal	19	18	5
Independent	20	19	19



A vertical decorative bar on the left side of the slide, composed of numerous overlapping circles in various colors including blue, green, yellow, orange, pink, and purple, arranged in a vertical gradient.

**02**

## **ISU PEMIMPIN**



## REFLEKSI KENDIRI: KETUA TERBAIK-TERUK

- Fikirkan tentang **ketua terbaik** yang pernah anda berurusan
  - Apa mereka telah lakukan dalam menjadikan mereka ketua yang terbaik?
  - Apakah kesannya kepada anda?.
  - Bagaimana perasaan anda dan mengapa?
- 
- Fikirkan tentang **ketua yang paling teruk** yang pernah anda berurusan
  - Apa mereka telah lakukan dalam menjadikan mereka ketua yang teruk?
  - Apakah kesannya kepada anda?.
  - Bagaimana perasaan anda dan mengapa?



# PERANAN KETUA DALAM PEMBENTUKAN PERSEKITARAN SIHAT

## Healthy

A healthy relationship means both you and your partner are:

- Communicating
- Respectful
- Trusting
- Honest
- Equal
- Enjoying personal time away from each other
- Making mutual choices
- Economic/financial partners

## Unhealthy

You may be in an unhealthy relationship if your partner is:

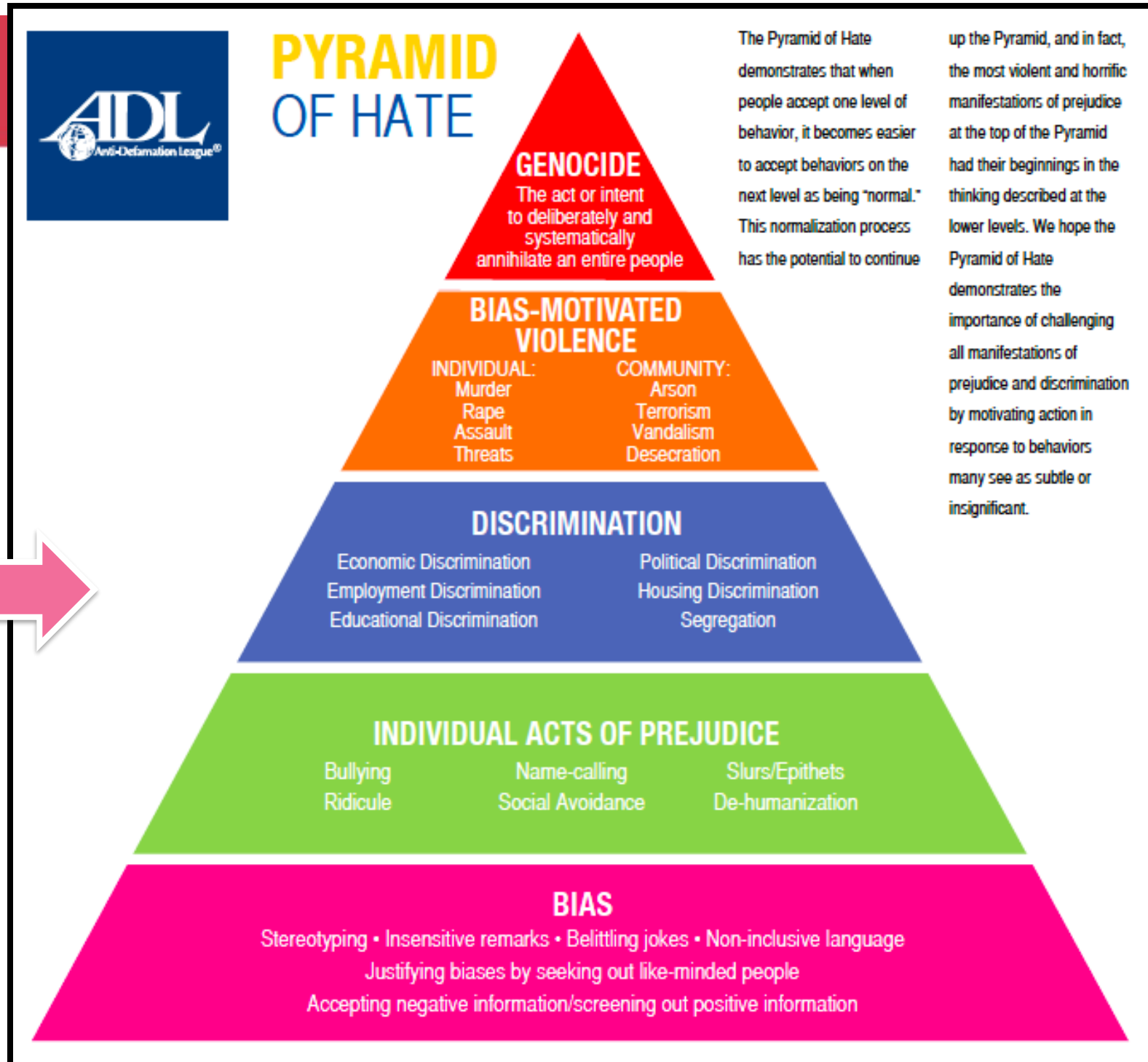
- Not communicating
- Disrespectful
- Not trusting
- Dishonest
- Trying to take control
- Only spending time together
- Pressured into activities
- Unequal economically

## Abusive

Abuse is occurring in a relationship when one partner is:

- Communicating in a hurtful or threatening way
- Mistreating
- Accusing the other of cheating when it's untrue
- Denying their actions are abusive
- Controlling
- Isolating their partner from others

**EMOTIONAL INTELLIGENCE**



<https://arthurisobsessedwithcats.blogspot.com/2019/04/where-love-lies-hate-follows.html>

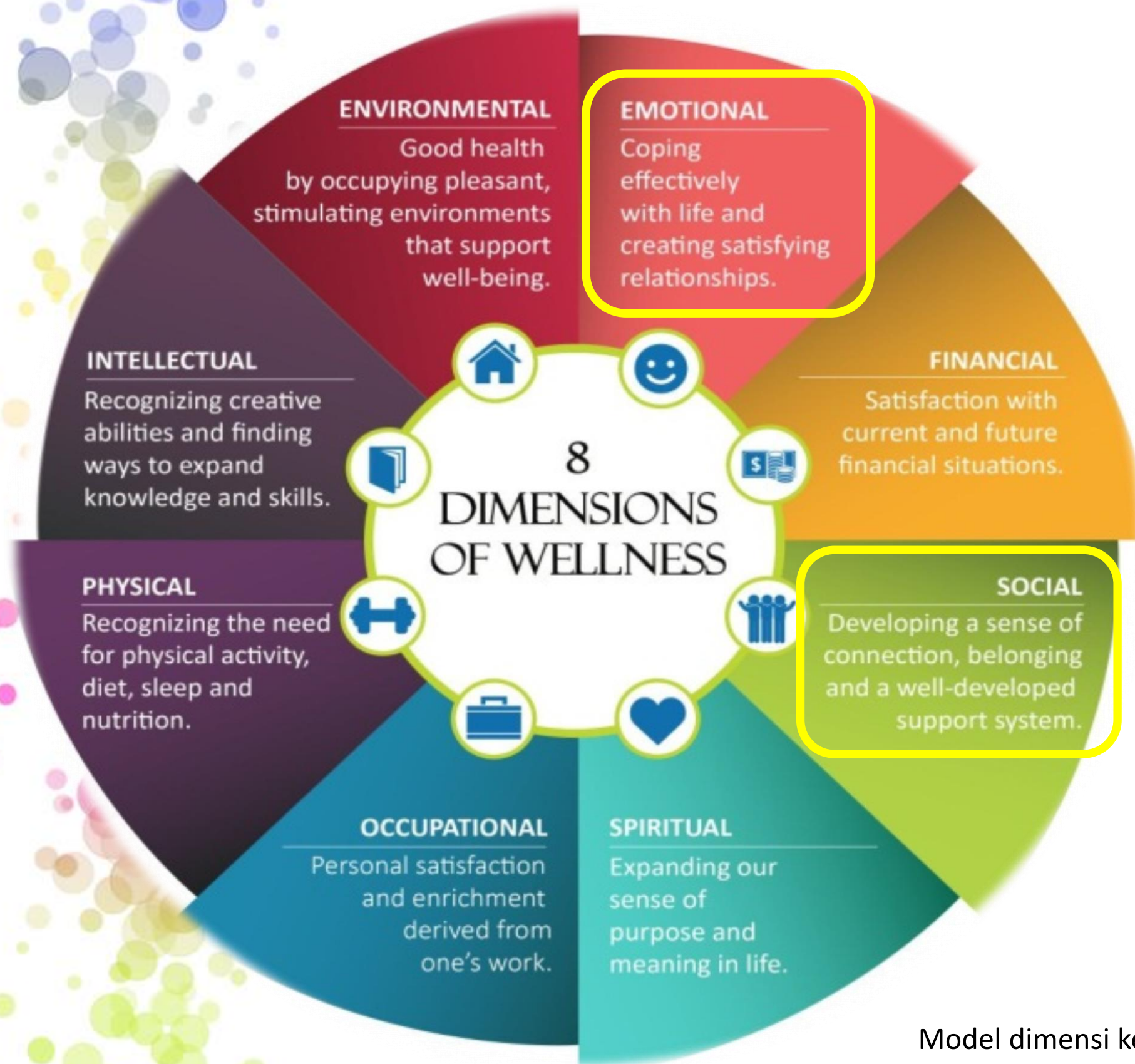


**03**

## **KEPENTINGAN KEBIJAKSANAAN EMOSI**



# DIMENSI KESEJAHTERAAN INDIVIDU: KAITAN DENGAN EMOSI



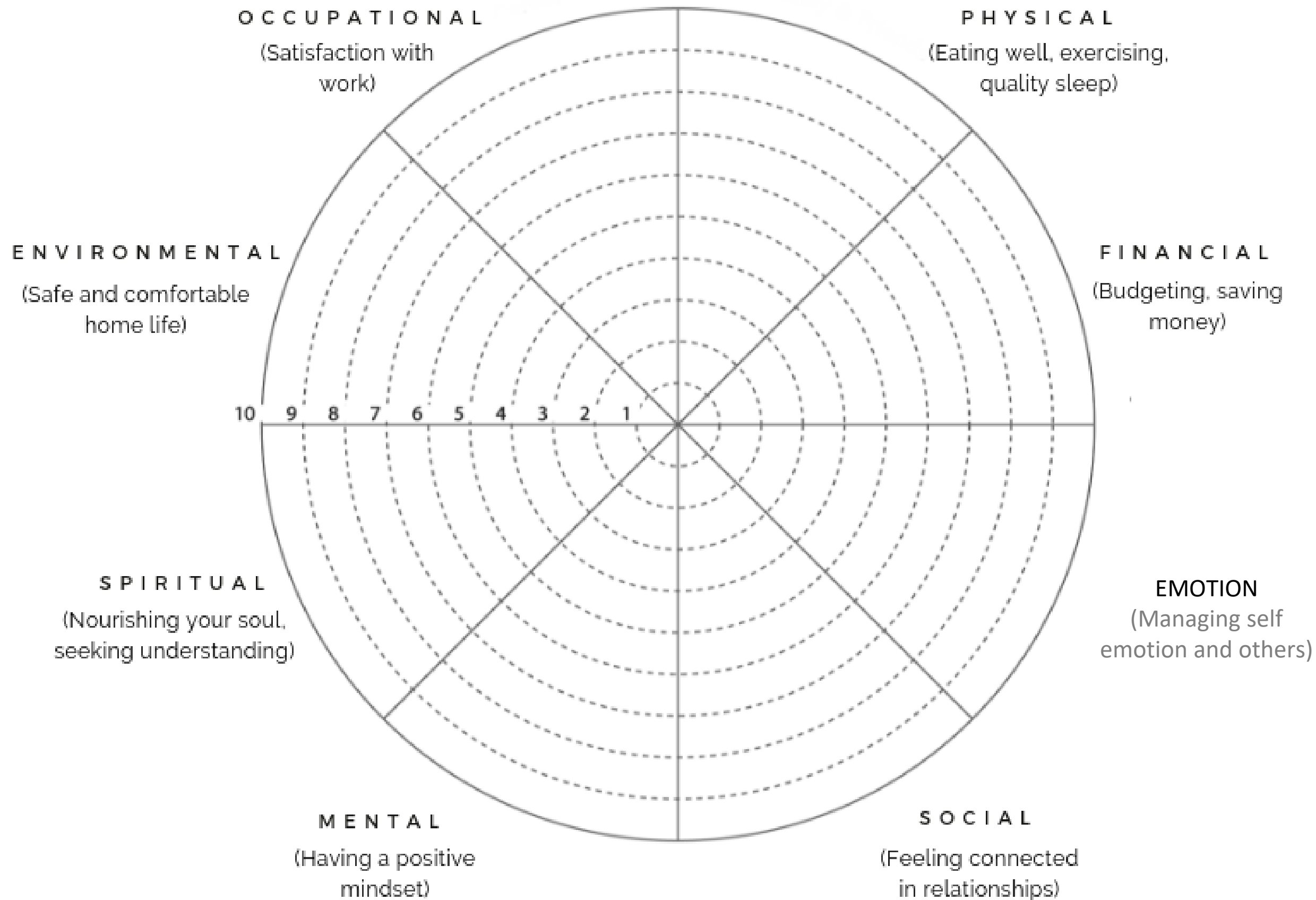
Kesejahteraan merujuk kepada *'the condition of being contented, healthy or successful'* or *'a state of being comfortable, happy and healthy'* (Collins 2018; Oxford 2018).

Manakala menurut Dewan Bahasa dan Pustaka, kesejahteraan merupakan keadaan sejahtera, keamanan, keselamatan, ketenteraman dunia dan akhirat.

Dalam konteks perkhidmatan awam, penjawat awam yang tidak sejahtera akan mempunyai isu berkaitan stress, kesihatan, kehadiran, prestasi rendah dan isu yang berkaitan kehidupan peribadi dan profesional yang akan memberi kesan kepada prestasi dan produktiviti.

Dimensi yang berkaitan dengan  
kebijaksanaan emosi

# WELLNESS WHEEL



Sila beri skala bagi setiap dimensi dalam komponen kesejahteraan

1-Sangat tidak berpuashati (sangat memerlukan penambahbaikan)



10- Sangat berpuashati (tidak/sangat kurang memerlukan penambahbaikan)

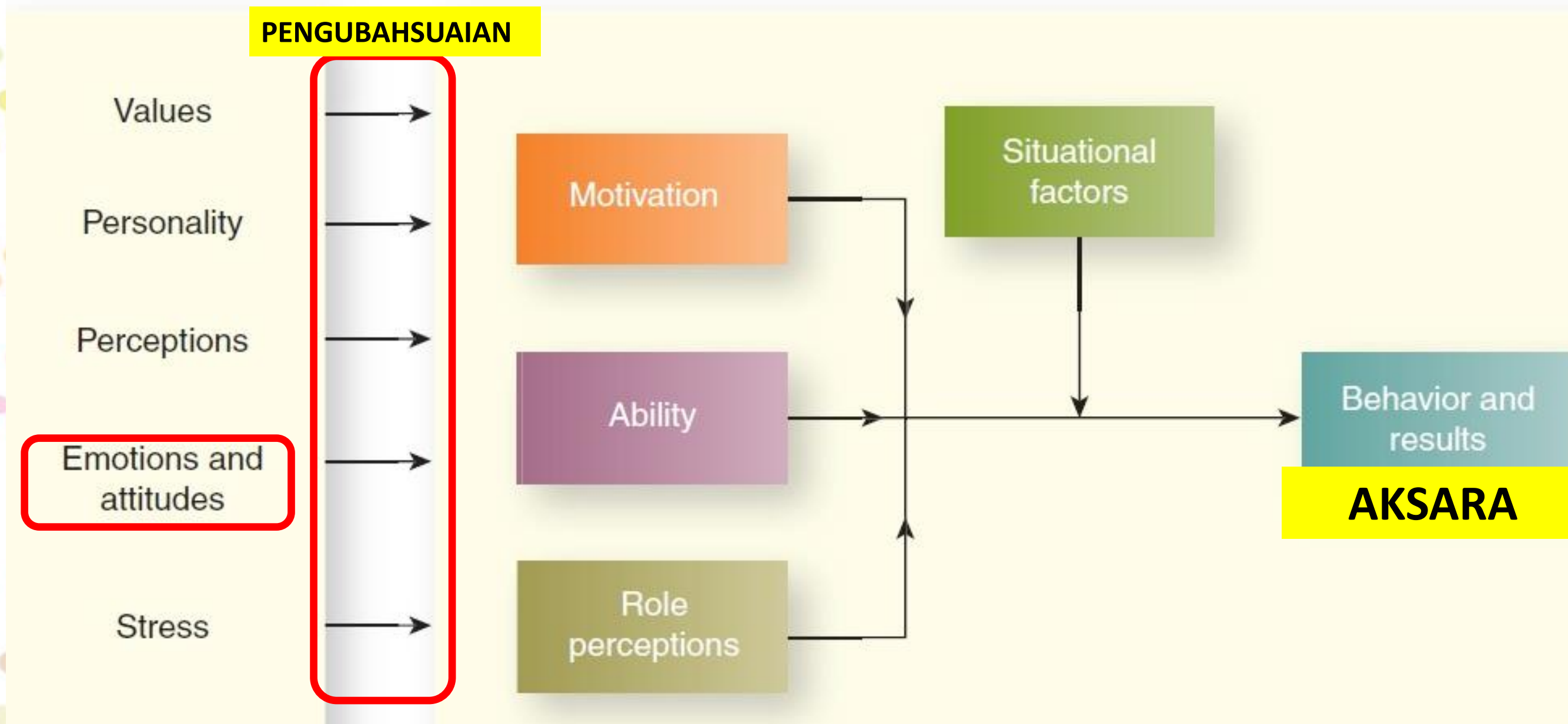
Senaraikan tiga elemen yang mempunyai skala paling rendah diruang chat....



# PENGURUSAN EMOSI DAN TINGKAH LAKU


Individual characteristics

MARS model



MARS Model seeks to explain individual behavior as a result of internal and external factors or influences acting together. The acronym MARS stands for motivation, ability, role perceptions and situational factors

(Relivingmbadays 2020)



Leadership requires followership. Both leaders and followers are people, human beings with **emotions that affect their attitudes, behavior and interactions** with others all day long. If as a leader, you are unaware of or dismiss this dynamic, it will have an impact on those around you.

Haffenden, M. (2017) Emotional Intelligence for Leaders.  
Bookboon.com

Leadership is a process of social interaction where the leader's **ability to influence the behavior of their followers** can strongly influence performance outcomes (Humphrey 2002; Pirola-Merlo et al. 2002).

Leadership is **intrinsically an emotional process**, whereby leaders recognize followers' emotional states, attempt to evoke emotions in followers, and then seek to manage followers' emotional states accordingly (Humphrey 2002)

Kerr, R., Garvin, J., Heaton, N & Boyle, E. (2006) Emotional intelligence and leadership effectiveness. Leadership & Organization Development Journal. 27: 4, 265-279



Emotional Stability – emotionally mature leaders is well adjusted and does not suffer from severe psychological disorder

Less self centered (care more other people)

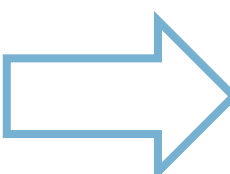
More self control (able to resist hedonic temptation)

More stable emotion (not prone to extreme mood swing or outburst of anger)

Less defensive (more receptive to criticism and learn from mistakes)

More cooperative relationship (peer, subordinate and superior)

High level of cognitive moral development



Associated with managerial effectiveness and advancement (Bass 2008)



**MANAGERIAL COMPETENCIES FOR MANAGERS**

- **Emotional Intelligence**
  - Social Intelligence
  - Learning Ability
- (Yulk & Gardner 2020)



Yulk, G. & Gardner, W.L. (2020) Leadership in Organization (9-ed) Pearson: London



**HIGH**

**LOW**

- Enhance leadership success (Yulk & Gardner 2020; Walter Cole & Humphrey 2011)
- Leaders who are high on emotional intelligence may instill in their organizations a sense of enthusiasm, excitement, and optimism as well as an atmosphere of cooperation and trust through their being able to develop high quality interpersonal relationships with their followers (George 2000)



George, J.M. (2000) Emotions and leadership: The role of emotional intelligence. Human Relation 53(8): 1027–1055:


Tamson, A. (2021) Emotionally intelligent leadership, and why it's crucial right now  
[<https://www.trainingjournal.com/articles/opinion/emotionally-intelligent-leadership-and-why-it-crucial-right-now>]

Yulk, G. & Gardner, W.L. (2020) Leadership in Organization (9-ed) Pearson: London





Haffenden, M. (2017) Emotional Intelligence for Leaders. Bookboon.com



Menjadi pemimpin yang bijak dari segi emosi tidak bermakna anda perlu 'berbuat baik', bertanya kepada orang ramai tentang perasaan mereka sepanjang masa atau berbual apabila anda benar-benar mahu bergaul.

**Kadang-kadang ia bermaksud menjadi tegas:** membuat keputusan yang sukar, mengadakan perbualan penting, berkata 'tidak', berani, tegas dan tidak berkompromi.

**Kadang-kadang ia bermaksud kelembutan:** mendengar dengan teliti apa yang berlaku, menunjukkan kesedaran dan pemahaman tentang perasaan dan persepsi orang, bersikap lemah-lembut, belas kasihan dan empati. Dan kadang-kadang ia hanya bermaksud tidak melakukan apa-apa sama sekali.

➤ **Tugas anda adalah untuk memahami apa yang diperlukan dan bila ia diperlukan.**