# TRANSFORMATIONAL LEADERSHIP AND EMOTIONAL INTELLIGENCE, AND THEIR CONNECTIONS IN MANAGEMENT AND INNOVATIVE PROJECTS MANAGEMENT

**Samir Cavaletti**[1]

**Flávio Santino Bizarrias**[2]

**Abstract**

**Objective of the study:** This paper seeks to discuss identified points of connection between the theory of emotional intelligence and transformational leadership and their interplay in management and innovative projects.
**Methodology/approach:** The research method used comprises a systematic literature review, whose final corpus of studies was analyzed in its entirety, after searching the WOS and SCOPUS databases over the last ten years.
**Originality/Relevance:** This study's originality is twofold. The practical actions that demonstrate the presence of EI in individual and collective behavior affecting transformational leadership and in advancing research that seeks to understand EI in a collective rather than individually. Second, the potential controversial aspects related to the intersection of the topics, such as narcissism and Machiavellianism in leadership.
**Main results:** The study corroborated the interrelationship between EI and transformational leadership, identifying in the literature four main clusters as current and future fields of study. This study discusses these clusters and their implications for the management and innovative projects.
**Theoretical/methodological contributions:** The study contributes by pioneeringly connecting emotional intelligence with transformational leadership in management and innovative projects, highlighting the overview of the interrelationship between these concepts and fields of study and possible controversial aspects, in addition to the expected positive ones identified in the literature.

**Keywords:** Project management; Emotional intelligence; Transformational leadership; Social skills

## LIDERANÇA TRANSFORMACIONAL, INTELIGÊNCIA EMOCIONAL E SUAS CONEXÕES COM A GESTÃO E GESTÃO DE PROJETOS INOVADORES

**Resumo**

[1] PhD – Project Management. Universidade Nove de Julho / Uninove - São Paulo (SP) – Brazil. mir_cavaletti@hotmail.com
[2] PhD – Business Management. Escola Superior de Propaganda e Marketing / ESPM. São Paulo (SP) – Brazil flavioxsp@hotmail.com

(cc) BY-NC-SA    *International Journal of Innovation - IJI*, São Paulo, *11*(2), p. 1-30, e24232, Mayo/Aug.

**1** de **30**

Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management

*Section: Article*

**Objetivo do estudo:** Este artigo busca discutir os pontos de conexão identificados entre a teoria da inteligência emocional e a liderança transformacional, e sua interação com o gerenciamento e a gestão de projetos inovadores.

**Metodologia/abordagem:** O método de pesquisa utilizado compreende uma revisão sistemática da literatura, cujo corpus final de estudos foi analisado em sua totalidade, após pesquisa nas bases de dados WOS e SCOPUS durante os últimos 10 anos.

**Originalidade/Relevância:** A originalidade deste estudo é dupla: as ações práticas que demonstram a presença do EI no comportamento individual e coletivo que afeta a liderança transformacional, no avanço da pesquisa que busca compreender o EI de forma coletiva e não individual, bem como os aspectos potencialmente controversos relacionados à intersecção dos tópicos, como o narcisismo e o maquiavélico na liderança.

**Principais resultados:** O estudo corroborou a inter-relação entre EI e liderança transformacional, identificando na literatura quatro clusters principais como campos de estudo atuais e futuros, discute esses clusters e suas implicações para o gerenciamento e a gestão de projetos inovadores.

**Contribuições teóricas/metodológicas:** O estudo contribui ao conectar pioneiramente a inteligência emocional com a liderança transformacional em gerenciamento e gestão de projetos inovadores, destacando a visão geral da inter-relação entre estes conceitos e campos de estudo, possíveis aspectos controversos, além dos positivos esperados identificados na literatura

**Palavras-chave:** Gestão de projetos; Inteligência emocional; Liderança transformacional; Habilidades sociais

## LIDERAZGO TRANSFORMACIONAL, INTELIGENCIA EMOCIONAL Y SUS CONEXIONES EN LA GESTIÓN Y GESTIÓN DE PROYECTOS INNOVADORES

**Resumen**

**Objetivo del estudio:** Este artículo busca discutir los puntos de conexión identificados entre la teoría de la inteligencia emocional y el liderazgo transformacional, y su interacción con la gestión y la gestión de proyectos innovadores.

**Metodología/enfoque:** El método de investigación utilizado comprende una revisión sistemática de la literatura, cuyo corpus final de estudios fue analizado en su totalidad, tras la búsqueda en las bases de datos WOS y SCOPUS en los últimos 10 años.

**Originalidad/Relevancia:** La originalidad de este estudio son dos, las acciones prácticas que demuestran la presencia de la IE en el comportamiento individual y colectivo que afecta al liderazgo transformacional, en el avance de la investigación que busca comprender la IE de forma colectiva y no individual, así como los posibles aspectos controvertidos relacionados con la intersección de los temas, como el narcisismo y el maquiavelismo en el liderazgo.

**Principales resultados:** El estudio corroboró la interrelación entre IE y liderazgo transformacional, identificando en la literatura cuatro clusters principales como campos de estudio actuales y futuros, discute estos clusters y sus implicaciones para la gestión, y la gestión de proyectos innovadores.

**Contribuciones teóricas y metodológicas:** El estudio contribuye conectando de forma pionera la inteligencia emocional con el liderazgo transformacional en gestión, y la gestión de proyectos, destacando la visión general de la interrelación entre estos conceptos, y campos de estudio, posibles aspectos controvertidos, además de los esperados positivos identificados en la literatura.

**Palabras clave:** Gestión de proyectos; Inteligencia emocional; Liderazgo transformacional; Habilidades sociales.

**2 de 30**

*International Journal of Innovation - IJI*, São Paulo, *11*(2), p. 1-30, e24232, Mayo/Aug.

Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management

*Section:* Article

## Introduction

Emotional intelligence (EI) in the literature shares many similarities with transformational leadership. Transformational leadership is relational, collective, and purposeful and usually focused on achieving a goal (Burns, 2012). Dionne et al. (2004) further describe the transformational leader as one who can resolve conflict, facilitate communication, and establish trust within teams.

Leadership is the reciprocal process of mobilizing resources through people with certain motives and values, to accomplish independent or mutually maintained goals by leaders (Burns, 2012). Thus, we can describe the transformational leader as a leader who can enhance interpersonal relationships and create a mutually fulfilling relationship (Northouse, 2019). Another point of connection of transformational leadership with EI is that good leadership depends on good communication, as its effectiveness will result from the clarity of the leader's actions and goals, while also seeking the development of self and others (Avolio & Gardner, 2005).

Emotionally intelligent leaders develop trust and an emotional bond with their team and other project stakeholders, in the quest for the project's success (Rezvani et al., 2016). Emotional intelligence positively influences leadership actions in project management, resulting in better performance (Cavaletti, Bizarrias, Penha, & Silva, 2021).

Emotional intelligence can maintain positive work relationships by influencing personal interrelationships (Druskat & Druskat, 2006), helping to create the fabric that binds people in a relationship to get work done in an orderly and civilized manner (Lau & Rowlinson, 2011). In this way, emotional intelligence helps create a fruitful scenario for the project manager, the team, and sponsors by facilitating the exchange of information (Kermanshachi & Safapour, 2019).

Goleman (1998) defines emotional intelligence as the ability to induce emotions and desired behaviors in others, and a leader with this ability can reduce the path to organizational performance, avoiding personal conflicts within his team, thus facilitating the communication and positive exchange of information (Krén & Séllei, 2021).

The leader seeks to take his team beyond the essential deliverables, seeking to lead teams in innovation scenarios and adapting to the environment (Dionne et al., 2004). Tabassi et al. (2017) state that one of the main advantages of transformational leadership is its influence on team behavior, leading to performance improvement.

Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management

*Section: Article*

Aga (2016) demonstrated that transformational leadership influences success in projects, especially when it helps maintain clarity and stability of purpose. Transformational leadership develops specific aspects of the teamwork process, such as conflict resolution, team communication, and cohesion (Dionne et al., 2004); thus, we see that transformational leadership is a collective action that should be evaluated by meeting human needs and expectations (Burns, 2012).

Although emotional intelligence shares many similarities with transformational leadership, the literature is sparse in relating these concepts. Dionne et al. (2004) describe the transformational leader as one who can resolve conflict, facilitate communication, and establish trust within teams. Northouse (2019) characterized the transformational leader as a leader who can improve interpersonal relationships and create a fulfilling relationship.

There are synergies between EI and transformational leadership that are little explored in the current literature. Leaders seek to orient themselves to the desires, needs, and other motivations of followers, as well as their own, and thus bring about change through the discovery of purpose (Burns, 2012). Emotional intelligence facilitates this process as it can reduce barriers generated by conflict and facilitates communication, creativity, and knowledge exchange (Rezvani, Barrett, & Khosravi, 2018). In recognizing this similarity, through a systematic literature review, this paper aims to identify how emotional intelligence relates to transformational leadership.

A literature review is an essential part of any research project. In it, the researcher maps and evaluates the relevant intellectual territory (Tranfield, Denyer, & Smart, 2003) to conduct a literature review, often to allow the researcher to map and evaluate the existing intellectual territory and specify a research question to build on the existing body of additional knowledge (Tranfield et al., 2003). In this way, knowledge synthesis methods are useful when the researcher wants to introduce interpretive rigor to the subjective evaluation of the literature while still being able to provide evidence for theoretically derived categories from a review (Zupic & Cater, 2015). We divided this systematic literature review into four parts; the first is the introduction already presented, followed by materials and methods, results, and main conclusions.

## Materials and methods

This study used the systematic literature review (SLR) method, following the protocol described by Pollock and Berge (2018). The objective was to identify how emotional

**4** de 30

*International Journal of Innovation - IJI*, São Paulo, *11*(2), p. 1-30, e24232, Mayo/Aug.

**Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management**

*Section: Article*

intelligence relates to adopting transformational leadership in project management. The search looked for scientific articles that have mapped these relationships. Given that leadership and emotional intelligence are established themes in the scientific literature, we limited the search to articles because conference proceedings show a short time between the conference date and publication, suggesting that these articles have undergone a light review process (González-Albo & Bordons, 2011).

As both topics have been established for more than 20 years, we limited the search to concepts and theories highlighted in the last 10 years, as the field of EI has had significant growth in validity and evidence in this period (Dasborough et al., 2021), and we could capture the trend of discussions. To this end, the systematic literature review attempted to identify all relevant primary research studies, published and unpublished, as working papers or articles in the press, conducted worldwide and written in English, Portuguese, and Spanish. We eliminated congress articles and used only articles from the last ten years, from 2013 to 2023.

Given the exploratory nature of this work, two of the most recommended databases in the social sciences, Web of Science (WOS) and Scopus, were used. Since a systematic literature review aims to evaluate concepts and their main works in scientific production, we will use co-word analysis, because the unit of analysis is a concept, not a document, author, or journal (Zupic & Cater, 2015). Table 1 summarizes the steps followed by this systematic literature review.

**International Journal of Innovation**

Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management

*Section: Article*

**Table 1**

*Research plan*

| Phase | Step | Result |
|---|---|---|
| 1- Clarify the target subject and the objective of the research | Define the research question | What is the connection between emotional intelligence and transformational leadership? |
| | Define the eligibility and characteristics of the studies | Scientific articles (published and preprint) |
| | Define possible secondary outputs | Finding out which characteristics of EI have a connection to transformational leadership. |
| 2- Find relevant searches | Define and describe the search databases | Web of Science and Scopus |
| | Describe the search strategy in the selected databases | Co-word limited by a string |
| | Detail the process by which articles will be selected | String: ("Emotional intelligence" or "Social intelligence") AND ("leadership style"), within the title, abstract, or keyword. |
| 3- Collecting data | Describe the data extraction method | Use of the above string within WOS (141) and Scopus (1600) databases, total articles 1741. |
| | List the variables for which data will be selected | Select articles from the last ten years, in Portuguese, English, and Spanish; within the areas of management, social sciences, economics, computing, and engineering. |
| 4- Evaluate the quality of the studies | Define methods to avoid the risk of bias included in the studies | Articles were selected if the subject was present in the title, abstract, and keywords. It was included if it deals with the concepts of emotional or social intelligence and leadership, and excluded if the study topic is not management or dedicated to the medical area. |
| | Describe how the method will be used | All data will be loaded into Rayyan and evaluated systematically according to the inclusion and exclusion factors. |
| 5- Synthesize the evidence | Describe which statistical analyses are planned | Author citation and co-citation analysis via VOSviewer to assess conceptual clusters, the seminal, most influential, and those at the frontier of knowledge. |
| | Describe the qualitative synthesizing method | The selected articles were grouped by Codes, representing the above clusters |
| | Plan the presentation of the results | The qualitative data were presented around the theme of clusters. |
| 6- Interpreting Findings | How the information about the quality of the evidence will be used | Opinion articles from non-scientific journals and areas not related to management were excluded. |
| | Define how the results will be interpreted | Within the cluster were highlighted the works that studied the similarities and connections between emotional intelligence and transformational leadership. |
| | Explain how the findings will be summarized | If identified, it may open a path for the publication of a study on the relationship between the theories and provide theoretical support for an exploratory study to understand practitioners' views. |

**Source:** The authors.

**6** de **30**

*International Journal of Innovation - IJI*, São Paulo, *11*(2), p. 1-30, e24232, Mayo/Aug.

**Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management**

*Section:* Article

To validate the search string, we relied on two PhD specialists, one in the field of people management and the other in management. After defining the string ("Emotional intelligence" or "Social ntelligence") and ("Leadership style"), we searched in all available fields (without filters), allowing all productions that matched the string to be presented. We obtained 141 results in the Web of Science database and 1600 articles in the Scopus database.

We included social intelligence in the search string as it captures the meaning of emotional intelligence in some studies. We added the "leadership style" concept in the search string due to the possibility of eliminating leadership aspects if we employed a narrow phrasing. We preferred a more comprehensive approach to better embrace all related concepts of leadership styles, such as transformational leadership.

Emotional Intelligence (EI) and Social Intelligence (SI) are closely related concepts, often intertwined in their application and impact (Crowne, 2009). Understanding and managing one's own emotions (a key aspect of EI) is crucial for effective social interactions, which are the domain of SI. Similarly, social awareness, a component of EI, directly feeds into SI. Being able to accurately read social cues, understand the emotions of others, and empathize are essential for successful social engagement.
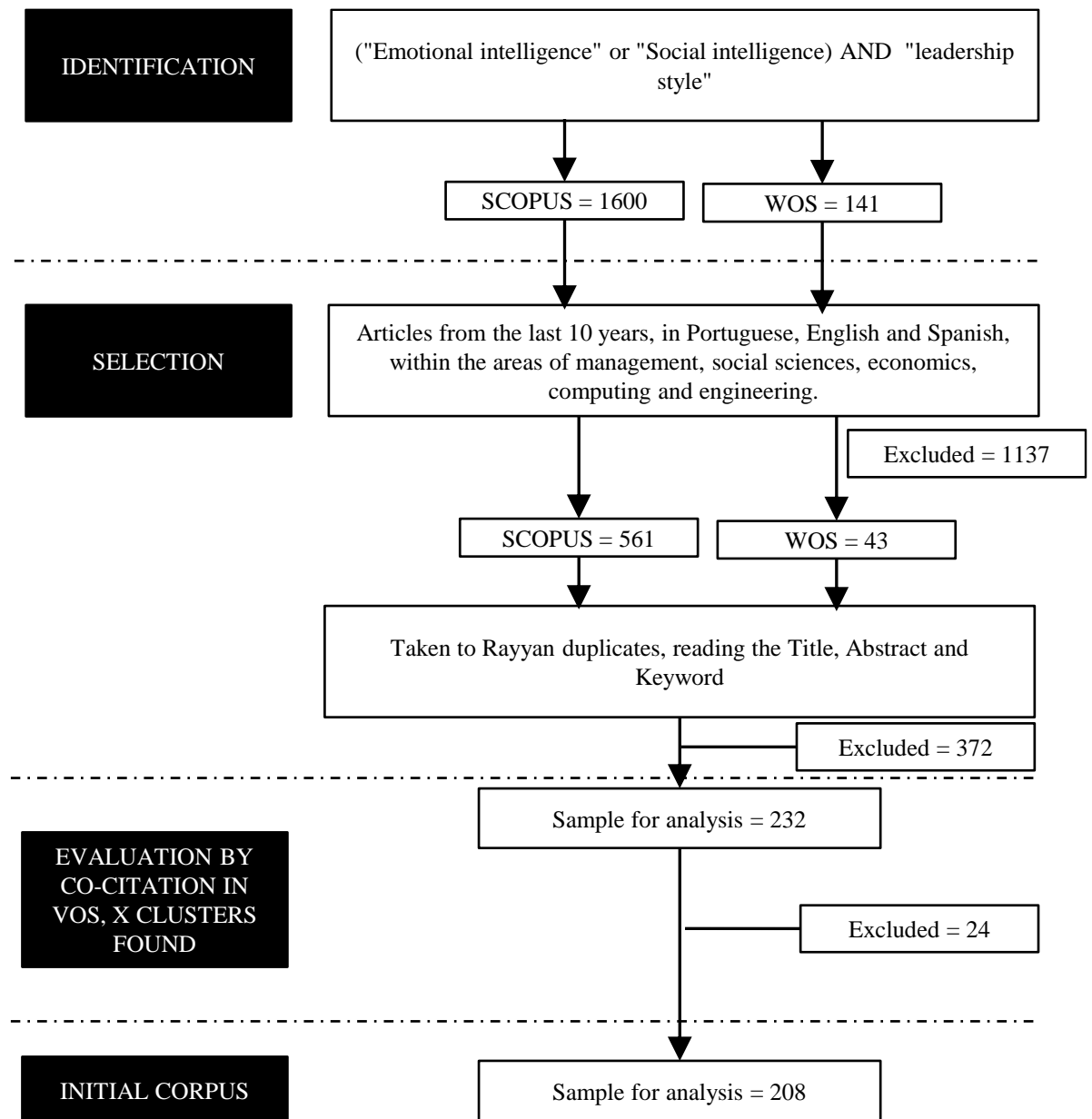
In the first screening, still within the platforms, we limited the articles to the last ten years, written in English, Spanish, and Portuguese, in the social sciences, psychology, business, economics, computing, and engineering. Of the 604 articles selected, 232 remained for full evaluation. The selected texts represent the corpus of analysis for this systematic literature review and include surveying pertinent research, obtaining the data, and qualifying the studies. The next phases are evidence synthesis and interpretation of results, respectively (Pollock & Berge, 2018). For qualitative evaluation of the texts and preparation of the evidence synthesis, we utilized AtlasTi software, which assists in grouping the analysis notes, comments, codings, and citations. The supporting software does not automate or perform the qualitative interpretation of the texts. During this process, 24 more articles were excluded for having their unit of analysis in medical areas (15 texts) or for being articles with low scientific quality (more precisely opinion articles) (9 texts); this process can be observed in Figure 1.

As described in the research plan, the collected evidence was distributed around the clusters. It also highlights within the clusters the main contributions identified in each relevant work identified, and the suggested research paths seeking to represent (in a balanced way) the findings for each cluster. Particularly important for the study's objective were the criteria that

*International Journal of Innovation - IJI*, São Paulo, *11*(2), p. 1-30, e24232, Mayo/Aug. **7** de **30**

Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management

*Section: Article*

only studies containing the works that investigated the similarities and connections between emotional intelligence and transformational leadership remained for further analysis.

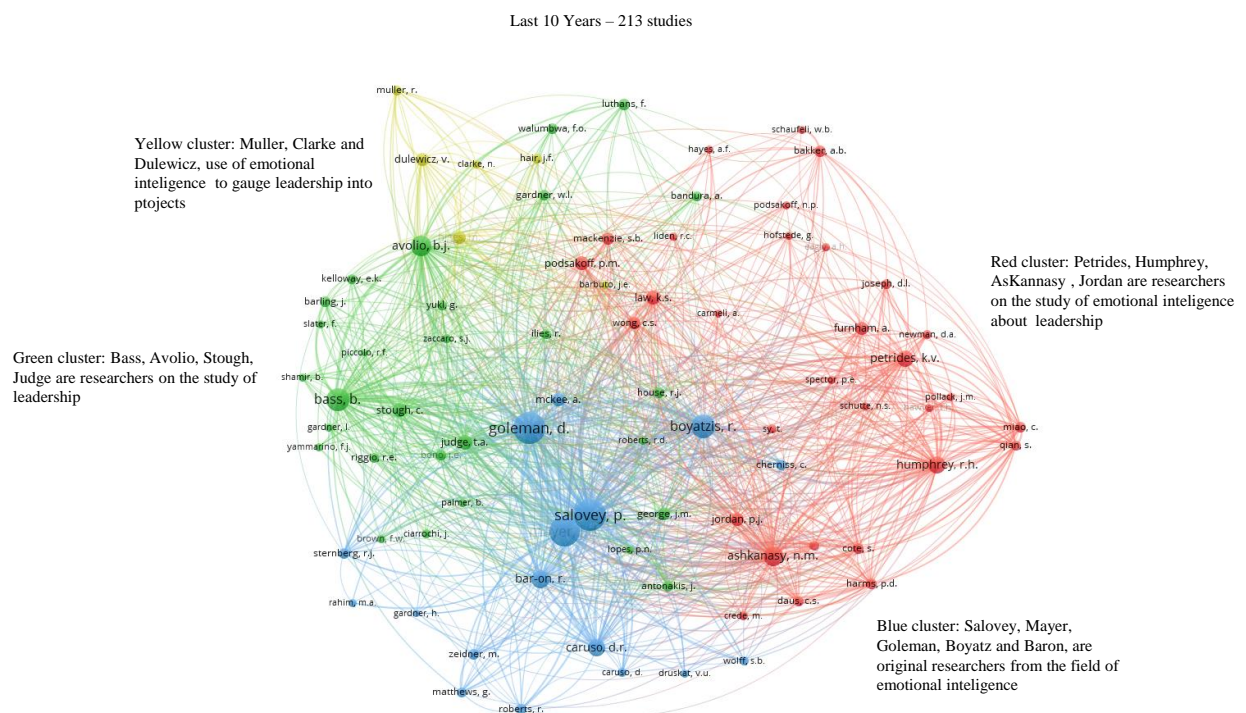**Figure 1**

*Systematic review of the literature Steps*



**Source:** The authors

**8 de 30**

*International Journal of Innovation - IJI*, São Paulo, *11*(2), p. 1-30, e24232, Mayo/Aug.

**Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management**

*Section:* Article

## Results

The co-citation data identified some of the most relevant authors for the theme and the similarity measure between the articles. We then evaluated parameters for the VOSviewer system, initially with 213 studies, prior to the Rayyan platform analysis, which allowed for a better understanding of the final 208 studies corpus of analysis, representing the final grouping of authors and their themes of interest. The knowledge corpus became better represented with three or more coincident references in the articles, considering the total count method and highlighting the link strengths between the citations; the image can be seen in Figure 2.

**Figure 2**

*Clusters by authors and their themes*



Last 10 Years – 213 studies

Yellow cluster: Muller, Clarke and Dulewicz, use of emotional intelligence to gauge leadership into ptojects

Red cluster: Petrides, Humphrey, AsKannasy , Jordan are researchers on the study of emotional inteligence about leadership

Green cluster: Bass, Avolio, Stough, Judge are researchers on the study of leadership

Blue cluster: Salovey, Mayer, Goleman, Boyatz and Baron, are original researchers from the field of emotional inteligence

**Source:** The authors.

For a better formation of the clusters, the 89 authors identified had their names mapped and normalized, thus avoiding small distortions in identifying the authors that create distortions in forming the clusters. Grouping by authors identified four clusters, with discussions that consider using emotional intelligence to estimate leadership in the context of projects, the study

*International Journal of Innovation - IJI*, São Paulo, *11*(2), p. 1-30, e24232, Mayo/Aug.

**9** de **30**

Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management

*Section: Article*

of leadership, the study of the connection between emotional intelligence and leadership, and studies more focused on emotional intelligence.

With the advancement of research on soft skills, there is an extensive list of behaviors expected of project managers. Among them, emotional intelligence stands out, along with leadership, communication, results orientation, ethics, creativity, and motivation, among other skills (Sampaio, Wu, Cormican, & Varajão, 2022). However, it is reasonable to assume that not all managers will possess these competencies to the same degree.

Leadership ability and soft skills are not the only requirements of today's project leaders. Other technical and procedural characteristics of project management require specific knowledge. Thus, a project leader must possess a balance between technical knowledge, management knowledge, leadership skills, and soft skills, where the importance of emotional intelligence to understand the individual contexts of project leaders and partners is presented (Fareed, Su, & Awan, 2021, Araujo et al., 2022).

Beyond personal contexts, authors Acheampong, Owusu-Manu, Kissi, and Tetteh (2021) identified that better utilization of emotions as a relationship tool and reducer of cross-cultural differences could improve project performance. Even if active management of emotions as a motivational tool is not presented, higher levels of emotional intelligence in leaders can reduce unproductive actions and improve job satisfaction (Zhang et al., 2020).

Therefore, project managers should be aware of the importance of emotional intelligence and commitment to successful management and project management. They also seek to use leadership that can inspire teams toward results, such as transformational leadership (Doan, Nguyen, & Nguyen, 2020). In a project context, transformational leadership will amplify the benefits in the relationships of emotional intelligence with performance, satisfaction, achievement, and motivation.

In this way, we can understand that project managers with higher levels of emotional intelligence and who exhibit transformational leadership behavior are effective leaders and ensure greater success in projects (Maqbool, Sudong, Manzoor, & Rashid, 2017). Identifying and recruiting project managers who exhibit these skills is a key factor in project development (Sunindijo & Zou, 2013).

This systematic literature review presents evidence in the project and management literature of how these two theories relate. We divided these relationships into groups that better the relationship between emotional intelligence, transformational leadership, and their consequences for project management.

**10** de 30

*International Journal of Innovation - IJI*, São Paulo, *11*(2), p. 1-30, e24232, Mayo/Aug.

**Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management**

*Section: Article*

**Table 2**

*Clusters' characteristics*

| Cluster | Main authors |
|---|---|
| The controversial side of leadership | Segon & Booth, 2015, Dasborough et al., 2021 e Schreyer et al., 2021 |
| The search for emotional intelligence, beyond personality traits | Petrides, K.V.; Humphrey, R.H.; AsKannasy N.M.; e Jordan P.J. |
| The additional skill of transformational leadership | Salovey, S.; Mayer, R.; Goleman, D.; Boyatz, R. e Bar-on |
| Studies that understand emotional intelligence as a precondition for transformational leadership | Bass, B.; Avolio, B.J.; Stough, C. e Judge C.A. |

**Source:** The authors

*Studying the controversial side of leadership*

Transformational leadership and emotional intelligence are often cited as solutions to problems in management. However, it is important to remember that emotional intelligence is not exclusively pro-social or antisocial (Gardner, 1983). The application of these skills in the organization will determine their success.

It is agreed that the profile of more relational leaders generates concerns about the outcome of the business. In their book the "Managerial Grid", Blake and Mounton (1966) described a very condescending leader profile, with a high ability to recognize the emotions of others, but with low development of focus on outcome, as unproductive (Dasborough et al., 2021). Stein (2013) looks beyond the emotional abilities of leaders, seeking to relate it to the business environment; thus, leaders in a positive environment are able to inspire their teams to achieve better results; however, in unfavorable environments, due to the lack of emotional ability, can delay the perception of problems and reinforce the belief in the infallibility of the team.

With this, it is observed that some less desirable and controversial behaviors can be associated with transformational leadership, such as narcissism, Machiavellianism, and psychopathy (Schreyer, Plouffe, Wilson, & Saklofske, 2021). When individuals with high emotional perception show themselves to be narcissistic leaders, they can manage relationships

Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management

*Section: Article*

with great skill in pursuit of personal goals, which are not necessarily aligned with the organization (Segon & Booth, 2015).

The manipulation caused by narcissism can lead to a generalized feeling that the leader's shortcomings should be ignored and that they should be allowed - or even encouraged - to bask in the reflected glory of the organization (Stein, 2013). Greaves et. al. (2014) indicated that this behavior is related to low self-esteem in teams and it increases the chance of failure in dynamic environments because leaders are not properly warned of the problems ahead.

Therefore, it is important to consider that the transformational leader's recognition and use of emotions can border on manipulation (Segon & Booth, 2015) and that the darker profile of transformational leadership can lead leaders to encourage their teams to seek individual results at the expense of the organization's results (Schreyer et al., 2021).

Thus, we see that in addition to the leader's emotional intelligence, emotional intelligence, creativity, and ethics must be distributed among team members to positively impact business performance (Saini & Soni, 2016; Sampaio et al., 2022). Encouraging a mutual trusting relationship that positively impacts job satisfaction through emotional intelligence leads to a greater balance amongst the group (Gavin, Gavin, & Quick, 2017)

Emotional intelligence can influence the transformational leader's effectiveness in positive organizational behaviors, in preventing counterproductive behaviors (Supriyanto et al., 2020), and in manipulating their followers (Segon & Booth, 2015). Transformational leaders must exhibit emotional intelligence to welcome and respond positively to organizational problems (Mekpor & Dartey-Baah, 2020) without lacking ethics and empathy to mitigate dark traits (Schreyer et al., 2021).

*The impact of EI on transformational leadership beyond personality traits*

Based on Metcalf and Benn (2013), it is believed that emotionally engaging teams is essential to motivate them in the search for solutions to complex problems. This is possible through transformational leadership, which can transmit emotions and enhance positive feelings among its followers (Mindeguia et al., 2021). Emotional intelligence is directly related to transformational leadership and impacts not only the followers, but also top management (Neffe, Wilderom, & Lattuch, 2022). Leadership style can influence organizational culture in different ways (Tintoré, 2019).

Even in virtual teams, where there is less interaction and non-verbal communication signals may be unclear, EI is an important predictor of perceived effectiveness in

**12** de **30**

*International Journal of Innovation - IJI*, São Paulo, *11*(2), p. 1-30, e24232, Mayo/Aug.

**Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management**

*Section:* *Article*

transformational leadership (Mysirlaki & Paraskeva, 2020). Emotion acts as a connection between complex cognition and motivation (Metcalf & Benn, 2013). However, EI is not an isolated action of the leader. It is crucial to identify concerns in the team, as following EI helps leaders guide their behavior toward results (Rajesh, Prikshat, Shum, & Suganthi, 2019). Coupled with transformational leadership, EI can achieve better levels of organizational citizenship (D'Souza, Irudayasamy, & Parayitam, 2022).

Critics of EI argue that measures of EI may owe their predictive power to this overlap, rather than to unique characteristics of EI (Dasborough et al., 2021). However, Funk (2014) argues that the ability to elicit and manage emotions is connected to complex problem solving. For sustainable leadership, leaders must have the skills to perceive and act objectively and systematically on complex problems. It is important to engage teams, maintain a certain dynamism in the organization, and manage emotions appropriately (Metcalf & Benn, 2013).

Benson, Fearon, McLaughlin, and Garratt (2014) described EI as a personality trait added to development. They identified that the presence of the trait helped position students at the youngest stage, but with advancing age and better development, those who better developed EI had a greater chance of promotion. Emotions are essential at each stage of the leader/member relationship (Cropanzano, Dasborough, & Weiss, 2017). Emotional intelligence underlies a leader's people or relationship skills (Caruso, Mayer, & Salovey, 2002).

Despite this accumulation of favorable evidence, Føllesdal and Hagtvet (2013) found that EI, as measured by the MSCEIT instrument, did not predict transformational leadership on any of the four dimensions. Furthermore, there was no significant variation in EI values by leadership position. Grunes, Gudmundsson, and Irmer (2014) argue that since the MSCEIT is an identifier of EI traits, the application and use of these skills are not recognized by the instrument or that the construct as demonstrated is not supported (Antonakis et al., 2009).

For future research, some avenues can be explored, such as comparing the results of the EI dimensions in the outcome of the projects and comparing and discounting the BIG 5 personality traits. A survey with a good sample, even if self-report, can demonstrate the EI dimensions acting in conjunction with the personality traits. Another point is that good research using Social Emotional Intelligence scales is scarce, with most relevant research predicting the use of the MSCEIT (Dasborough et al., 2021).

It is possible to compare the dimensions of transformational leadership with the dimensions of EI, where it involves "mixed" emotional competence measures that include a variety of emotion-related skills and competencies (e.g., Bar-On, (2006); Boyatzis & Sala,

Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management

*Section: Article*

(2004)), and this may bring insights into the conditions necessary for transformational leadership. Another connection identified in theory was creativity, as a consequence of EI in the organizational context, and this creativity is a predictor of transformational leader effectiveness (Suparjo & Sunarsih, 2019). Also, one can include perception of emotion, clarity with emotional thinking, understanding the emotions of others, and management of emotion as skills required for transformational leadership.

Finally, the effectiveness of transformational leaders can be verified through the strong personal relationships they develop with followers, using emotional intelligence as an influencing strategy (Waglay, Becker, & Du Plessis, 2020). This is reflected in lower team turnover, more well-being at work, and higher job satisfaction in teams.

### *Studying EI as an additional skill to transformational leadership and its potential mediators/moderators*

Emotional intelligence is a theory used to understand job performance, job satisfaction, well-being, and quality of life. It relates to both the characteristics that build relationships and the quality of those relationships. To update this theory, researchers have been testing new scales and changing its direction, applying new concepts and different assumptions. This cluster brings together articles that seek to develop new psychometric self-report tests associating leadership and team.

Candeias, Galindo, and Rocha (2021) developed a new psychometric self-report test divided into five dimensions: general EI competence, self-management, adaptability, relationship management, and leadership. The research data shows a coherent factor structure and can be considered valid. Other authors, such as Aritzeta et al. (2020), seek to assess not only EI on an individual basis but also the EI of the team. This reinforces the need to look beyond the leaders' EI and seek balance with the subordinates' EI. Since EI is a pathway through which transformational leadership impacts the leader/leader relationship (Waglay et al., 2020), we should consider that transformational leaders will be more or less effective depending on how they recognize and interact with their subordinates' emotions.

The expected behaviors of leaders and teams that show high levels of EI are related to the behaviors expected of leaders who practice transformational leadership; even in virtual teams where there is less interaction and the signs of non-verbal communication may not be so clear, EI is an important predictor of perceived effectiveness in transformational leadership (Mysirlaki & Paraskeva, 2020).

**14** de 30

*International Journal of Innovation - IJI*, São Paulo, *11*(2), p. 1-30, e24232, Mayo/Aug.

**Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management**

*Section:* *Article*

Haricharan (2022) conducted a study to directly connect emotional intelligence factors with leadership performance. The study showed that of the twelve emotional intelligence factors studied, eleven proved statistically relevant to leader performance. Therefore, we can infer that effective leaders utilize the emotional states of their followers to ensure performance.

In another paper, Gorgens-Ekermans and Roux (2021) sought to connect emotional intelligence with transformational leadership in a multifactorial model. The results confirmed that three pathways among emotional intelligence competencies affect transformational leadership characteristics. Relationship management impacts idealized influence, self-management of emotions impacts inspiration and motivation, and social awareness impacts individualized consideration.

We can conclude that emotional intelligence has an important relationship with leadership performance and that it is possible to measure and assess this relationship through different psychometric scales and tests. Furthermore, the connection between emotional intelligence and transformational leadership can be used as a model to develop more effective leaders and positively impact the results of teams and organizations. Table 3 describes the characteristics that have the most impact.

Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management

*Section: Article*

**Table 3**

*Emotional aspects versus EI, transformational leadership, and its intersections*

| Construct | Emotional competencies | Source |
|---|---|---|
| Emotional Intelligence | Emotional Self-Awareness | Haricharan, 2022 |
| | Self-Management of Emotions | Haricharan, 2022 |
| | Social Awareness | Haricharan, 2022 |
| | Social Skills | Haricharan, 2022 |
| | Empathy | Goleman, 1998b, p. 38 |
| | Encouraging Creativity | Caruso, Mayer and Salovey (2002, p. 32) |
| | Conflict Management | Cavaletti et al. (2021) |
| Transformational Leadership + Emotional Intelligence | Communication Management | Doan et al 2020 and Cavaletti et al. 2021 |
| | Establishing Trust | Doan et al 2020 and Cavaletti et al. 2021 |
| | Teamwork | Maqbool et al., 2017 |
| | Result Orientation | Rajesh, et al., 2019 |
| | Conveying Emotions | Mindeguia et al., 2021 |
| Leadership Transformational | Boost Positive Feelings | Mindeguia et al., 2021 |
| | Inspire | Mindeguia et al., 2021 |
| | Narcisism | Schreyer et al., 2021 |
| | Machiavellianism | Schreyer et al., 2021 |
| | Influence on Actions | Maqbool et al., 2017 |
| | Consideration of Individuals | Maqbool et al., 2017 |
| | Intellectual Stimulation | Maqbool et al., 2017 |

**Source:** The authors

*Studies that point to EI as a precondition of transformational leadership*

Transformational leadership is characterized by a leader who inspires and motivates his followers, demonstrating charisma and consideration for individual needs and group development (Müller & Turner, 2010). Such leadership establishes a relationship of trust and respect, and the leader must use communication competently to inspire, challenge the status quo, and stimulate creativity (Aga, 2016).

In the organizational environment, different leader behaviors result in different organizational cultures. Environments with a high presence of emotional intelligence in leadership promote engagement and a more democratic culture (Stanislavov & Ivanov, 2014). However, cognitive intelligence competencies are also important for employee motivation. Subordinates value the leader's fairness, especially in the division of tasks and positions, and admire a leader who sees the potential in his subordinates and helps them grow (Diskiene, Pauliene, & Ramanauskaite, 2019).

**16** de 30

*International Journal of Innovation - IJI*, São Paulo, *11*(2), p. 1-30, e24232, Mayo/Aug.

**Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management**

*Section: Article*

Through mechanisms of emotional contagion, transformational leaders can transmit their emotions and potentiate positive feelings among their followers (Mindeguia et al., 2021). This indicates that EI of leadership is directly related to transformational leadership since it impacts not only the leader, but also reflects on the top management (Neffe et al., 2022), so it is understood that depending on the leadership style, the organizational culture develops differently (Tintoré, 2019)

Social/emotional intelligence, engagement, and commitment to results are predictors of leadership effectiveness identified by Kabalina & Osipova (2022), characteristics that resemble transformational leadership. However, these characteristics are also found in other types of leadership, such as authentic or servant leadership (Conejero-Pérez, López-Verdugo, & Hidalgo, 2022).

We still have other predictors of leadership that include organizational commitment and empowerment of the leader, suggesting that even within transformational leadership, there is a need to advance studies to give more autonomy to the leader (Judeh, Al-Ghasawneh, Al-Zu'bi, & Ngah, 2022). Finally, transformational leadership is a unique combination of behavioral, temperamental, emotional, and cognitive attributes of a leader (Müller & Turner, 2010). Although it is a desired tool for leaders and organizations, the effectiveness of transformational leadership must be evaluated according to the context embedded, as indicated by seminal theories.

## 4 Conclusions

This systematic literature review (SLR) sought to identify the points of connection between theories of emotional intelligence (EI) and transformational leadership. The results highlight the importance of emotional intelligence in transformational leadership and the positive impact it can have on organizational culture and team performance. However, it is necessary to consider the shadow aspects of leadership, such as narcissism and manipulation, which can be stimulated by emotional intelligence. This finding advances previous studies by contributing to a better understanding of the relationship between EI and transformational leadership.

Furthermore, emotional intelligence is not an isolated action of the leader, and it is crucial to identify concerns in the team so that it can help guide the leader's behavior toward

Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management

*Section: Article*

results. EI may also be an important predictor of perceived effectiveness in transformational leadership, even in virtual teams.

Among the most relevant findings of this SLR, the first was that the darkest profile of transformational leadership was also a predictor and that narcissism, manipulation, and psychopathy may cause leaders to inspire or encourage their teams to seek individual results over organizational results.

Another point was the search not only for the leader's EI but also for the team's collective EI, thus we would have not only an individual construct but the formation of a team construct, where we could consider the items individually and their impact on the overall team. This conclusion opens an opportunity for future research, where we could identify the weight of each team member in the total contribution.

Third, the study also contributes by verifying a range of characteristics expected of emotionally intelligent leaders. These characteristics go beyond the initial propositions of Salovey and Mayer's (1990) theory (perceiving emotions, using emotions, recognizing emotion in others, and influencing) but also their practical consequences, such as creativity, welcoming, well-being, and self-control. The evolution and strength of these constructs also signals fields of research that can be conducted.

The connection between emotional intelligence and transformational leadership can be used as a model to develop more effective leaders and positively impact the results of teams and organizations. It is essential that leaders use communication competently to inspire, challenge the status quo, and stimulate creativity. Environments with a high presence of emotional intelligence in leadership promote engagement and a more democratic culture. However, transformational leadership is not the only effective form of leadership, and further study is needed to give more autonomy to those being led.

Finally, the results signaled that transformational leadership, despite being a desired behavior, still has gaps, such as the issues of empowerment and freedom of action that can be sought in other types of leader behavior. We can still observe that not all teams will benefit from transformational management. Younger and inexperienced teams may require another approach, and it is up to the leader to know the tools and apply those that best fit the context, thus opening up another field of future research on frameworks of different leadership styles.

As for the limitations, this study is restricted by using a search string that, regardless of bias mitigation strategies, represents the view of the researchers at the time of the initial review, for the choice of search terms. We should also consider that, despite the recognition of WOS and Scopus as the most significant databases for social science research, in future research other

**18** de **30**

*International Journal of Innovation - IJI*, São Paulo, *11*(2), p. 1-30, e24232, Mayo/Aug.

**Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management**

*Section: Article*

databases may be considered, providing results that may expand or reduce the findings of this study.

**AUTHORS' CONTRIBUTIONS**

| Contribution | Cavaletti, S. | Bizarrias, F. S. |
|---|---|---|
| Contextualization | x | x |
| Methodology | x | x |
| Software | x | |
| Validation | x | x |
| Formal analysis | x | |
| Investigation | x | |
| Resources | x | x |
| Data curation | x | x |
| Original | x | |
| Revision and editing | x | x |
| Viewing | x | x |
| Supervision | x | x |
| Project management | x | x |
| Obtaining funding | x | x |

## References

Acheampong, A., Owusu-Manu, D.-G., Kissi, E., & Tetteh, P. A. (2021). Assessing the influence of emotional intelligence (EI) on project performance in developing countries: The case of Ghana. *International Journal of Construction Management*. Retrieved from https://www.scopus.com/inward/record.uri?eid=2-s2.0-85111816084&doi=10.1080%2f15623599.2021.1958279&partnerID=40&md5=337de1539a023a4c4187b7c68d93daf0

Aga. (2016). Transactional leadership and project success: The moderating role of goal clarity. *Procedia Computer Science*, *100*(1), 517–525.

Antonakis, J., Ashkanasy, N., Dasborough, M., Antonakis, J., Ashkanasy, N. M., & Dasborough, M. T. (2009). Does leadership need emotional intelligence? *LEADERSHIP QUARTERLY*, *20*(2), 247–261.

**Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management**

*Section: Article*

Araujo, V. D. A. A. D., Scafuto, I. C., Serra, F. R., Vils, L., & Bizarrias, F. (2022). The effects of internal stickiness on the success of projects. *International Journal of Managing Projects in Business, 15*(1), 175-191.

Aritzeta, A., Mindeguia, R., Soroa, G., Balluerka, N., Gorostiaga, A., Elorza, U., & Aliri, J. (2020). Team Emotional Intelligence in Working Contexts: Development and Validation of the Team-Trait Meta Mood Scale (T-TMMS). *Frontiers in Psychology*, *11*. Retrieved from https://www.scopus.com/inward/record.uri?eid=2-s2.0-85086160088&doi=10.3389%2ffpsyg.2020.00893&partnerID=40&md5=2808e91ed9 7e4cf6a5f53993e26f4000

Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, *16*(3), 315–338. https://doi.org/10.1016/j.leaqua.2005.03.001

Bar-On, R. (2006). The Bar-On model of emotional-social intelligence (ESI). *Psicothema*, *18 Suppl*, 13–25.

Benson, R., Fearon, C., McLaughlin, H., & Garratt, S. (2014). Investigating trait emotional intelligence among school leaders: Demonstrating a useful self-assessment approach. *School Leadership and Management*, *34*(2), 201–222.

Boyatzis, R. E., & Sala, F. (2004). The Emotional Competence Inventory (ECI). Em *Measuring emotional intelligence: Common ground and controversy* (p. 147–180).

**20** de **30**

*International Journal of Innovation - IJI*, São Paulo, *11*(2), p. 1-30, e24232, Mayo/Aug.

**Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management**

*Section: Article*

Hauppauge, NY, US: Nova Science Publishers.

Burns, J. M. (2012). *Leadership*. Open Road Media.

Candeias, A. A., Galindo, E., & Rocha, A. (2021). Adaptation and psychometric analysis of the Emotional Intelligence View Nowack's (EIV) questionnaire in the Portuguese context. *PSICOLOGIA*, *35*(1), 11–22.

Caruso, D. R., Mayer, J. D., & Salovey, P. (2002). Emotional intelligence and emotional leadership. Em *LEA's organization and management series. Multiple intelligences and leadership* (p. 55–74). Mahwah, NJ, US: Lawrence Erlbaum Associates Publishers.

Cavaletti, S., Bizarrias, F. S., Penha, R., & Silva, L. F. da. (2021). The Role of Emotional Intelligence in Project Success, Mediated by the Management of Conflict, Communication and Trust. *International Journal of Business, Economics and Management*, *8*(5), 372–389. https://doi.org/10.18488/journal.62.2021.85.372.389

Crowne, K. A. (2009). The relationships among social intelligence, emotional intelligence and cultural intelligence. *Organization Management Journal, 6*(3), 148-163.

Conejero-Pérez, J.-I., López-Verdugo, I., & Hidalgo, V. (2022). What makes a person a leader? The role of emotional intelligence, teamwork skills, and job satisfaction in authentic leadership. *Psychology, Society and Education*, *14*(1), 1–11.

Cropanzano, R., Dasborough, M. T., & Weiss, H. M. (2017). Affective Events and the

Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management

*Section:* Article

Development of Leader-Member Exchange. *Academy of Management Review*, *42*(2), 233–258. https://doi.org/10.5465/amr.2014.0384

Dasborough, M. T., Ashkanasy, N. M., Humphrey, R. H., Harms, P. D., Credé, M., & Wood, D. (2021). Does leadership still not need emotional intelligence? Continuing "The Great EI Debate". *Leadership Quarterly*. Retrieved from https://www.scopus.com/inward/record.uri?eid=2-s2.0-85109434640&doi=10.1016%2fj.leaqua.2021.101539&partnerID=40&md5=375bc41 5d1e231c5a691fe703d446126

Dionne, S. D., Yammarino, F. J., Atwater, L. E., & Spangler, W. D. (2004). *Transformational leadership and team performance*. 23.

Diskiene, D., Pauliene, R., & Ramanauskaite, D. (2019). Relationships between leadership competencies and employees' motivation, initiative and interest to work. *Montenegrin Journal of Economics*, *15*(1), 113–129.

Doan, T. T. T., Nguyen, L. C. T., & Nguyen, T. D. N. (2020). Emotional intelligence and project success: The roles of transformational leadership and organizational commitment. *Journal of Asian Finance, Economics and Business*, *7*(3), 223–233.

Druskat, V., & Druskat, P. (2006). Em *Applying emotional intelligence in project working, in The Management of Complex Projects: A Relationship Approach, Stephen Pryke, Hedley Smyth* (1st Edition, Vol. 1, p. 78–98). London, UK: John Wiley & Sons.

**22** de **30**

*International Journal of Innovation - IJI*, São Paulo, *11*(2), p. 1-30, e24232, Mayo/Aug.

**Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management**

*Section:* *Article*

D'Souza, G. S., Irudayasamy, F. G., & Parayitam, S. (2022). Emotional exhaustion, emotional intelligence and task performance of employees in educational institutions during COVID 19 global pandemic: A moderated-mediation model. *Personnel Review*.. Retrieved from https://www.scopus.com/inward/record.uri?eid=2-s2.0-85128498446&doi=10.1108%2fPR-03-2021-0215&partnerID=40&md5=481f6d5a56ed945d6e41d9208da32219

Fareed, M. Z., Su, Q., & Awan, A. A. (2021). The effect of emotional intelligence, intellectual intelligence and transformational leadership on project success; an empirical study of public projects of Pakistan. *Project Leadership and Society*, *2*. Retrieved from https://www.scopus.com/inward/record.uri?eid=2-s2.0-85125349701&doi=10.1016%2fj.plas.2021.100036&partnerID=40&md5=9ad04ea21bfe9ebb9040eb25fe555b03

Føllesdal, H., & Hagtvet, K. (2013). Does emotional intelligence as ability predict transformational leadership? A multilevel approach. *Leadership Quarterly*, *24*(5), 747–762.

Funk, R. J. (2014). Making the Most of Where You Are: Geography, Networks, and Innovation in Organizations. *Academy of Management Journal*, *57*(1), 193–222. https://doi.org/10.5465/amj.2012.0585

Gardner, H. (1983). *Frames of Mind: The Theory of Multiple Intelligences*. New York: Basic Books.

**Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management**

*Section: Article*

Gavin, D. J., Gavin, J. H., & Quick, J. C. (2017). Power struggles within the top management team: An empirical examination of follower reactions to subversive leadership. *Journal of Applied Biobehavioral Research*, *22*(4). Retrieved from https://www.scopus.com/inward/record.uri?eid=2-s2.0-85023189324&doi=10.1111%2fjabr.12100&partnerID=40&md5=751b8513114c8ea4c95a7b77689bfe86

Goleman, D. (1998). The emotional intelligence of leaders. *Leader to Leader*, *1998*(10), 20–26. https://doi.org/10.1002/ltl.40619981008

González-Albo, B., & Bordons, M. (2011). Articles vs. proceedings papers: Do they differ in research relevance and impact? A case study in the Library and Information Science field. *Journal of Informetrics*, *5*(3), 369–381. https://doi.org/10.1016/j.joi.2011.01.011

Gorgens-Ekermans, G., & Roux, C. (2021). Revisiting the emotional intelligence and transformational leadership debate: (How) does emotional intelligence matter to effective leadership? *SA JOURNAL OF HUMAN RESOURCE MANAGEMENT*, *19*.

Greaves, C. E., Zacher, H., McKenna, B., & Rooney, D. (2014). Wisdom and narcissism as predictors of transformational leadership. *Leadership and Organization Development Journal*, *35*(4), 335–358.

Grunes, P., Gudmundsson, A., & Irmer, B. (2014). To what extent is the Mayer and Salovey (1997) model of emotional intelligence a useful predictor of leadership style and

**24** de **30**

*International Journal of Innovation - IJI*, São Paulo, *11*(2), p. 1-30, e24232, Mayo/Aug.

**Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management**

*Section: Article*

perceived leadership outcomes in Australian educational institutions? *Educational Management Administration and Leadership*, *42*(1), 112–135.

Haricharan, S. J. (2022). Is the leadership performance of public service executive managers related to their emotional intelligence? *SA Journal of Human Resource Management*, *20*. Retrieved from https://www.scopus.com/inward/record.uri?eid=2-s2.0-85129494587&doi=10.4102%2fsajhrm.v20i0.1773&partnerID=40&md5=ba07bf825b0c8be5ddf891aaf0c0dbc2

Judeh, M., Al-Ghasawneh, J., Al-Zu'bi, H., & Ngah, A. H. (2022). Linking resonant leadership, psychological ownership, and organizational commitment: The mediating role of employee empowerment. *Problems and Perspectives in Management*, *20*(1), 153–163.

Kabalina, V., & Osipova, A. (2022). Identifying and assessing talent potential for future needs of a company. *Journal of Management Development*, *41*(3), 147–162.

Kermanshachi, S., & Safapour, E. (2019). Identification and quantification of project complexity from perspective of primary stakeholders in US construction projects. *Journal of Civil Engineering and Management*, *25*(4), 380–398. https://doi.org/10.3846/jcem.2019.8633

Krén, H., & Séllei, B. (2021). The role of emotional intelligence in organizational performance. *Periodica Polytechnica Social and Management Sciences*, *29*(1), 1–9.

Lau, E., & Rowlinson, S. (2011). The implications of trust in relationships in managing

**Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management**

*Section: Article*

construction projects. *International Journal of Managing Projects in Business*, *4*(4), 633–659. https://doi.org/10.1108/17538371111164056

Maqbool, R., Sudong, Y., Manzoor, N., & Rashid, Y. (2017). The Impact of Emotional Intelligence, Project Managers' Competencies, and Transformational Leadership on Project Success: An Empirical Perspective. *Project Management Journal*, *48*(3), 58–75. https://doi.org/10.1177/875697281704800304

Mekpor, B., & Dartey-Baah, K. (2020). Beyond the job description: Exploring the mediating role of leaders' emotional intelligence on the nexus between leadership styles and voluntary workplace behaviours in the Ghanaian banking sector. *Journal of Management Development*, *39*(2), 240–252.

Metcalf, L., & Benn, S. (2013). Leadership for Sustainability: An Evolution of Leadership Ability. *Journal of Business Ethics*, *112*(3), 369–384.

Mindeguia, R., Aritzeta, A., Garmendia, A., Martinez-Moreno, E., Elorza, U., & Soroa, G. (2021). Team Emotional Intelligence: Emotional Processes as a Link Between Managers and Workers. *Frontiers in Psychology*, *12*. https://doi.org/10.3389/fpsyg.2021.619999

Müller, R., & Turner, R. (2010). Leadership competency profiles of successful project managers. *International Journal of Project Management*, *28*(5), 437–448. https://doi.org/10.1016/j.ijproman.2009.09.003

**26** de **30**

*International Journal of Innovation - IJI*, São Paulo, *11(2)*, p. 1-30, e24232, Mayo/Aug.

**Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management**

*Section: Article*

Mysirlaki, S., & Paraskeva, F. (2020). Emotional intelligence and transformational leadership in virtual teams: Lessons from MMOGs. *Leadership and Organization Development Journal*, *41*(4), 551–566.

Neffe, C., Wilderom, C. P. M., & Lattuch, F. (2022). Emotionally intelligent top management and high family firm performance: Evidence from Germany. *European Management Journal*, *40*(3), 372–383.

Northouse, P. G. (2019). *Introduction to Leadership: Concepts and Practice* (5ª edição). SAGE Publications, Inc.

Ph. D; Robert R. Blake, P. D. and J. S. M. (1966). *MANAGERIAL GRID: LEADERSHIP STYLES FOR ACHIEVING PRODUCTION THROUGH PEOPLE*. Gulf Publishing.

Pollock, A., & Berge, E. (2018). How to do a systematic review. *International Journal of Stroke*, *13*(2), 138–156. https://doi.org/10.1177/1747493017743796

Rajesh, J. I., Prikshat, V., Shum, P., & Suganthi, L. (2019). Follower emotional intelligence: A mediator between transformational leadership and follower outcomes. *Personnel Review*, *48*(5), 1239–1260.

Rezvani, A., Barrett, R., & Khosravi, P. (2018). Investigating the relationships among team emotional intelligence, trust, conflict and team performance. *Team Performance Management: An International Journal*, *25*(1/2), 120–137. https://doi.org/10.1108/TPM-03-2018-0019

Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management

*Section: Article*

Rezvani, A., Chang, A., Wiewiora, A., Ashkanasy, N. M., Jordan, P. J., & Zolin, R. (2016). Manager emotional intelligence and project success: The mediating role of job satisfaction and trust. *International Journal of Project Management*, *34*(7), 1112–1122. https://doi.org/10.1016/j.ijproman.2016.05.012

Saini, A., & Soni, N. (2016). Role of Emotional Intelligence in Construction industry: A review. *International Journal of Civil Engineering and Technology*, *7*(4), 339–344.

Salovey, P., & Mayer, J. D. (1990). Emotional Intelligence. *Imagination, Cognition and Personality*, *9*(3), 185–211. https://doi.org/10.2190/DUGG-P24E-52WK-6CDG

Sampaio, S., Wu, Q., Cormican, K., & Varajão, J. (2022). Reach for the sky: Analysis of behavioral competencies linked to project success. *International Journal of Managing Projects in Business*, *15*(1), 192–215.

Schreyer, H., Plouffe, R. A., Wilson, C. A., & Saklofske, D. H. (2021). What makes a leader? Trait emotional intelligence and Dark Tetrad traits predict transformational leadership beyond HEXACO personality factors. *Current Psychology*.. Retrieved from https://www.scopus.com/inward/record.uri?eid=2-s2.0-85102903368&doi=10.1007%2fs12144-021-01571-4&partnerID=40&md5=e2a9fc149c243dd8d8c29f0425cdc6ee

Segon, M., & Booth, C. (2015). Virtue: The Missing Ethics Element in Emotional Intelligence. *Journal of Business Ethics*, *128*(4), 789–802.

**28** de **30**

*International Journal of Innovation - IJI*, São Paulo, *11*(2), p. 1-30, e24232, Mayo/Aug.

**Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management**

*Section:* Article

Stanislavov, I., & Ivanov, S. (2014). The role of leadership for shaping organizational culture and building employee engagement in the Bulgarian gaming industry. *Tourism*, *62*(1), 19–40.

Stein, M. (2013). When Does Narcissistic Leadership Become Problematic? Dick Fuld at Lehman Brothers. *Journal of Management Inquiry*, *22*(3), 282–293.

Sunindijo, R. Y., & Zou, P. X. W. (2013). The roles of emotional intelligence, interpersonal skill, and transformational leadership on improving construction safety performance. *Australasian Journal of Construction Economics and Building*, *13*(3), 97–113.

Suparjo, & Sunarsih, E. S. (2019). Creativity and transformational leadership on public sector employee performance. *Academy of Entrepreneurship Journal*, *25*(3), 1–12.

Tabassi, A. A., Roufechaei, K. M., Bakar, A. H. A., & Yusof, N. (2017). Linking Team Condition and Team Performance: A Transformational Leadership Approach. *Project Management Journal*, *48*(2), 22–38. https://doi.org/10.1177/875697281704800203

Tintoré, M. (2019). Introducing a Model of Transformational Prosocial Leadership. *Journal of Leadership Studies*, *13*(3), 15–34.

Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review. *British Journal of Management*, *14*(3), 207–222. https://doi.org/10.1111/1467-8551.00375

**Cavaletti, S., & Bizarrias, F. S. (2023, Mayo/Aug.). Transformational leadership and emotional intelligence, and their connections in management and innovative projects management**

*Section: Article*

Waglay, M., Becker, J. R., & Du Plessis, M. (2020). The role of emotional intelligence and autonomy in transformational leadership: A leader member exchange perspective. *SA Journal of Industrial Psychology*, *46*. Retrieved from https://www.scopus.com/inward/record.uri?eid=2-s2.0-85086236382&doi=10.4102%2fsajip.v46i0.1762&partnerID=40&md5=9529d51ff3b75fe93bb9781412ba2d01

Zhang, Y., Zhang, L., Zhu, J., Liu, C.-H., Yang, M., & Liu, G. (2020). Group leader emotional intelligence and group performance: A multilevel perspective. *Asian Business and Management*. Retrieved from https://www.scopus.com/inward/record.uri?eid=2-s2.0-85085388112&doi=10.1057%2fs41291-020-00123-1&partnerID=40&md5=e236251680fefd30e541a9b92d882569

Zupic, I., & Cater, T. (2015). Bibliometric Methods in Management and Organization. *Organizational Research Methods*, *18*(3), 429–472. https://doi.org/10.1177/1094428114562629

**30** de **30**

*International Journal of Innovation - IJI*, São Paulo, *11*(2), p. 1-30, e24232, Mayo/Aug.