

Galdan Boshugtu Khan: Leadership Style & Emotional Intelligence

-- Content analysis in the novel 'Galdan Boshugtu Khan' written by Tsembe.D

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Abstract: Galdan Boshugtu Khan, the prominent political and military figure of Mongolia left a sizeable mark not only on the history of Mongolia, but Central Asian political and cultural history. The primary goal of this research work was attempted to identify the historical character Galdan Boshugtu Khan in terms of his leadership styles and emotional intelligence (EI). Totally 35 descriptive examples from the novel 'Galdan Boshugtu Khan, written by Tsembe.D in 2014, were collected within the concepts of Daniel Coleman's leadership styles as Visionary, Coaching, Affiliate, Democratic, Pacesetter and Commanding. The data were analyzed using qualitative methods of categorization and content analysis of the historical character to interpret the leadership and emotional characteristics. The leadership skills and emotional capacity of Galdan Boshugtu Khan were attributed in correlation analysis as well. The research results were stated with descriptive method focusing on interpreting the Khan's leadership style and his emotional intelligence. As a result of the study, Galdan Boshugtu Khan was identified as a leader with an ability to recognize and control himself in different situations, and optimistic person as an individual. In terms of his social communication, Galdan Boshugtu Khan was skillful to understand others, to form teams, and to persuade others. In the point of the character pattern, it is viewed that Galdan Boshugtu Khan was a historical figure with visionary, affiliate and coaching styles. The findings of the research were supported by the theory of personality and leadership.

Keywords: Historical Character; Dzungar Khanate's Khan; Leadership Style; Emotional Intelligence Competence (EIC).

1. Introduction

Galdan Boshugtu Khan, the prominent political and military figure of Mongolia left a sizeable mark not only on the history of Mongolia, but Central Asian political and cultural history. The main character of this historical novel is Galdan Boshugtu Khan. His contribution to Mongolian history was written based on historical sources. Galdan was born in 1644 as the 6th son in the family of Erdenebaatar Khan (king), head of Tsoros tribe, one of the dominant provinces of the Four Oirads. At the age of seven, he became a disciple of the 5th Dalai Lama in Lhasa. Galdan has been a monk and spent 20 years to be educated in Tibet so that he was equipped by religious knowledge and experience deeply. When Galdan came back to Oirad, he established Dzuungar Khanate and he became the king (Khan). He got married with Anu Queen from Khoshuud province. He had the long-term goal of uniting not only western Mongolia, but all of Mongolia to form a strong and unified country. The struggle with the Khalkha[The Khalkha have been the largest ethnic group in Mongolia since the 15th century.] princes, who were subordinated to the Manchu-Qing Empire, brought Galdan's army to the Hundred Trees[The Battle of Jao Modo (Mongolian: Зуунмод-Тэрэлжийн тулалдаан; Chinese pinyin: zhāo mò duō zhī zhàn) also known as the Battle of Zuunmod (literally "Battle of the Hundred Trees"), was fought on June 12, 1696, on the banks of the upper Terej river near Ulaanbaatar of Mongolia.]. In the last battle with Enkh-Amgalan[The Kangxi Emperor (4 May 1654 – 20 December 1722), also known by his temple name Emperor Shengzu of Qing, personal name Xuanye, was the fourth emperor of the Qing Dynasty, and the second Qing emperor to rule over China proper.], as known the Manchu Emperor, near Hundred Trees, Galdan Khan lost his queen

Anu and most of his army. Then he spent his last year of his life on the run, and committed suicide by drinking poison in 1697.

2. Research Design

2.1. Research Rational

Galdan Boshugtu Khan's reputation was damaged in some period of the Mongolian history because of his army's defeatism in the battle of Hundred Trees against Qing Empire, and his suicide. Historically, he was one of the kings, whose state's independence was at the critical period. At such struggled phase how he navigated the masses and what his psychological capacities to overcome any obstacles and what leadership skills he had are all questionable. In order to find an answer to these questions this study was designed.

2.2. Research Goal

The primary goal of this research was to identify Galdan Boshugtu Khan's leadership style and emotional intelligence competencies that were portrayed in the novel Galdan Boshugtu Khan that was written by Tsembe.D.

2.3. Research Methodology

Descriptive examples, as the research data, were collected from the novel Galdan Boshugtu written by Tsembe.D in 2014. A set of 35 examples were selected from the novel to be examined, according to two criteria; the first is the descriptive sentences with emotional or affective phrases and with emotional discourse about Galdan Boshugtu Khan. The collected examples were analyzed contextually under the main characteristics of the emotional intelligence of Daniel Goleman and classified into 5 emotional intelligence competences such as self-awareness, self-regulation,

motivation, empathy and social skills. The categorized types of EI types are used as tool to find out Galdan Boshugtu Khan's leadership style, according to the Daniel Goleman, namely Visionary, Affiliative, Democratic, Coaching, Pacesetter and Commanding. The research data were analyzed using qualitative methods such as categorization and content analysis. The research findings were supported by the theory of personality and the theory of leadership and summarized by descriptive method.

3. Significance of the Research

Analysis on the leadership style and emotional intelligence of the real historical man in Mongolian history has a great significance to the young generations that we can learn what for and how Mongolian historical leaders fight for the country's independence in different political and social circumstances in the past. Particularly, defining what leadership strategies that were used by the Mongolian historical leaders at that time has effective impacts to the modern leaders to learn what emotional identities of Mongolians and leading patterns are as well.

4. Theoretical Background

We see the story of a leader who has high intellectual and professional abilities but fails to fulfill his duties and responsibilities in many novels and films. Those leaders have their own unique style. While some are soft-spoken and analytical, there are others who announce their own policies and impose their views. It also requires different management methods even in different time periods. Moreover, one thing that most successful leaders have in common is that they have a high level of emotional competence.

Emotional intelligence encompasses various intrapersonal skills that enable individuals to navigate social complexities, understand and manage their own emotions, and effectively interact with others. The concept was popularized by psychologist Daniel Goleman model, who identified five key components: self-awareness, self-regulation, motivation, empathy, and social skills (Editor Ulziisaikhan.B, 2021)[1].

4.1. Self-Awareness

It's an understanding of one's strengths, weaknesses, and emotional triggers. Individuals with high emotional intelligence possess the ability to recognize their emotions and how these feelings may influence their behavior. This self-awareness provides a solid foundation for personal and professional growth. Self-awareness translates to better decision-making and conflict resolution. Leaders who understand their emotional responses can navigate challenges more effectively, fostering a positive and productive work environment.

4.2. Self-Regulation

Emotional intelligence empowers individuals to regulate their emotions, preventing impulsive reactions in high-pressure situations. This skill is particularly crucial in the professional realm, where stress and deadlines can often create tense environments. By mastering self-regulation, employees can maintain composure, make informed decisions, and build trust among colleagues and superiors.

4.3. Motivation

Motivation, a key component of emotional intelligence,

propels individuals toward achieving their goals. Motivated professionals demonstrate resilience in the face of setbacks and maintain a positive outlook. This intrinsic drive not only fuels personal success but also inspires and influences colleagues, creating a culture of dedication and perseverance within the workplace.

4.4. Empathy

Understanding and sharing the feelings of others is a hallmark of empathy, a critical aspect of emotional intelligence. In a professional context, empathy facilitates effective communication, teamwork, and leadership. Leaders with high levels of empathy can connect with their teams on a deeper level, fostering a sense of unity and collaboration that enhances overall workplace performance.

4.5. Social Skills

The ability to navigate social situations and build meaningful relationships is a testament to strong social skills—a component of emotional intelligence. In the professional realm, effective communication, conflict resolution, and negotiation are all enhanced by social intelligence. Professionals who excel in this area often find themselves at the forefront of networking opportunities, creating a ripple effect that positively impacts their career advancement (Editor Ulziisaikhan.B, 2021).

Emotional intelligence competences should not be implemented individually. EQ is the main input to set out the leadership style. The Six Leadership styles by Daniel Goleman are commanding, visionary, pacesetter, affiliative, democratic, and coaching leadership which should be used situationally in order to provide resonant leadership which is based on emotional intelligence (Lindberg, leadership style, 2023).

In Commanding leadership, the leader makes all the decisions. Tight control and high clarity are critical in Commanding leadership, which can be effective in low-skilled teams or when requiring quick decisions. Commanding leadership ruins employee engagement, making it a style to use very rarely.

Visionary Leadership is when a leader inspires others to pursue a long-term vision. Visionary Leadership builds on participation, communication, and goal setting. A visionary leader can lose short-term focus since all efforts are focused on the vision. Nelson Mandela is an example of a visionary leader[2].

Democratic leadership is when an empowered team fully participates in the decision-making process. Ideas and suggestions can be brought forward by any team member, and there is a strive for consensus in decision-making. In the end, the democratic leader approves or makes the decision. Democratic leadership is an effective leadership style but can sometimes be too slow when fast decisions are needed.

Coaching Leadership is when a leader coaches team members to develop and improve over time. Coaching leadership builds engagement and focuses on improving employees to become better individuals and professionals in the long term. Coaching leadership can be difficult and time-consuming.

Affiliative leadership is completely focused on the people and relationships in an organization. The leader's primary task is to ensure harmony and friendship in the workplace. This leads to happy employees but can also lead to poor performance.

Pacesetter leadership is when the leader sets an example of high performance, high pace, and high quality. Team members are expected to follow a set of rules, and the pacesetter leader values the results from the team, not considering other factors. This leadership style can be good to reach short-term results, but can be detrimental for employee engagement and motivation in the long run (Lindberg, 2022).

5. Research Results

The study was focused to define Galdan Boshugtu Khan's leadership style and emotional capacities under the Daniel Goleman's model. In this study, the analysis of the historical and artistic character of Galdan in the historical novel Galdan Boshugtu Khan, written by author D. Tsembe in 2014 as the second edition, was studied from the perspective of the style of a modern leader.

The emotional phrases with denotative meaning (Bulgantamir.S, 2022); and other discourse contexts were used as the tool of selecting the examples from the novel that describe Galdan Boshugtu Khan[3].

Table 1. List of emotional phrases

Denotative meaning	Discourse context
to please, to accept suggestions, to decide, to support request, to request, to think out, to feel to become quiet	to believe, to concentrate,

The content analysis was done focusing on the descriptive examples from the novel Galdan Boshugtu Khan written by Tsembe.D as followed, in the frame of the research goal.

5.1. Example 1

Before Galdan's journey to Lhasa, Yum-Agas [Yum-Agas is Galdan Bodhugtu Khan's Mother] suddenly felt pity by looking at her son, Galdan has just realized that he was going to live in a place far away from his home and homeland for many years, and cried loudly by following his mother. Erdenebaatar Khan said, "My son, a man who is going on a journey does not cry near his father." The son, who grew up obediently from childhood, stopped crying and instinctively felt what fate awaited him and what he should follow (D.Tsembe, 2014).

His crying is expression of anxiety as the psychological action that was derived from the feeling of fear to be separated from his mother as he was only 6-year old child. But his instinct feeling can be explained by his family teaching that a man must be strong; and natural characteristics to feel the environmental atmosphere consciously as well.

5.2. Example 2

"...Evil people like scorpions may kill your brother... ...You should feel everything of your hometown. Every time you make sense it, you can see the beauty of the high snow-covered mountain Altai and clear watered rivers with crowded of nomadic herds... Yours sincerely Shar Bodon". Galdan was in deep pressure with grief and remembered many things about the hometown after he finished reading the letter, / In his thought... he kicked a big flat rock and bruised his leg while playing. Mother Yum-Agas put a grass leaf on his wound and bandaged it, and said, "every piece of grass, drop of water, and pinch of ground from your birthplace is a medicine." It heals physical and emotional wounds (D.Tsembe, 2014).

This is explained that Galdan could provide pleasant

environment internally by thinking a good memory of his mother-land, even he had bad news. He could direct his mind in positive thought and had a healthy feeling about the country, not prefer to hate others. This peaceful way of emotion was one of the important impacts to develop his patriotic attitude for protecting the land and territory[4].

5.3. Example 3

When Galdan was under deep pressure of grief, he thought that everything is lost and I have no one to look after me. But he remembered wise teaching of his father and makes himself to be calm down, Stop! Everything is in front of me. I should overcome every obstacles happened to me (D.Tsembe, 2014).

This example showed that Galdan Boshugtu could control his depressive emotion in personal based on the moral teaching from his loved ones. This means that he has strong heart to learn from the past and use in real life to encourage himself. Specially, the phrases that Stop! Everything is in front of me implied that he has his mother-land, even he lost his father and his wise scholar. He could also manage his mind by thinking that obstacles are everywhere but important thing is a need to overcome them[5].

5.4. Example 4

When Galdan Boshugtu is having cuisine with Dalai Lama he has thought about the Dalai Lama's teachings that "The state is wisely established through the Buddha teaching". And he makes a request to Dalai Lama that he would like to become a noble in his country in order to spread the Buddha's teaching (D.Tsembe, 2014).

His request reflects a deep-seated belief that the challenges facing his country could be addressed through the application of religious principles, drawing inspiration from the Dalai Lama's teachings. This indicates that he was highly motivated and internally driven to confront the significant issues related to national unity. Furthermore, he envisioned leveraging his understanding of religious philosophy to contribute to his country's quest for independence.

5.5. Example 5

Enkh-Amgalan Khan and the Dalai Lama organized a forum among the Mongolian Khans. Galdan Boshugtu Khan joined this meeting without any invitation[6]. At the forum Dalai Lama made a speech demanding Mongolian Khans to unite for peace and serve the Manchu Khan. ... However, it was right for Mongolian Khans to keep peace Enkh-Amgalan Khan's demanding made Galdan to be nervous. Galdan patiently waited to see the end of this meeting (D.Tsembe, 2014).

Galdan Boshugtu Khan could regulate himself in two things, as for no invitation to the forum and demanding to unite Manchu Khan. But he could say nothing and observe the discussion in the forum. By being such patient he could observe the meeting atmosphere and recognize the participants' attitudes to make realistic decisions in the further. This shows that he was mastered in regulating his emotion consciously before expressing reactions[7].

5.6. Example 6

Galdan thought his sadness that happened to him was nothing compared to the threat of Enkh-Amgalan Khan, and decided to keep his sorrow in his heart. But he couldn't stay calm if he didn't express his grief to someone close. ...Galdan burst into tears and says to Anu that suffering does not

dissolve in one. ...My younger brother's head is hanging on a pole, next to my older brother Senge's head. Now, the time is coming that Enh-Amgalan Khan's (Emperor Shengzu of Qing) wish will come true to take my head, said Galdan Bodhigt Khan. After his expression he completely gets rid of his crying and returned to grounded and patient state of a king who has multiple-points of views. (D.Tsembe, 2014).

His deepest personal emotion was expressed to his closest ones as the human needs to extrovert. However, it was difficult to Galdan to control himself in the issues of his family members, he could keep position of leaders.

5.7. Example 7

Enkh-Amgalan Khan (Emperor Shengzu of Qing) sent his representative, Lantani[A representative of Galdan Boshugtu Khan's army] to Galdan's camp. ... Galdan welcomed the guests hospitably. The representative drank the distilled Russian vodka and said: - however Russian distilled wine is easy to make drunken it has not good quality like Turfan's wine. Galdan realized that the representative's implied expression was about the meeting of Oirad's ambassador with White Khan in Moscow. Galdan replied to the representative - When you were hunting deer near the Albazin fortress, you couldn't taste the quality of the Russian distilled vodka... Lantan's face changed (D.Tsembe, 2014)[8].

From this we can see that Galdan was good at facilitating respectful and ethical communication at the inter-cultural level to keep effective negotiations. It is shown that he is good at recognizing the further connections with others and has good ability to react in soft ways. It is summarized that he preferred soft power policy to enhance overall state of foreign relations.

5.8. Example 8

A Manchu representative greets with Galdan Boshugtu Khan and informed: "- The Manchu Khan, who reigns

between the four states, wants peace and intends to make a treaty with you". Galdan Boshugtu showed his ignorance to the representative and asked "- Who are the people towards us" with an attitude of being ignored the Manchu suggestions of agreement (D.Tsembe, 2014).

This context described that Galdan used non-direct policy in the way of underestimating his oppositionists to cause the psychological pressure to them because of realizing the real true of the other side. These kinds of strategies were used to find out the weaknesses of his enemies in his historical roles. This shows that Galdan Khan had good empathy skill to recognize others and knows how to react them[9].

5.9. Example 9

Galdan Boshugtu Khan persuaded to Khalkha Khan Jachuundorj that you are not my enemy. Forgive all of you if you recognize you were in tricks. Come and join our army now. Fight together for peace against Enkh-Amgalan Khan. (D.Tsembe, 2014).

He had a persuading tactic to attract a mind and heart of the tricked people, here. Through the novel he used this strategy effectively for changing the others' mind to unite his tribe. This shows that he has one of the important skills of the emotional intelligence in the different social communications.

5.10.Example 10

Galdan handed a cup of milk on the blue silk in to Khar Sakhalt and said: - "Aja[It is a respectful title for the older man.], I award you the title of great singer of the country. You will be under my love and protection for the rest of your life. You will sit again in the same seat that you sat in the house of my father. Please encourage my warriors in peaceful time and give courage to my warriors in hard time. (D.Tsembe, 2014).

5.11.Example 11

Table 2. Emotional intelligence of Galdan Boshugtu through the EIC characteristics

<i>Criteria (Main characteristics of EIC)</i>	<i>Self-awareness</i>	<i>Self-regulation</i>	<i>Motivation</i>	<i>Empathy</i>	<i>Social skills</i>
Self-confidence	Pages: 40; 196, 220-228, 248-250				
Self-assessment					
Ability to learn from mistakes					
Self-control		Pages: 109-110; 108; 37; 26; 20; 13; 194-198, 198-214,			
Trustworthiness		Pages: 221-225			
Adaptability		Pages: 30-40			
Achievement driven			Pages: 27, 243-244		
Risk taking					
Sincere					
Building bonds				Pages:120-122	
Service-oriented				Pages: 67-69;115; 162	
Inter-cultural awareness				Pages: 61-62;67-69; 82-85; 114; 109-110; 124; 162	
Change catalyst					Pages: 122, 168-181
Collaboration and teambuilding					Pages: 54; 163; 123; 122; 243-245
Developing others					Pages: 123; 163
Total	4	10	3	10	8

*EIC-emotional Intelligence Competence

When Erdenekhoshuuch[A representative man of Galdan Boshugtu Khan's Army.] come to Galdan Boshgit Khan: "- ...You will lead my

thousands of soldiers from today. Be a trusted friend and general, who are ready to help in every difficult time" Galdan said hospitably to Erdenekhoshuuch (D.Tsembe, 2014).

From the above two examples Galdan has strong skills to keep meaningful relationships by giving empowerment to his warriors. Through this way he could build a strong team including Erdenekhoshuuch, a brave man, Markhuuz, an old man who was appointed as a senior of the trading caravan, and Khar Sakhalt, a singer of the country, and others. When Galdan had problems he discusses with his people for solving conflicts and making decisions.

Based on the contextual analysis of the selected examples that describe Galdan Boshugtu's emotional intelligences, the types of EI Galdan Boshig Khan could master was demonstrated in the following table 2 as bellowed.

Galdan Boshugtu's EI was evaluated through the

components of each category of emotional intelligence in the table 2. According to the analysis of the selected examples from the novel self-regulation, empathy and social skills were identified as the most mastered emotional competencies of Galdan Boshugtu Khan. This result has showed that he had an ability to manage depressive emotions and impulse under control in personal competence level. He also could read and understand the issues or concerns that related to his nations and even his enemies through focusing on interactions with them. But his motivation and self-awareness capacities were summarized as less developed intelligence. In order to define what emotional skills were formulated in what period of his life time, the table 3 was set up as bellowed[8].

Table 3. EI of Galdan Boshugtu through timeline

Childhood (1644-1651)	Period of being in Lhasa (1651-1671)	At the boundary period	Period of being King (1671-1697)
	Self-Awareness		
Self-regulation	Self-regulation		Self-regulation
		Motivation	
	Empathy	Empathy	Empathy
			Social skills

As seen from the table 3, the self-regulation competency was developed since his childhood to the end of his life. It approved that self-regulation and empathy were acquired and formed as essential competencies during his study in Lhasa to be educated in religious studies. His empathy capacities were influenced to his power to fight for settling the state's

independence and expanding territory during his empire. As motivational intelligence is the important characteristics for being a successful leader, he had developed the risk taking and achievement driven skills at the phase of historical contraction[9].

Table 4. Galdan Boshugtu's leadership styles

Criteria (Main characteristics of EIC ^o)	Visionary	Coaching	Affiliative	Democratic	Pacesetting	Commanding
Self-confidence	+	+				
Self-assessment						
Ability to learn from mistakes						
Self-control						+
Trustworthiness						
Adaptability						
Achievement driven					+	+
Risk taking			+			
Sincere						
Building bonds	+		+			
Service-oriented		+	+			
Inter-cultural awareness		+		+		
Change catalyst	+					
Collaboration and teambuilding				+		
Developing others		+				

As seen from the table 4, visionary, coaching, affiliate and democratic leadership styles were more valued by the different emotional intelligence competencies. In contrary, the pacesetting and commanding styles were valued less than others. This result has showed that Galdan Boshugtu had a positive leadership style. In terms of individual style, the coaching was the dominant leadership style for him. This is verified by his emotional characteristics that he had good interpersonal skills in both domestic and foreign relations. It is summarized that his positive leadership style was related to his education in religion and philosophy at his young age. As he was a king of the Dzungar Khanate, he had some value of commanding leadership style, depending on the power of the position[10].

6. Conclusion

The comprehensive conclusion was summarized on the basis of the research findings on historical character Galdan Boshugtu Khan, focusing on his emotional intelligence and leadership style.

Galdan Boshugtu Khan governed the Dzuungar Khanate at the rough phase of Mongolian history. That's why it was important for the king to be equipped with required skills. Particularly, he was mastered in self-regulation, empathy and social skills competencies, which consist of different emotional intelligence components. The empathy competencies were formulated since his childhood and developed in his young age personally and used socially for the meaningful fighting for nation's unity and territory.

Galdan Boshugtu Khan's social skills were developed to enhance the political, social, and foreign relation situations.

Galdan Boshugtu Khan could handle enough emotional intelligence and different leadership styles simultaneously. His personal attitude, educational background and intervention in inter-social relations were the keys to practice and develop his emotional competencies on earth-ground and formulate the leadership styles.

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