

The Relationship between Social and Emotional Skills and Transformational Leadership of Future Hospitality Leaders

Annick Darioly, Les Roches Global Hospitality Education, Switzerland
 Ronald E. Riggio, Kravis Leadership Institute, Claremont McKenna College, Claremont, USA

Les Roches



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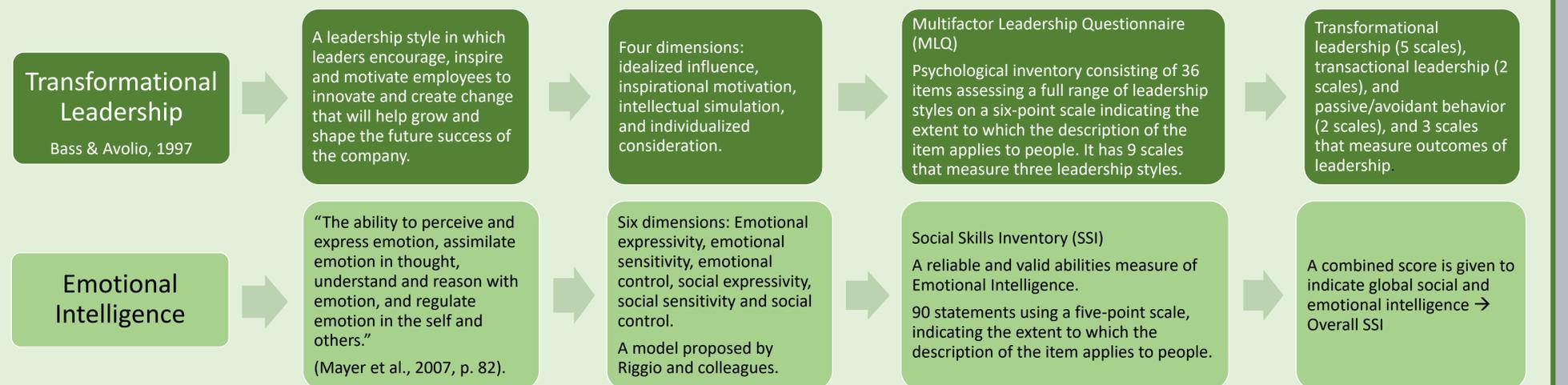
The Story of Hoteliers

- The success of any industry depends on strong leadership, which is especially true of the hospitality, hotel industry, travel & tourism sectors, all of which are notoriously people-focused.
- The COVID-19 impact saw the economic output of the hospitality industry drop by 90% in April 2020. In the same month, travel decreased by 91.3%, and millions of employees lost their jobs.
- As a result, more people than ever want to be heard and reassured, including customers and employees.
- In response, emotional intelligence and transformational leadership are the cornerstones for showing understanding and flexibility, which is crucial in aiding hospitality and travel industry recovery.

The Hospitality Leaders' Development

- Leadership graduate courses at Les Roches Global Hospitality Education include leadership theories, concepts of leadership and management, and student learning of some managerial skills. Most importantly, emphasis is made on self-reflection and self-awareness.
- Prior research has generally supported a positive relationship between 'knowing thyself and self-awareness' and overall leadership success (Ashley & Reiter-Palmon, 2012; Goleman, 2017; Rubens et al., 2018).
- In addition, self-awareness and the ability to assess oneself are basic principles of possessing high emotional intelligence (Goleman, 1998).
- At Les Roches, graduate students evaluate their own strengths and weaknesses in preparation for their current and desired future professional positions through introspective assessments:
 - The Social Skills Inventory (SSI; Riggio & Reichard, 2008) and Multifactor Leadership Questionnaire (MLQ; Bass & Avolio, 1997).

The Concepts & Measurements



A review of a considerable number of papers shows Transformational Leadership has positive correlation with Emotional Intelligence (e.g., Chan et al., 2018; Potter et al., 2018; Rahman et al., 2020).

The current study

Goal: To determine the relationship between the SSI levels of hospitality graduate students and their transformational leadership style.
Participants: 138 graduate students: 80 PGD; 58 MBA → 59 men, 79 women → 107 from 20 to 29 years old, 27 from 30 to 39; 4 from 40 to 49. All from various nationalities – to name few: India, China, USA, Switzerland, Vietnam, Thailand, Taiwan, France, Greece, Italy, Kazakhstan.
Measures: MLQ & SSI
Results of the correlations:

	M	SD	Transformational leadership	Idealized influence (Builds trust)	Idealized influence (Acts with integrity)	Inspirational motivation	Intellectual stimulation	Individualized consideration
Overall SSI	299.74	30.45	.432**	.295**	.358**	.390**	.282**	.369**
Emotional Expressivity	46.66	8.32	.251**	.137	.278**	.264**	.084	.221**
Emotional Sensitivity	53.95	8.27	.399**	.261**	.340**	.294**	.317**	.359**
Emotional Control	46.69	9.07	.054	.110	-.082	.038	.151	-.011
Social Expressivity	48.49	11.69	.312**	.220**	.270**	.321**	.139	.270**
Social Sensitivity	47.22	9.84	-.084	-.119	-.024	-.123	-.083	.029
Social Control	56.72	9.09	.490**	.361**	.397**	.480**	.340**	.340**

*p < .05. **p < .01.

SSI: Scores can range from 15 to 75, overall SSI = max. 450

MLQ: Scores can range from 0 (not at all) to 4 (frequently, if not always), optimal leadership profiles as indicated by research are between 3 to 4.

Conclusion

In hospitality schools, emphasis is made on the development of future hospitality leaders to face the ever-growing expectations of guests (Giannotti, n.d.) and employees (Les Roches, 2021). One of the first steps of this development is to push students to be self-aware of their abilities, mainly their emotional intelligence and leadership style. This study is a follow-up of the study presented at SSP 2019 which showed that the hospitality students scored higher than the normative students' population on SSI. The current study shows that the Overall SSI scores of the graduate students is moderately high suggesting that Les Roches graduate students are usually quite confident in their ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in the self and others. Moreover, they are effective in encouraging others (inspirational motivation) and all the other dimensions of the transformational leadership almost reach the optimal leadership profiles, suggesting that these students are often behaving as transformational leaders. The above correlations indicated that there are significant and direct relationships between transformational leadership dimensions and emotional intelligence dimensions. It demonstrates that emotional intelligence may contribute to successful leadership at some level. It is important for hospitality leaders to adopt emotional and social skills together with the skills of effective leaders in order to fulfill the expectations of guests and employees.

The Relationship between Social and Emotional Skills and Transformational Leadership of Future Hospitality Leaders

Annick Darioly & Ronald Riggio

In hospitality schools, emphasis is made on developing soft skills and emotional intelligence of future hospitality leaders to face the ever-growing expectations of guests (EHL Insights, n.d.) and employees (Les Roches, 2021). One of the first steps of this development is to push students to be self-aware of their competences. To do so, two key self-assessments are currently used at Les Roches Global Hospitality Education: the Social Skills Inventory (SSI; Riggio & Reichard, 2008) and Multifactor Leadership questionnaire (Bass & Avolio, 1996). This study sets out to determine the relationship between the SSI levels of hospitality students and their transformational leadership style, which is considered as the most desired (Den Hartog et al., 1999) and most effective (Bass, 1997, Bass & Riggio, 2006) leadership style. This study is a follow-up of the study presented at SSP 2019 and represents the second component of a research project dedicated to understanding and developing the future hospitality leaders. Participants were 138 graduate students. Results showed that the Overall SSI strongly correlated positively with the Transformational Leadership [$r(136) = .432, p = .0001$]. Detailed results and future research plan will be presented.

The social and emotional skills of future hospitality leaders correlate strongly with their transformational leadership style, which help them to face the expectations of guests and employees.

Bass, B. M., & Avolio, B. J. (1996). Multifactor leadership questionnaire. *European Journal of Psychological Assessment*.

n Otyakmaz
maz@arbeitsagentur.de

arbeitsagentur.de

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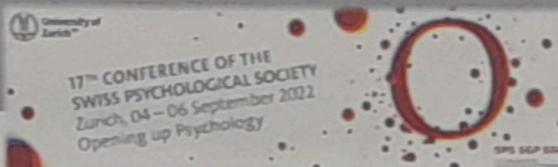
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Concepts & Measurements

A leadership style in which leaders encourage, inspire and motivate employees to innovate and create change that will help grow and shape the future success of the company.

Four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Multifactor Leadership Questionnaire (MLQ)
Psychological inventory consisting of 36 items assessing a full range of leadership styles on a six-point scale indicating the extent to which the description of the item applies to people. It has 9 scales that measure three leadership styles.

Transformational leadership (5 scales), transactional leadership (2 scales), and passive/avoidant behavior (2 scales), and 3 scales that measure outcomes of leadership

The ability to perceive and express emotion, assimilate information in thought, understand and reason with emotion, and regulate emotion in the self and others." (Salovey & Sluyter et al., 2007, p. 82).

Six dimensions: Emotional expressivity, emotional sensitivity, emotional control, social expressivity, social sensitivity and social control.
A model proposed by Riggio and colleagues.

Social Skills Inventory (SSI)
A reliable and valid abilities measure of Emotional Intelligence.
50 statements using a five-point scale, indicating the extent to which the description of the item applies to people

A combined score is given to indicate global social and emotional intelligence → Overall SSI

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... and, Taiwan, France, Greece, Italy, Kazakhstan.

Transformational leadership	Idealized influence (Builds trust)	Idealized influence (Acts with integrity)	Inspirational motivation	Intellectual stimulation	Individualized consideration
2.93 49	2.74 70	2.99 62	3.06 62	2.91 59	2.56 60
.432**	.295**	.358**	.390**	.282**	.369**
.251**	.137	.278**	.264**	.084	.221**
.399**	.261**	.340**	.294**	.317**	.359**
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University of
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