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# CREATING A STRATEGIC ALIGNMENT BETWEEN EFFECTIVE COMMUNICATION, EMOTIONAL INTELLIGENCE, AND TRANSFORMATIONAL LEADERSHIP IN POLICE MANAGEMENT

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## **ABSTRACT**

*People working for any kind of organization are always involved in a continuous process of exchanging data, ideas, knowledge, opinions, and thoughts and police personnel are no exception to this imperative. For them, acquiring and demonstrating these skills can deepen their connections to others and build greater trust and respect also. It improves teamwork, problem solving, as well as overall social and emotional health. Considering these facts, it would be apt to consider and examine another related concept viz., Emotional Intelligence (**EI**) or Emotional Quotient (**EQ**) that allows and improves a person's assertiveness while communicating effectively. EQ combined with effective communication skills enables for improved relationships with all the stakeholders that the police personnel are commissioned to deal with day in and day out. In this context, we can also bring in the role of police personnel as 'Transformational Leaders'. They not only have great communication skills but also higher levels of EQ. Mostly, their messages are authentic, inspiring, and consistent. Taking all these illuminating facts into consideration, an attempt is made in this Concept Paper to consider and examine the interplay of and the strategic alignment between three constructs viz., (i) Effective communication, (ii) Emotional Intelligence, and (iii) Transformational Leadership with special reference to personnel working for a Police Organization.*

**Keywords:** Effective Communication; Emotional Intelligence; Transformational Leadership; Strategic Alignment, and Police Organizations.

## **INTRODUCTION**

All of us, as members of one or another kind of organization, are always involved in a continuous process of exchanging data, ideas, knowledge, opinions, and thoughts. However, effective communication is not instinctive but goes beyond merely

exchanging information. Understanding the emotions and intentions behind the same effectively requires learning some important skills. There is a litmus test for finding out the efficacy of our communication and ensuring that it doesn't go astray resulting in conflicts, frustration, and misunderstanding.

It is said to be present only when the messages conveyed and exchanged are received and understood with clarity as well as purpose leaving both the sender and the receiver fully satisfied. It also presupposes that the parties involved are listening to each other in ways that gain the full meaning of what's being said so that the other person feels genuinely heard and understood. Even for the personnel working in any police organization, acquiring and demonstrating these skills can deepen their connections to others, build greater trust and respect, and improve teamwork, problem solving, and their overall social and emotional health. In this context, it would be apt to consider and examine another related concept viz., Emotional Intelligence or Emotional Quotient (EQ) that allows and improves a person's assertiveness while communicating effectively. Simply stated, it is the ability to perceive, use, understand, manage, and handle one's emotions.

Emotional Intelligence makes one aware of his/her emotions, and by having self-control, one can communicate his/her thoughts clearly and with confidence. In turn, this will make people more assertive and confident, without being considered as pushy or aggressive. In other words, EQ is the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict. People working for police organizations are expected to choose to communicate well and to communicate

often. In their leadership roles, they don't just see the people nor are they happy just to be seen. They have vision and they share

what they see with their team. In fact, they include their team in the formulation of the vision. Emotional Intelligence combined with building effective communication skills enables for improved relationships with all the stakeholders that the police personnel are commissioned to deal with day in and day out.

Hence, in this context, we are also required to bring in the role of police personnel as 'Transformational Leaders' who not only have great communication skills but also higher levels of EQ. Mostly, their messages are authentic, inspiring, and consistent which enables them to catch their followers' attention and get their buy-in during important organizational changes and new initiatives. It would be highly illuminating if we can take up and study the interplay of these three intrinsically interdependent concepts for employees in general and those working for police organizations in particular.

## **I. EFFECTIVE**

### **COMMUNICATION**

By and large, effective communication involves the use of 'Ethos', 'Pathos', and 'Logos' and an understanding of the instances of the use of all these three persuasive appeals would be highly rewarding in making one's communication more effective. These three Greek words are the basic modes of persuasion used to convince audiences receiving the sender's communication.

#### **• ETHOS**

Ethos, or the appeal to "Ethics", refers to the effort to convince the audiences of one's credibility or character. Before one can

convince an audience to accept anything one would say, they have to accept him/her. Whether a person is creating a flier, giving presentations, applying for a job, or teaching in a workshop, people won't be persuaded by the person unless one trusts him or her. When it comes to communication, trust can be built in a number of ways. It is up to you to understand how you need to respond in each situation and adapt accordingly. Let us consider this event as an example.

- ❖ *A rape and murder case is reported in your district and a procession of 1000 ladies has reached to your office demanding justice. To pacify the crowd, you can quote the earlier difficult murder cases that you have detected. Use that credibility to convince them to cooperate with police and to give them assurance that this Case also will be detected.*

- **PATHOS**

Pathos, or the appeal to emotions, refers to the effort to persuade your audience by making an appeal to their feelings. Your audience is more receptive to being persuaded by someone with whom they can identify. Pathos can be promoted by using simple and meaningful language, emotional tone of voice, pauses, and emotional metaphors or stories. Let us examine yet another situation as an example. If there is a protest by the farmers to get a good price for their crops and they have blocked the road, as a police officer, first we need to connect with them emotionally. We can sympathize with them that good prices will definitely help the farmers of the district. If one's father or grandfather has been a farmer, the same may be quoted that we are also from a

farmer family and understand their feelings. One can quote that ambulances and school buses are stuck in traffic jams and road blocks are causing a problem to the common man.

- **LOGOS**

Logos, or the appeal to logic, refers to the effort to convince your audience by using logic and reason.

Effective arguments should include testimonials, surveys, and other supporting details to back up your claims/positions. Logos means to document your point through storytelling, logical arguments, facts, recorded evidence, historical data, and literal analogies. When using logos to persuade, you need to ensure that you have found facts, stories, and information that 'matter' to your audience and that you will present them in a way that makes sense. For example, while making presentations to senior police officers about the 'Law and Order' situation in the district, use of facts, figures, and logic is much more useful.

Let us also examine the use of Ethos, Pathos, and Logos by Bhuvan in the Movie—"Lagaan" further illustrate these three persuasive appeals.

- (i) **Ethos:** In the movie, Lagaan, Kachara is an untouchable person. Bhuvan touches Kachara and says that he will be part of the team. By this act, Bhuvan is establishing the credibility that he doesn't believe in untouchability.
- (ii) **Pathos:** Bhuvan quotes that Lord Ram too has eaten fruit previously eaten by Sabari. He quotes that if "Baidya" starts



treating the patients based on their caste, then people will not consider them as next to God. By saying this, he is making an emotional appeal to team members to not to believe in untouchability and consider everyone to be equal.

- (iii) **Logos:** Bhuvan announces that they are not playing the match and they are not playing matches for any kind of entertainment. But it is a battle they need to fight and win. The ultimate goal is to win the match and get rid of taxes so that their village prospers. Thus, he is giving a clear logic that prosperity of the village depends on winning the match and hence, they all should be together lest they should be falling for untouchability, etc.

## II. TRANSFORMATIONAL LEADERSHIP

There are four elements of 'Transformational Leadership' viz., (i) Idealized Influence, (ii) Intellectual Stimulation, (iii) Inspirational Motivation, and (iv) Individualized Consideration.

### 1. Idealized Influence:

Transformational Leadership rests on the idea of individual charisma. The key reason the leadership style works is due to the assumption that leaders can use their own example as a

motivator for specific behavior. In essence, when the leader practices what he preaches, the

subordinates will follow his or her example.

Freedom fighter, Netaji Subhash Chandra Bose, led from the front when he gave a call for "*Tum Mujhe Khoon Do, Main Tumhe Aazadee Dunga*"—you give blood to me, and I shall give you 'Freedom'.

2. **Inspirational Motivation:** It provides the leader with the ability to spark confidence, motivation, and a clear sense of purpose, which provides the framework of inspirational motivation. The framework for transformational leadership would not work appropriately, if there weren't constant promotion of a consistent vision and well defined values to guide the team. For example, Netaji Subhash Chandra Bose gave a clear sense of purpose that we need to fight for '*Independence of the Nation*'.

### 3. Intellectual Stimulation:

Transformational Leadership aims to enhance creativity and it actively seeks to promote autonomy and shared responsibility. Although it doesn't necessarily set out a clear decision-making framework, it does tend to fall towards a more democratic model. Intellectual stimulation, which includes shared decision-making and innovation at its core, is a key component in the leadership

framework. Instead of making decisions for the subordinates and telling them what to do, the

transformational leader calls for innovative thinking and ‘get it done’ mentality. Subordinates are encouraged to be in charge of their own decisions. We can cite here big corporations like Google, and Apple, which have been creating an environment that promotes clear decision-making framework and it motivates the employees to make better products.

#### 4. Individualized Consideration:

Transformational Leadership Framework celebrates team effort, but it also understands the contributions of individuals.

Furthermore, the leader should acknowledge the subordinates’ personal needs and desires, both professionally and in private life as well. For example, companies identify the talent, groom it, and then use it for organizational goals.

- **Use of Transformational Leadership Model in the Field by Police Personnel**

Now, let us examine how knowledge of all these four elements can be used effectively to bring in some positive change in policing by taking charge, for instance, as an Additional Superintendent of Police (ASP).

- (i) **Idealized Influence:** As an ASP or SP, one should keep his/her behavior and conduct in a manner that is ‘pro-people’ and ‘pro-organization’.
- (ii) **Inspirational Motivation:** As an ASP or SP, one should always

reiterate that the Police Service is one of the best services in the world and the entire force should be proud of it. To get a similar response from the people, there is a need for everyone to work hard to solve problems of people so that the image of the police improves in the public at large.

- (iii) **Intellectual Stimulation:** As an ASP or SP, one should motivate the officers and staff to think for solutions for improving the policing in the district. They will always be made a part of the decision-making processes.

- (iv) **Individualized Consideration:** As an ASP or SP, one is required to identify individual talent among the police officers and staff in the field of Crime Detection Department, Law & Order Management, Traffic Management, Intelligence Gathering Wing, Welfare Department activities, etc., and should groom the talented officers to improve district level police functioning and performance.

### III. EMOTIONAL INTELLIGENCE (EI)

Emotional Intelligence (EI) also referred to as Emotional Quotient (EQ) is the ability of an individual to be aware of own as well as emotions of others and use this knowledge and ability for thinking reasonably and also for problem solving purposes.

#### Six Steps to improve one’s Emotional Intelligence

1. First and foremost, acknowledge one's own emotions. One can write them down or discuss the same with the near and dear ones.
2. Differentiate and analyze one's emotions as sad/good/or bad, etc.
3. Accept and appreciate these emotions and one should not be in a denial mode.
4. One must learn to handle one's hazardous emotions. If stress is one of them, then, exercise, play games, spend quality time with family, friends, etc. They can be some of the ways to handle such risky and toxic emotions.
5. One should use this knowledge to understand and manage the emotions of others as well.

In this context, one has to keep in mind the points of difference between EQ and Intelligence Quotient (IQ).

#### Points of Distinction between EQ and IQ

	Emotional Quotient	Intelligence Quotient
1	Focuses on the ability to understand and manage emotions.	Focuses on developing cognitive abilities, it is more academic oriented.
2	Can be enhanced throughout one's life	Largely established by the time a person attains
3	It is the predictor of one's professional success	It is the success
4	It promotes	It enables

	positive relationships	development of technical skills.
5	It increases self-motivation and drive	It enables conceptual thinking.

#### Use of knowledge of EQ for Improving the Functioning at the Police Station Level

1. As ASP or SP, one must understand the workload of the members of staff and Officers in a given Police Station.
2. Work Pressures can generate a lot of stress and other related problems.
3. Identifying these problems and acknowledging them can be the first step in the right direction.
4. Efforts can be made to reduce their workload by means of technology such as providing computers or other such gadgets.
5. More frequent interaction of officers and staff can be organized in non-work environments like sports day, cultural program for their children, etc. It can improve their communication channels and act as a stress buster and a tension reliever.
6. Games like volleyball may be promoted at the Police Station after the working hours. It will keep them healthy and there would be improved bonding and *bon homie* among them.
7. Leaves, loans, and medical care, etc., may be provided in a very transparent manner.
8. A host of other welfare schemes may be launched to keep them highly motivated.



9. As a senior officer, one must interact with them frequently to understand their personal as well as other official problems.
10. A healthy work environment can still be created in a Police Station despite the fact that a Police Department is hierarchical in nature. They may be given soft skills training to interact in a better way with the public at large.

### CONCLUDING COMMENTS

Communication effectiveness is not just important but becomes an imperative for any organization's performance and efficacy and holds the key for its progress. Moreover, in a volatile, uncertain, complex, and ambiguous era even an organization's communication ecosystem is also expected to change fast in tandem. In such a scenario, there is a need for strategic alignment between emotional

intelligence and transformational leadership. There is enough research evidence to suggest that their interplay is intrinsically interwoven and need to be examined as a key topic of concern among officers of any police organization as well.

It is an established fact now that communication effectiveness is an important predictor of key organizational outcomes. Emotional Intelligence (EI) develops a positive work culture in an organization. This has the potential to vicariously increase efficiency and productivity. Moreover, it also instigates creativity, growth, and innovation in the organization and team members. It constantly motivates team members and leaders to put their best foot forward. Leaders with high levels of EI are more likely to exhibit transformational leadership behavior. These leaders have the

capability to understand their employees' needs, can empathize more effectively and therefore interact and manage their relationships in a positive fashion.

The transformational leadership style inspires workers to embrace change by fostering a company culture of accountability, ownership, and workplace autonomy. It is believed that transformational leaders work with teams or followers beyond their immediate self-interests to identify needed change, creating a vision to guide the change. This Paper has examined the need and necessity of creating a strategic alignment between (i) Effective Communication, (ii) Emotional Intelligence, and (iii) Transformational Leadership in the specific context of managing the police force

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