

EMOTIONAL INTELLIGENCE AT WORK PLACE

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Success of an individual is strongly influenced by personal qualities such as perseverance, self-control, and skill in getting along with others. A growing body of research on emotional learning and behaviour change suggests that it is possible to help people of any age to become more emotionally intelligent at work.

The term *Emotional Intelligence* appeared on the organisational landscape in 1998 in Daniel Goleman's book *Working with Emotional Intelligence*. The phrase entered common management-speak with unprecedented speed. Why has the idea seized the attention of individuals and organisations? It may be due to the changing nature of work and its greater responsibility increasing complexity, the impact of technology and restructured pattern of jobs, enhanced competition, right based service demanding customers, globalisation of markets, rising stress levels, emergence of the self-managed career, recognition of the need to maximise individual performance etc.

According to Daniel Goleman, the authority of **Emotional Intelligence**, emotional management is the ability to identify, appropriately express and manage our emotions, forms the foundation for learning and making decisions. It is the platform on which other essential skills, like reading, writing, math, even social skills are built. As it is a skill, it has to be taught and continually practiced. It is an extremely important relationship-building skill in today's management climate in which organizations value interdependency within and between groups. Of all the skills and perspectives measures on Benchmarks, participative management had the largest number of meaningful correlations with measures of emotional intelligence.

According to Daniel Goleman the competencies associated with being socially aware are:

Empathy: understanding the other person's emotions, needs and concerns.

- Empathy is really about acknowledging the emotions of others, being thoughtful and considerate of their feelings, and making decisions that take those feelings into consideration.
- An empathic response requires awareness of diversity and sensitivity to the needs and emotions of others.

Organisational Awareness: the ability to understand the politics within an organization and how these affect the people working in them.

Service: the ability to understand and meet the needs of clients and customers.

SOCIAL AWARENESS

Essentially awareness of social situations is about carefully considering what people want, and planning to communicate with them in a way that is intended to meet that need. The findings of the study among the present generation of college students show that they have

less empathy — the ability to understand and share the feelings of others — than students of previous generations.

Digital communication, social networking, video conferencing and other forms of new media are being blamed for this loss of empathy.

After all, it's much easier to say negative things about others if you don't have to say it to their face. And if we don't feel like engaging in others problems, we can simply log off, or even to avoid them. It's an easy option.

The trouble is that when there is no empathy, when we don't work to understand the needs of others, there is also a significant loss of trust.

How to build social awareness

- Improve your listening skills. Take a short course in effective communication skills.
- Pay close attention to interactions with other people. Be aware of what they say, how they say it and what they do.
- Identify other people's emotional states. Listen carefully to what they're saying and notice how they respond to external events, such as someone greeting them or asking them to do something.
- Think about your feelings. How does the other person's emotion make you feel?
- Think before you answer and give clear answers.

Developing social awareness is important as it affects your response to people and situations.

SELF AWARENESS

The starting place for becoming socially aware is **self awareness**.

Self awareness is essential in order to understand the feelings and emotions of others while self management is necessary to ensure that your response is appropriate to the situation.

- Diversity encompasses acceptance and respect while recognising our individual differences and uniqueness. Open communication plays an essential role in managing diversity and building an awareness of social situations.

Emotional Intelligence Competencies

In his book Daniel Goleman viewed that the following are the Emotional Intelligence Competencies of High Achievers. These competencies determine how we manage ourselves.

I–Personal Competencies

1. Self-Awareness

Knowing one's internal states, preferences, resources and intuitions.

- **Emotional Awareness:** Recognising one's emotions and their effects.
- **Accurate Self-assessment:** Knowing one's strengths and limits.
- **Self-confidence:** A strong sense of one's self-worth and capacities.

2. Self-Regulation

Managing one's internal states of mind, impulses and resources.

- **Self-Control:** Keeping disruptive emotions and impulses in check.
- **Trustworthiness:** Maintaining standards of honesty and integrity.
- **Conscientiousness:** Taking responsibility for personal performance.
- **Adaptability:** Flexibility in handling change.
- **Innovation:** Being comfortable with novel ideas, approaches and new information.

3. Self-Motivation

Emotional tendencies that guide or facilitate reaching goals.

- **Achievement drive:** Striving to improve or meet a standard of excellence.
- **Organisational Commitment:** Aligning with the goals of the group or organisation.
- **Initiative:** Readiness to act on opportunities.
- **Optimism:** Persistence in pursuing goals despite obstacles and setbacks.

II. Social Competence

Social Awareness and Empathy: Awareness of other's feelings, needs and concerns. These competencies determine how we handle relationships.

Understanding Others:

Sensing others' feelings and perspectives and taking an active interest in their concerns.

- **Developing others:**
- Sensing others' development needs and encouraging their abilities.
- **Service orientation:**
- Anticipating, recognising and meeting customers' needs.
- **Leveraging diversity:**
- Cultivating opportunities through different kinds of people.
- **Political awareness:**
- Reading a group's emotional currents and power relationships.

III. Social Skills

Adaptness at inducing desirable responses in others.

- **Communication:** Listening openly and sending convincing messages.
- **Conflict Management:** Negotiating and resolving disagreements.
- **Change Catalyst:** Initiating or managing change.
- **Building bonds:** Nurturing instrumental relationships.
- **Collaboration and co-operation:** Working with others towards shared goals.
- **Team capabilities:** Creating group synergy in pursuing collective goals.
- **Influence:** Wielding effective tactics for persuasion.
- **Leadership:** Inspiring and guiding individuals and groups

	Self Personal Competence	Other Social Competence
Recognition	Self-Awareness <ul style="list-style-type: none"> • Emotional Self-Awareness • Accurate Self-Assessment • Self-Confidence 	Social Awareness <ul style="list-style-type: none"> • Empathy • Service Orientation • Organizational Awareness
Regulation	Self-Management <ul style="list-style-type: none"> • Self-control • Self-control • Trustworthiness • Conscientiousness • Adaptability • Achievement drive • Initiative (+Innovation) 	Relationship Management <ul style="list-style-type: none"> • Developing others Influence • Communication • Conflict management • Leadership • Change catalyst • Building Bonds • Teamwork & Collaboration

Three key clusters into which the twenty EI competencies were grouped and emerged as:

- Self-Awareness,
- Self-Management, and
- Social Awareness (which includes Empathy), along with Relationship Management,

While this model verifies that the competencies nest within each EI domain, it also suggests that the distinction between the Social Awareness cluster and the Relationship Management cluster may be more theoretical than empirical.

The above three major competencies were regrouped:

- **Innovation** was collapsed into **Initiative**;
- **Optimism** was integrated with **Achievement Drive**;
- **Leveraging Diversity and Understanding Others** combined to become **Empathy**;
- **Organizational Commitment** was collapsed into **Leadership**; and the separate competencies **Collaboration and Team Capabilities** became one, called **Teamwork and Collaboration**.
- **Political Awareness** was renamed **Organizational Awareness**, and
- **Emotional Awareness** became **Emotional Self-Awareness**.

Emotional intelligence can be enhanced by learning how to manage your emotions and motivate yourself. You can maximise the effectiveness of your emotional intelligence by

developing good communication skills, interpersonal expertise and mentoring abilities. Self awareness is the core of each of these skills, because emotional intelligence can only begin when effective information enters the perceptual system. Each person may be blessed with an abundance of some forms of intelligence but may be deficient in others. For good interpersonal relationships and success in life, emotional intelligence is essential.

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