



Abstract

Purpose – This research paper aims to follow a line of research that examines the impact of elements of emotional intelligence (EI), particularly those related to self-awareness, on self-other agreement and performance.

Design/methodology/approach – This is a quantitative study that employs the same methodology as Sosik and Megerian to analyze survey data gathered from a matched sample of 146 managers and 1,314 subordinates at a large international technology company based in North America.

Findings – The analysis revealed that the relationship between EI and leader performance is strongest for managers who underestimate their leader abilities. Under estimators earn higher follower ratings of leader performance than all other agreement categories (In agreement/good, In agreement/poor, and Over estimators). The analysis also suggests that there appears to be a negative relationship between EI and leader performance for managers who overestimate their leader abilities.

Research limitations/implications – Implications of the counterintuitive findings for under estimators as well as the imperative for further study utilizing alternative measures of EI are discussed.

Originality/value – Previous empirical work in this area used an ad hoc measure of EI. This study extends this work by utilizing a larger, business sample and employing a widely-used and validated measure of EI, the Emotional Quotient Inventory. Results further illuminate the nature of the relationship between EI and self-other agreement and provide a potential selection and development tool for the improvement of leadership performance.

Bratton, V. K., Dodd, N. G., & Brown, F. W. (2011). The impact of emotional intelligence on accuracy of self-awareness and leadership performance. *Leadership & Organization Development Journal*, 32(2), 127–149. <https://doi.org/10.1108/01437731111112971>