

Leadership & Organization Development Journal: Call for papers

Special Issue: "On being emotionally intelligent: exploring the tension between organisational interests and individual benefits through the lens of leadership roles"

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Guest Edited by: Susan Cartwright and Dirk Lindebaum

There are few studies in the management literature that explore the tension between ‘emotionally intelligent’ behaviour that, serves organisational interests, and yet at the same time safeguards one’s well-being and integrity. This tension can be related to the view that organisations and individuals may not, of necessity, converge on the same objectives. This lack of research should give rise to significant concern, as corporate EI intervention schemes are ubiquitous and increasing, impelled by the view that the results thereof will positively affect the ‘bottom line’ in organisations. By now, a multi-million dollar ‘training’ industry is thriving on claims that EI is a learned competence that can be trained at any stage, a claim that is not without its critics. Several writers lament that in these schemes individuals are often told ‘how’ to feel. Such normative and prescriptive undertaking can have, for instance, detrimental implications for the well-being of individuals, as the suppression of truly felt emotions has been associated with negative physiological costs (e.g. increased blood pressure and heart rate). In contrast, a recent meta-analysis has shown that higher EI (as trait) is associated with better mental, psychosomatic, and physical health. One overarching question manifests itself therefore: Who is the beneficiary of EI? Is it the organisation or the individual? The special issue seeks to examine these questions through the lens of leadership roles, as leaders often operate at the interface between these two forces. For instance, a leader may be under pressure to sustain the competitive advantage of an organisation. Yet, those at the receiving end may experience undue stress as a result of it.

The objectives of this special issue are to (i) generate research interest into this underrepresented line of inquiry, and (ii) to publish a collection of high-quality articles that stem from a variety of management disciplines and areas within a comprehensive volume. Articles submitted should aim to inform theory development, enhance practice where possible, and encourage future empirical work. Such articles can adopt a qualitative and/or quantitative focus.

The articles will undergo a rigorous double-blind review process, using LODJ’s normal review process and selection criteria. Submissions must reflect the original work of the author(s), which has not previously been published and is not under consideration for publication elsewhere.

Authors should follow regular LODJ guidelines, which can be found on the [journal’s website](#). Please submit the article via **email** to one of the guest editors:

Susan Cartwright

Professor of Organizational Psychology & Well-Being
Director of the Centre for Organizational Health & Well-Being
Lancaster University
Email: susan.cartwright@lancaster.ac.uk

Dirk Lindebaum

Postdoctoral Fellow in Organisational Psychology
Division of People, Management & Organisation
Manchester Business School
Email: dirk.lindebaum@mbs.ac.uk

Manuscripts must be received by **1 October 2009**. Earlier submissions are welcome.