

Session Objectives:

- Understanding the nature of Emotional Intelligence
- Understanding evolution of Emotional Intelligence
- Understanding the components of Emotional Intelligence
- Analyzing the Impact of Emotions in the workplace
- Understanding the applications of Emotional Intelligence in the workplace
- Understanding Emotional Intelligence in Indian organizations
- Improving Emotional Intelligence

The Nature of Emotional Intelligence

The word 'emotion' comes from the Latin word *motere* which means 'to move.' This denotes that all emotions induce a desire to act. Emotion is defined as a feeling and its distinctive thoughts, psychological and biological states, and range of propensities to act.

Emotions are basically divided into primary and secondary emotions. A primary emotion is what a person feels at first. Secondary emotion is what a primary emotion leads to.

Example: Anger is a secondary emotion. The primary emotion is what a person feels just before getting angry. It can be a feeling of being assaulted, insulted, forced, etc. When any of these feelings get intense, it is termed as anger.

Evolution of Emotional Intelligence

In 1990, Dr. Peter Salovey (Salovey) of Yale University and Dr. John Mayer (Mayer) of the University of New Hampshire coined the phrase "emotional intelligence."

Salovey and Mayer defined emotional intelligence as "a form of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action. Salovey and Mayer identified four abilities and skills required for emotional intelligence and called them the four branches of emotional intelligence. These four abilities, which later came to be known as the four-branch model of emotional intelligence includes:

- i. The ability to recognize emotions
- ii. The ability to use emotion to assist the thought process
- iii. The ability to be aware of emotions
- iv. The ability to manage emotions

The concept of Emotional Intelligence received worldwide attention in 1995 with the publication of the book *Emotional Intelligence, Why It Can Matter More Than IQ* by Goleman. Goleman defined emotional intelligence as: "a different way of being smart. It includes knowing your feelings and using them to make good decisions; managing your feelings well; motivating yourself with zeal and persistence; maintaining hope in the face of frustration; exhibiting empathy and compassion; interacting smoothly; and managing your relationships effectively. Those emotional skills matter immensely – in marriage and families, in career and the workplace, for health and contentment"

Components of Emotional Intelligence

Emotional intelligence has two major components: personal competence and social competence. Personal competence includes awareness of the self, i.e. understanding one's own emotions, feelings, drives, strengths, etc. and management of the self, i.e. the ability to deal with changing situations.

Personal competence helps a person to manage his/her moods and emotions and channel them in fruitful ways. Social competence includes social awareness and management of relationships. Social awareness is the ability to understand the feelings of others while management of relationships is the ability to work effectively with other persons.

Table Showing Components of Emotional Intelligence

Personal Competence		Social Competence	
Awareness of the self (identification)	Management of the self (regulation)	Social Awareness (identification)	Management of Relationships (regulation)
Awareness of emotions and awareness of the impact of emotions Self assessment: awareness of own strengths and weaknesses Self-confidence	Self-control Adaptability to changing situations Reliability, Truthfulness, and Dependability Meticulousness Orientation toward achievement and growth Optimism, Willingness to take the initiative	Appreciation of the strengths and weaknesses of others (Empathy) Awareness about organization Orientation toward service	Conflict management skills Influence Communication skills Catalyst for change Relationships building skills Ability to work in teams Helping others improve Leadership skills

Analyzing the Impact of Emotions in the Workplace

Emotions are all-pervasive in any organization. They are not only an inescapable part of an organization, but also play an important role in organizational excellence.

Example: In an organization, emotions play a role in the task of meeting deadlines, interactions with peers, subordinates, superiors etc.

Emotions differ from person to person based on several factors like racial characteristics, gender, etc.

Example: In a multi-cultural business environment, a particular emotion may be interpreted as a sign of weakness by a person of one racial origin and as a motivating factor by a person of another racial origin.

Interpretation of emotions in workplace may also vary with the gender.

Example: Anger exhibited by a man at the workplace may be viewed as a symbol of strength while the same emotion expressed by a woman may be viewed as a symbol of panic.

Emotions can be either positive or negative. Both these types of emotions will have an effect on the behavior of employees and this in turn will affect the total organizational culture.

Negative Emotions in Workplace

Negative emotions are those which are destructive to the goals of the organization. Many organizational problems such as absenteeism, high employee turnover, decreased productivity, etc., can have their roots in the negative emotions in the organization to which the authorities have not paid attention. Negative emotions also manifest themselves in the form of spreading rumors, wasting the resources of the organization, hostility toward colleagues, etc.

Example: Indicators for the existence of negative emotions at the workplace include inadequate team effort, poor working conditions, employees who are not suited for the job, constant fear of change, repeated changes in organizational structure, very high or low levels of stress, lack of trust in top management decisions, lack of job security, lack of appreciation for good work, inter departmental conflicts, poor career prospects, poor supervision etc.

Positive Emotions in Workplace

Positive emotions in workplace are favorable for the achievement of organizational goals. The origin of such emotions should be identified and efforts taken to ensure that such situations continue to exist in the organization

Example: Indicators of the existence of positive emotions in workplace include high morale, improved performance, better job satisfaction etc.

Managing Emotions in Workplace

Emotions influence a person's decisions, the ability for recollection, inductive and deductive reasoning, imagination, etc. The ability to manage emotions is an important criterion for achieving success at the workplace.

Positive emotions at the workplace are conducive to the achievement of organizational goals while negative emotions act as a hindrance. Negative emotions cannot be eliminated all together, but they can be managed. They can be identified at the earliest and steps can be taken to manage them.

Example: A feeling of happiness in the organization which is a positive emotion can result in better sales or better performance. In the same way, worry which is a negative emotion can be a result of poor performance.

Applications of Emotional Intelligence at Workplace

Cognitive skills can help a person to get into an organization, but it is emotional intelligence which helps him move up the ladder. Those who are in the higher levels of the organizational hierarchy require more emotional intelligence than those who are in the lower levels of the organizational hierarchy. In the workplace, emotional intelligence is twice as important as analytical and technical skills combined.

Emotional Intelligence and Career Development

An emotionally intelligent person would possess qualities like self-awareness, self-control, empathy, and social skills. These qualities could help a person select the career that suits him/her and to excel in the chosen career.

Emotional Intelligence and Leadership

For a leader, the ability to understand and be aware of own emotions and also of others helps to keep those who work under him/her emotionally balanced. There are basically four aspects of emotional intelligence that leaders require to inspire the team members.

1. Awareness of the emotions of self and also of others. The leader should be able to understand and effectively lead the group members in an emotionally balanced state.
2. Ability to predict the possible emotional reactions in various organizational situations.
3. Ability to make effective use of the identified emotions. Emotions can be very helpful in influencing the behavior of others for the benefit of the organization.
4. Management of emotions. It encompasses the first three aspects, and involves directing the emotions toward better performance of the organization.

Emotional Intelligence and Team Building

In a team, emotional intelligence exhibited by the team members helps them to unite and have efficiency in operations. A team which does not show signs of emotional intelligence cannot be successful in operations.

Applying Emotional Intelligence at Workplace

Required skill	Application at workplace
Ability to identify emotions	<ul style="list-style-type: none"> • Being aware of one's emotions helps one not to get blinded by them, so that they will not affect performance at the workplace. • Awareness of the emotions of others in the workplace is important for better relations in the workplace.
Ability to use emotions	<ul style="list-style-type: none"> • For example, you can help to develop creativity in the workplace if you are able to generate a mood in the organization which is favorable for developing creativity.
Ability to understand emotions	<ul style="list-style-type: none"> • This ability is very crucial in team interactions. • Understanding emotions helps in understanding the points of view of others. For example, an understanding of what would act as motivating factor for each employee would be useful in motivating them.
Ability to manage emotions	<ul style="list-style-type: none"> • Each emotion can be identified and analyzed to bring about better performance in the organization. Consider the following examples. <ul style="list-style-type: none"> - When happy, identify the reason for that and try to repeat that behavior. - When anxious, sad or worried find out the reason for that emotion and try to solve the problem if any and ensure that it does not recur.

Emotional Intelligence in Indian Organizations

Many Indian organizations have realized the importance of emotional intelligence. They come out with innovative ways to motivate employees who are high on 'emotional' quotient and low on monetary cost to the organization. They are known as 'Reward and Recognition' (R&R) programs and provide to the employees cash incentives, gift certificates, and stock plans, certificates of appreciation, memberships to exclusive clubs, scholarships, paid holiday packages etc.

Example: Cadbury India for instance, has a technique called "People Care Index" (PCI) which measures the degree of care that employees experience in the work team to which they belong.

Improving Emotional Intelligence

Improving emotional intelligence of a person involves improving both personal competence and social competence. To develop personal competence, the emotional reaction of a person to each situation is to be identified and analyzed to find the reasons for such reaction. Social competence can be improved by focusing on the emotions and behaviors of others in the organization.

Characteristic Features of People with High IQ or EQ

High IQ	High EQ
Unexpressive and isolated, Strong-willed, Emotionally Bland, Motivated, Industrious	Comfortable with themselves, others and the society in which they live, Socially Balanced and Jovial, Not Prone to Anxiety or Worry, Musing, Committed to People or Causes
Thoughtful, Anxious, Hesitate to Express Anger Openly, Possess Intellectual Confidence	Find Meaning in Life, Outgoing and Gregarious, Express their Feelings Appropriately rather than in outbursts which later they regret. Sociable

Difference between Learning Emotional Intelligence and Cognition

The process of learning emotional intelligence and cognition are not the same as both the processes originate from different areas of the human brain. Cognition involves aspects like perception, judgment, understanding, knowledge etc. and it is a mental process of learning.

Learning emotional intelligence requires practice as it involves re-tuning of various circuits in the brain in addition to some circuits in the brain which run between the emotional centers of the brain to the prefrontal lobes.

This re-tuning is not an easy task as most of the emotional incompetence is learned in childhood. To change these habits, a retuning of the related circuits in the brain is required and this requires constant practice for a long period.

Requirements of Emotional Intelligence Training in Organizations

Those who provide the training should have the necessary emotional intelligence required for the purpose. There should be a cordial relationship between the trainers and learners as this will facilitate effective learning.

The training process should be based more on practice and less on academic or instructive methods. At the time of training itself the learners should be provided with opportunities to practice what they have learnt. Training requires encouragement from everyone in the organization including the superiors.

Guidelines for Emotional Intelligence Training in Organizations

There are basically four stages in the emotional intelligence training programs that usually take place in organizations. They are:

Preparation

In stage one, all the necessary groundwork for implementing emotional intelligence training in the organization should be completed. All the necessary competencies that need to be developed should be identified.

Training

The motivation that employees in an organization have to participate in a training program depends to a good extent on the relationship that exists between them and the trainer. The trainers selected for the organization should have all the necessary qualities which will foster a good relationship with the trainees. Trainers should form a positive relationship with the employees.

Application

This phase relates to the application of the skills learned during training in the actual job situation. The support and guidance of colleagues, superiors, and the management is critical. The organizational climate can make or break the success of a training program. Follow-up assessment of skills learned during the training program is another essential factor for success.

Evaluation

Evaluation of the training program is essential for identifying the programs that need to be improved and retaining those that are effective. Effectiveness of the emotional intelligence training programs can be improved to a good extent by making evaluation an integral part of training programs.

Guidelines for Developing Emotional Intelligence in Organizations				
Stage I	Preparation	Stage II Training	Stage III Application	Stage IV Evaluation
	Evaluate organizational goals	Select trainers who can develop positive relationship with the learners		
	Evaluate each individual based on required competency	Make the program tailor-made to achieve individual goals	Set an organizational culture that supports learning	Improvement in performance
	Provide feedback	Make each participant set clear and challenging goals		
	Provide choices to the	Divide the goals into		

learner	achievable steps		
Persuade employees to participate	Encourage trainees to practice	Encourage use of learned skills to improve performance	
Help employees to link objectives of training with their personal goals	Provide feedback to the learners		
Help employees to have positive and realistic expectations about outcome	Use experimental methods to make training effective	Remove restrictions, if any	
Evaluate the readiness of each employee for training	Use models to help effective learning		

Summary

- Emotional intelligence is the capability for recognizing our own feelings and those of others, motivating ourselves, and managing emotions well, in ourselves and in our relationships. Emotional intelligence involves personal competence and social competence.
- In organizations, positive and negative emotions are present. Positive emotions are advantageous to the performance of the employees while negative emotions hamper their performance.
- Negative emotions that exist in the organizations are to be sorted out before they become toxic and hamper the performance of the organization.
- Emotional intelligence plays a very important role in organizations. For example, in career development, team building, developing leadership skills etc. emotional intelligence is necessary.
- The four branches of emotional intelligence are the ability to recognize emotions, the ability to use emotion to assist the thought process, the ability to be aware of emotions, and the ability to manage emotions.
- Emotional intelligence can be developed by constant practice which extends over a long period of time. Various emotional intelligence training programs are available which can be implemented in organizations.
- Emotional intelligence training programs in organizations generally have four stages which include preparation, training, application, and evaluation.
- Those who provide the training should have the necessary emotional intelligence required for the purpose. Cordial relationship should exist between the trainers and learners as this will facilitate effective learning.
- The emotional intelligence training process should be based more on practice and less on academic or instructive methods.

