

Emotional Intelligence



Discipline Courses-I

Semester-I

Paper : Organization Behaviour

Unit-III

Lesson: Emotional Intelligence

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1. Learning Outcomes:

After you have read this chapter, you should be able to:

- understand the concept and importance of EI ,
- appreciate why EI has become so important in the recent times ,
- identify the role played by emotions and their physiological basis,
- differentiate between Intelligence Quotient and Emotional Intelligence as two separate aspects of an individual's personality,
- appreciate the role played by EI in our day to day decision making,
- understand various scales used to measure EI,
- comprehend the application of emotional abilities and traits,
- apply the knowledge of Emotional Intelligence for better management of emotions of self and others in a way that it facilitates the process of goal achievement.

2. Introduction:

The process of evolution has always interested mankind. Initially, change of life form has been a focal aspect for studying the changes in the physiological aspects of life in the process of the development of life. However, last few decades have witnessed research studies focussing mainly on intricate behavioural and psychological aspects of existence. Scientists across the globe have noticed that, all forms of life, however big or small, have been blessed with unique characteristics that differentiate it from the other species and these features become multifarious and complicated as we traverse upwards on the chain of evolution. High level of intelligence has been found in various species. Certain

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species of fish travel thousands of miles in the sea to reach their breeding spots without the help of any magnetic compasses, lions guard their territory without LOC's, dolphins can even imitate human sound and there isn't a dearth of similar examples.

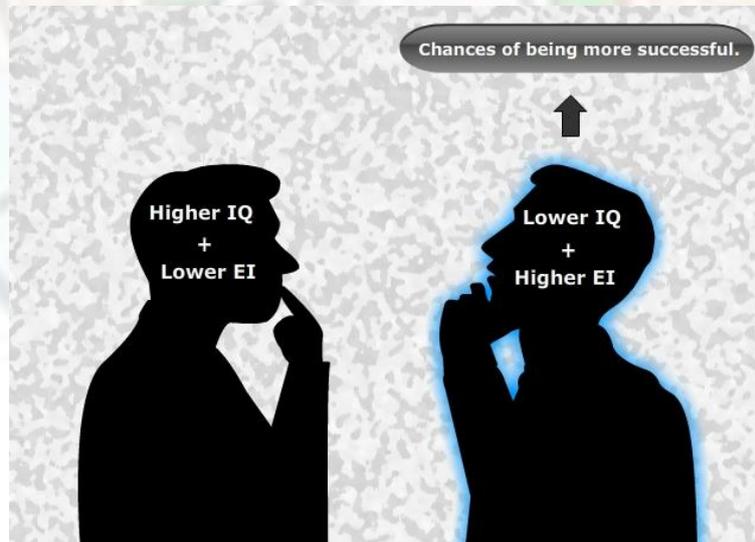
The most potent difference one would find between the species that occupies the top slot in this chain i.e. human beings and the other forms of life on earth, is the existence of higher order emotions in the 'Homo sapiens' along with the power to express them. Love, anger, happiness, sadness and many more – the human brain has the capacity to feel these like none other. It is this ability of feeling and expressing these emotions that makes the human race unique and special.

Pause and think for a moment, would we be the same without our understanding of emotions of self and others? Would our existence be as meaningful if we had possessed only cognitive, logical and mathematical abilities – our Standard Intelligence Quotient (IQ) measures?

Just scan the world around you, have you come across an individual who, despite his very high IQ, hasn't been able to make it great in life, that's to say hasn't achieved what he could have with the gift of intelligence that he possessed. In fact, when an odd 100 Harvard students of the 1940's batch were studied, the ones who scored higher in college were not very differently successful in their career than the lower scoring ones. There have been other studies which have proved this time and again that there is something more than IQ that contributes to success or failure of an individual in the long run. In the book, *The Bell Curve*, though Richard Herrnstein and Charles Murray give more importance to IQ, but at the same time recognise that high IQ is not connected to overall success of an individual in life. They state that high IQ and becoming a mathematician, say, is connected, but overall success, say, becoming a businessman or a politician, depends on the other features that the individual may develop overtime. What are these other characteristics and how do they contribute to one's accomplishments in life.

These 'other characteristics' are clubbed together and referred to as 'Emotional Intelligence'. The focus in this chapter is on developing an understanding as to what is 'Emotional Intelligence' and how it influences an individual's journey through life.

Figure 1: Intelligence Quotient Vs. Emotional Intelligence



3. Brief History

Unlike IQ, which has been studied since the last hundred years, the study of EI is relatively new. Though Darwin talked about 'Emotional Expression' way back; he postulated that it was essential for survival. Until the last century; the understanding of intelligence was restricted to only cognitive functions such as problem solving, learning

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etc. However by 1900's scientists had started to understand that non cognitive aspects of intelligence also exist. Edward L. Thorndike talked about social intelligence that was related to managing people. Until 1940, David Wechsler developed the concept of non-cognitive intelligence and said that no study on human intelligence can be complete without considering social and personal aspects.

However, scientists across the globe have started to recognise and study EI as another form of intelligence recently. Gardner (1983) and Williams and Sternberg (1988) proposed broader approaches to comprehend intelligence. Gardner published a groundbreaking book in the year 1983 titled, Frames of Mind – Theory of Multiple Intelligences. This book took the concept of human intelligence to a much higher platform. He talked about possession of other forms of intelligence which were also cognitive but couldn't be measured by the Standard IQ test.

Gardner postulated eight different kinds of intelligences:

1. Linguistic – The power of reading, writing, telling stories and memorizing words along with dates, literary art, expression through words, William Shakespeare achieved the epitome of this intelligence.
2. Musical – This area has to do with sensitivity to sounds, rhythms, tones, and music. People with a high musical intelligence normally have good pitch and are able to sing, play musical instruments, and compose music.
3. Logical – Mathematical – This area has to do with logic, abstractions, reasoning and numbers and critical thinking. This also has to do with having the capacity to understand the underlying principles of some kind of causal system.
4. Bodily- Kinaesthetic - The core elements of the bodily-kinaesthetic intelligence are control of one's bodily motions and the capacity to handle objects skilfully. People who have bodily-kinaesthetic intelligence should learn better by involving muscular movement (e.g. getting up and moving around into the learning experience), and be generally good at physical activities such as sports, dance, acting, and making things. Gardner believes that careers that suit those with this intelligence include: athletes, pilots, dancers, musicians, actors, surgeons, builders, police officers, and soldiers.
5. Spatial - This area deals with spatial judgment and the ability to visualize with the mind's eye.
6. Naturalistic - This area has to do with nurturing and relating information to one's natural surroundings. Examples include classifying natural forms such as animal and plant species and rocks and mountain types. This ability was clearly of value in our evolutionary past as hunters, gatherers, and farmers; it continues to be central in such roles as botanist or chef.
7. Interpersonal – This area has to do with interaction with others. In theory, individuals who have high interpersonal intelligence are characterized by their sensitivity to others' moods, feelings, temperaments and motivations, and their ability to cooperate in order to work as part of a group. Intrapersonal – the ability to understand one's own desires, motivations, fears etc.
8. Intrapersonal - This area has to do with introspective and self-reflective capacities. This refers to having a deep understanding of the self; what your strengths/ weaknesses are, what makes you unique, being able to predict your own reactions/emotions.

Figure 2: Click on the link below to view an image on Multiple Intelligence

Source: <http://greeneyezwinkin2.files.wordpress.com/2012/01/314.jpg>

Value Addition 1: Video
Dr. Howard Gardner on Multiple Intelligences
Click on the link given in reference section of the lesson to view a video on Multiple Intelligence by Howard Gardner.

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List the different aspects of intelligence talked about him.

Compare your list with your peers and discuss as to how much do you agree or disagree with him.

Source: Link (i) in video links in the reference section at the end of the lesson.

Gardner said that every individual possess each of these in varying proportions and an overall personality emerges from a mix of these. Gardner said that an individual's success depends on all of these and Logical – mathematical ability (the standard IQ) was not the sole determinant. Although, all through this time, the term Emotional Intelligence was not in use, the concept was being discussed.

It wasn't until 1985 that EI was used in the sense we use it today – to describe additional human intelligence. It was in the doctoral research of Wayne Payne, that this term was used and henceforth became a subject of interest for many social scientists.

Though it was only after the book, Emotional Intelligence – Why it can matter more than IQ, by Daniel Goleman, that this term became immensely popular and people started widely using it.

4. Emotional Intelligence

All species of this earth have some natural intelligence level which help them to survive in this world. They also have the ability to understand their emotions as a natural phenomenon that makes them recognise the opportunities and threats that they may encounter. For example, just as they are able to recognise motherly affection, they are also able to recognize a friendly compassion and support in the competitive world of survival. However, this is in its highest order in the homo sapiens as has been mentioned earlier. We all have at one point or the other come across an individual, who despite his very high IQ hasn't been able to make it great in life, that's to say hasn't achieved what he could have with the gift of intelligence that he possessed. It is important to understand that both IQ and EI are important for a fine balance in life. And the right combination of both only makes a person successful in life.

4.1 Concept of Emotions

Emotion refers to the reaction of a person to an object or event. It is generally expressed by words like mood or feeling, however, they differ in their literal sense. While moods often a state of mind that lasts longer than emotions, feeling is a what or how an individual has experienced with the object or event in question.

Emotions may be positive or negative. Consequently, they create positive or negative motivation and behaviour. Paul Ekman classified emotions into six basic categories: anger, disgust, fear, happiness, sadness and surprise. This is depicted in the figure below with the kind of feelings or moods affected by such emotions.

Figure 3: Types of Feelings aroused by different Emotions

Emotional Intelligence



Source: <http://en.wikipedia.org/wiki/File:Emotions.gif>

It is indeed important to understand and manage the emotions properly both in personal and professional lives. The ability to identify and control these emotions is termed as Emotional Intelligence. While Intelligence Quotient or (IQ) is a score that has been designed to express intelligence of a person and are often used to predict achievements in the life of an individual in terms of education, professional growth and income; Emotional Intelligence or (EI) is an ability to identify, assess and control the emotions of self and others in a personal or a professional situation for the benefit of both self and others. Emotional intelligence may be viewed both as an ability and a trait. While there is certainly some association between IQ and success, the importance of EI far outweighs the importance of IQ in life's success.

4.2 Power of Emotions

Darwin postulated that emotions play an extremely important role in the entire existence of life. Negative pent up emotions tell us that we have unfulfilled needs that we require something and we are not getting it. Positive feelings are satisfying for exactly the opposite reason. Some of the positive emotions that an individual feels are love, motivation, friendship, balance, autonomy, peace, independence, confidence. While some of the negative emotions we feel, are anger, frustration, guilt, victimisation, fear, depression, and lethargy.

Let me give you some physiological evidence to show that processing of emotions in brain is not only important for our day-to-day decision-making; in fact, it is independent and sometimes even bypasses the thinking brain. A famous case study is that of a lawyer who was doing well in his job before a tumour was discovered just below his forehead and later on removed through an operation. However, the doctors declared the surgery a success and completely harmless, the lawyer was not the same person

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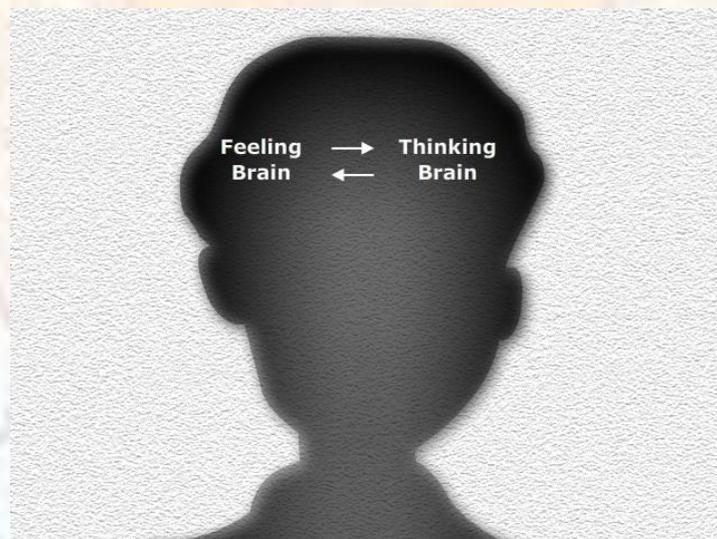
any more. He could not hold on to his previous job or the ones that he took up later on, though his IQ test before and after surgery showed no significant change. Research showed that during surgery the connection between his thinking brain and feeling brain had been cut and he was unable to take his routine decisions also, let alone the kind of decisions his job demanded. Decisions are made when both the portions of the brain work in synchronisation.

One of the most interesting discoveries, LeDoux's work revealed how the architecture of the brain gives the amygdala (feeling brain) a privileged position as an emotional custodian, able to hijack the brain under certain extreme conditions. His research has shown that sensory signals from our sense organs travel first in the brain to the thalamus and then – across a single synapse – to the amygdala; a second signal from the thalamus is routed to the neo-cortex (the thinking brain).

This route permits the amygdala to begin to respond before the thinking brain can start to react to these stimuli in anyway. This circuit explains how power of emotion can at times completely overpower rationality. It explains the instantaneous reaction that we all exhibit many-a-times. Impulse buying decisions, throwing things around, breaking them, committing suicides are all acts where the power of emotion hijacks our rationality.

Emotions are our body's way to communicate with us; they can have mental and physical consequences on our wellbeing. Ignoring emotions will lead to an imbalance within us. It will be neglecting and ignoring the sound of our mind, and this can have serious consequences. One should try to make a balanced decision by paying attention to both the aspects of the situation – rational and emotional.

Figure 4: The Interaction between the Thinking and Feeling Brain

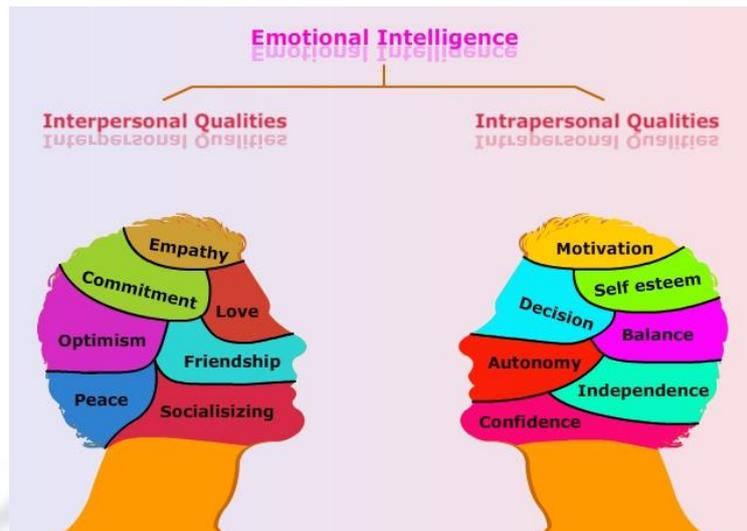


4.3 Concept of Emotional Intelligence

Now that the fact that emotions play an important role in our day to day life is understood, let's try and understand the concept of Emotional importance. Today Emotional Intelligence is a popular topic of many discussions among academic scholars and business executives. Every individual faces a variety of emotions at the workplace and otherwise. The right mix of emotions, ability to channelize and harness their energy in a positive manner is Emotional Intelligence. What exactly is emotional intelligence and what role does it play in business and education. Lets try to understand with the help of certain definitions.

Figure 5: The Interpersonal and Intrapersonal Qualities associated with EI

Emotional Intelligence

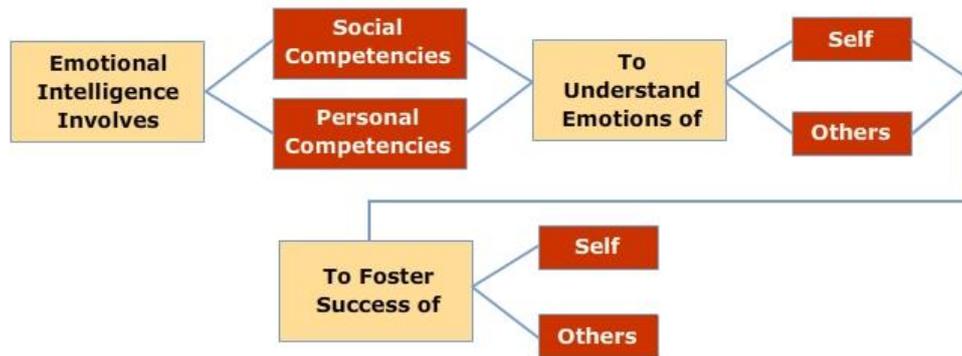


Authors have given various definitions from time to time. Let us discuss a few that best define the concept. Emotional intelligence (EI) is defined as:

- "The ability to recognize and respond to the emotions and feelings of others, as well as the skill to help others manage their emotions" -(Schmidt, 1997).
- "The intelligent use of emotions: you intentionally make your emotions work for you by using them to help guide your behaviour and thinking in ways that enhance your results". -(Weisinger, 1998)
- "The ability to:
 - be aware of, to understand, and to express oneself;
 - be aware of, to understand, and to relate to others;
 - Deal with strong emotions and control one's impulses; and
 - Adapt to change and to solve problems of a personal or a social nature". -(Reuven Bar-On, 1988)
- "The ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use the information to guide one's thinking and action". -(Mayer & Salovey, 1993)
- According to Salovey, Emotional Intelligence is a combination of the abilities:
 - Knowing one's emotions. Self-Awareness – identifying and understanding a feeling as it comes to your mind is the basis of EI.
 - Managing Emotions. Accepting emotions by trying to understand that they are appropriate. People who are able to understand accept their emotions are able to overcome them faster in comparison to others.
 - Motivating Self. Using emotions in such a way that they help you move towards your goal, they give you an upward thrust.
 - Recognizing emotions in others. Empathy – understanding the emotions of others is a very important people skill; essentially required by every manager more so by teachers, human resource professionals, salesmen.
 - Understanding Relationships. Balanced proportions and right Interaction between the above four leads to better handling of relationships and less conflicts. Such people are extremely popular and are 'social stars'.

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Figure 6: Concept of Emotional Intelligence



- According to Goleman, "EI refers to an individual's ability to understand and accurately interpret his or her own emotions as well as those of others; to keep oneself motivated and continue in the face of adversity; to control the need for immediate gratification; to control one's moods and keep negative feelings from besieging the ability to think straight; to understand and to remain optimistic."

This concept of human intelligence is different because it talks about human intelligence as mix of intellectual, emotional, social and personal aspects. Emotional and social intelligences differ from intellectual intelligence because they take into consideration feelings of self and that of the society while decision making.

Figure 7: Click on the link below to view an image on Goleman's Model of Emotional Intelligence

Source: <http://www.biggerplate.com/mapImages/xl/cf4ae105-cdbd-437c-9d82-7f4f56f906e9.png>

Because of this work, lot of other people got interested in the study and research on EI. Goleman claimed that EI is the fulcrum around which an individual's performance and hence success moves. He claimed that EI would give you an advantage in every sphere of life- personal or professional. The most intriguing claim of Goleman's research was that as opposed to popular belief that IQ cannot be changed over time with training and education, EI could be changed and developed by individuals with the right input.

Value Addition2: Video

Daniel Goleman and Emotional Intelligence

Click on the link mentioned below to watch a video on introduction of EI by Goleman. Make a list of the key aspects talked about him on Emotional Intelligence and compare them with those described in the lesson.

Source: Link (ii) in video links in the reference section at the end of the lesson.

Although many definitions exist, the basic idea is the same.

Emotional intelligence involves a set of competencies which allows a person to be aware of, to understand and to be in control of their own emotions, to recognise and understand the emotions of others and to use this knowledge to foster their success and that of others.

5. Models of EI

Emotional Intelligence

Though there have been many models of EI proposed by researchers from time to time, however the following three models are the most popular and widely accepted:

1. Ability Model
2. Trait Model
3. Mixed Model

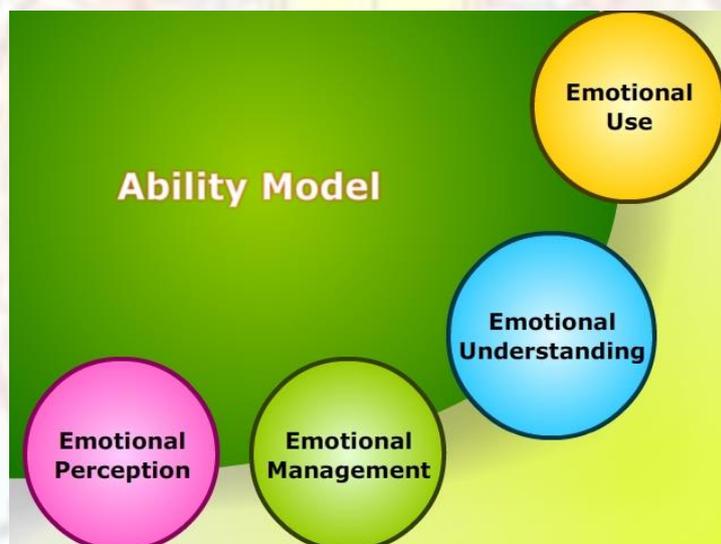
5.1 Ability Model

Concept:The major principle of this model are that emotions are a source of information that are useful in social interactions and relationships. It proposes that all individuals have varying degree of power to understand emotions, to process emotional information and then to relate it to the cognitive process. This model proposes four types of emotional abilities:

Emotional Perception:Ability to perceive, identify and understand emotions in yourself and those around you is the basic skill required because unless you are able to do this, question of putting them to use doesn't arise at all.

Emotional Use:Ability to put these emotions to right use. An individual who possess this ability is able to use emotions and think through a situation and solve problems. Different emotions are used to assert force in the right direction and complete tasks in time.

Figure 8: Ability Model of Emotional Intelligence



Emotional Understanding: Ability to understand varying shades of different emotions and how they interact with each other. This ability also makes an individual understand how an emotion would evolve over time and its possible effect.

Emotional Management: Ability to manage emotions of self and others. This individual is able to control positive and negative emotions in a way that it increases output of self and those around him i.e harness emotions to work positively towards attainment of objectives.

Value Addition3: Activity

Four Branch Model

The ability model of EI is also known as 'The Four Branch Model' given by Mayer & Salovey. Click on the link below and read the four branches of EI model as given by Mayer & Salovey.

Comment on whether you, as an individual, possess the abilities as specified in the model.

Rate yourself on a scale of 1 to 3 as follows:

1-Do not Possess, 2-Possess to some extent, 3-Possess to a great extent.

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Also ask five of your friends to rate you on the four abilities described here. Find the average score and analyse your emotional intelligence. Discuss and compare your findings with your peers.

Source:

http://www.unh.edu/emotional_intelligence/ei%20What%20is%20EI/ei%20fourbranch.htm

Measurement and Scoring of Ability Model

The Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) uses individuals ability to solve problems that are emotionally connected in order to rate him on each of the four characteristics.

A cumulative score is generated by measuring the individual on each of these four characteristics. This score is then compared to the score of a larger group of population, common answers lead to higher scores. Sometimes scoring is done by comparing an individual's score with that of some emotional experts. It is different from The standard IQ test in the sense that this scale doesn't have specific answers to questions.

Value Addition 4: Video

MSCEIT

Click on the link mentioned below to watch a video on the administering of 'The Mayer-Salovey-Caruso Emotional Intelligence Test', its use in predicting interpersonal traits of leadership, communication and team work, productivity and customer satisfaction; its analysis based on various scores and its relevance in recruitment; and development of human resource in an organization.

Source: Link (iii) in video links in the reference section at the end of the lesson.

Criticism: This scale faced some criticism because in case one gives a unique answer, scoring will be either very difficult or it may be too low. The test is not prepared to run through the entire breadth of emotional responses that may be given by individuals.

5.2 Trait Model

This model was proposed by K.V.Petrides. He stated trait EI is "a constellation of emotional self-perceptions located at the lower levels of personality." Simply put, this model helps to calculate EI by making an individual score himself on certain emotional characteristics, on the basis of which a self-report is generated i.e. an individual ranks himself on a scale for self-perception of possession of certain traits.

Measurement and Scoring of Trait Model

There are many self-report scales of EI like EQ-I, Schutte model and Swinburne University Emotional Intelligence Test (SUEIT). One of the most comprehensive scales of EI is Trait Emotional Intelligence Questionnaire (TEIQue).

Value Addition 5: Using the TEIQue

Click on the link below to view a sample report generated through TEIQue.

Introspect to know to what extent you possess factors like well being, self-control, emotionality, sociability and other independent facets described in the document.

Source:

http://www.thomasinternational.net/Portals/88/Sample%20Reports/TEIQue_SampleReport.pdf

This test consists of five major constructs each of which are divided into other factors based on which EI is measured - Well being is measured on the basis of happiness,

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optimism and self-esteem; Self Control is measured on Emotion regulation, Impulsiveness and Stress Management; Emotionality is gauged through empathy, emotion perception of self and others, emotion expression and Relationships; Sociability is measured through emotion management, assertiveness and Social Awareness; and the independent factor measures adaptability and Self-motivation.

Difference between Ability model and Trait Model:

It is different from the Ability Model, in the sense that ability model refers to actual abilities. In the Trait model, EI is measured through generation of Self Reports whereas maximum scoring questionnaires after comparison yield EI scores through the ability model.

5.3 Mixed Model

This model was proposed by Daniel Goleman and as on date it is the most popular and commonly used model for measuring EI. He viewed emotional intelligence as a total of personal and social competences. Personal competence determines how we manage ourselves, whereas social competence determines how we handle our interpersonal relationships.

Goleman's model measures EI on the basis the following four factors:

1. **Self-Awareness:** The ability to identify one's emotions and using one's gut feeling to make decisions. Recognising one's strengths and weaknesses, also understanding what are one's drives, values and goals.
2. **Emotional Self-Management:** The ability to control and redirect one's negative and disturbing emotions and impulses into positive and productive ones. Learning to delay gratification and handle one's emotions in a manner that facilitates task completion.
3. **Social Awareness:** The ability to understand other people's feelings, recognising them and give them adequate weight while decision-making.
4. **Social skill:** The ability to handle emotions with respect to others, to interact in social situations, influence, persuade, convince and lead people in the desired direction.

Figure 9: Click on the link below to view an image on Emotional Intelligence Model that depicts Personal and Social Competency

Source: http://management-class.co.uk/images/Emotional_intelligence_model.gif

Measurement and Scoring of Mixed Model

The following measurement tools are based on the Goleman's model:

1. The Emotional Competency Inventory (ECI)
2. The Emotional Intelligence Appraisal.

Under the Emotional Competency model, the following 18 factors are studied under the four major heads: Self Awareness, Self-Management, Social Awareness, Relationship Management. The six behavioural anchors for ECI are:

1=Never; 2=Rarely; 3=Sometimes; 4=Often; 5=Consistently; 6=Don't know.

Value Addition 6: Surf and Learn
Emotional Intelligence Framework
Measurement and scoring of Emotional Intelligence Framework with the help of ECI has been given in detail in the technical manual.
Source: http://www.eiconsortium.org/pdf/ECI_2_0_Technical_Manual_v2.pdf

6. EI at the Workplace

Emotional Intelligence

Lately, people around the world have started to recognize EI as an important aspect of an individual's personality. We all have underwent situations of emotional distress, situations that have left us disturbed and full of doubt on our own capabilities, but how soon and how strong one emerges from such situations determines our emotional intelligence. And, by now I guess everybody reading this chapter must be in a position to appreciate the role of EI in our life in general. Let us look at certain aspects of EI that make it indispensable for success at the workplace.

Have you ever wondered what makes some employees more successful at achieving their targets than others? Why do some employees sail through difficult situations with ease and others have a tough time solving small problems? There are some around who get into conflicts too often and some others never seem to be bogged down by any such issue. Some employees easily match their own interests with that of the organisation while others try hard and still unable to do that. In many of these cases, the answer lies in Emotional Intelligence rather than personality type of that individual. People with high EI bring benefits both the organization as well as themselves.

Figure 10: The Upside of EI to Organization



Figure 11: The Upside of EI to Individual Employee



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Value Addition 7: Activity

Emotional Intelligence

Interview a few people who have recently switched over their jobs.

Give them the following scenario and ask them the questions given below:

'You recently changed your job and found the culture of this new organisation entirely different from your last one. What's more, you are not even clear on your Key Result Areas (KRA's). People here don't talk much and are not very willing to help you understand the organisation. You face competition from the likes of people who have been there for more than two years and you are on probation yourself. The whole system appears like a question mark to you.'

Q1. If you were in such a situation, what would you have done:

- Tried to go back from where you had come, or
- Given your best and tried to handle the situation?

Q2. If you ever have actually stayed and made things work for yourself, how did you do it?

Discuss your findings with your peers.

Value Addition 8: Pause and Think

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You are the Sales Head for North India doing fantastic in your job. You have been achieving more than your targets in terms of orders, but one problem that you face regularly is that your production people are not able to keep pace with your team – they keep on committing errors, delaying shipments, and sometimes even outright refusing to fill orders in time. You have a team which is highly dynamic and you have been able to keep it motivated till now. But, with this kind of attitude from people within the organisation, they may lose faith in you and probably be unable to perform as well as they have been doing in the past. In spite of your telling the CEO a number of times, this problem is not sorting out.

How will you handle them?

Discuss your opinion with your peers.

Value Addition 9: Role Play

Emotional Intelligence

You had been working as a top executive in an organisation. A Multi National Company was interested in setting up its operations in your country. It offered you a higher position and package than your current engagement. You decided to move to this MNC. It promised you a different kind of work experience in line with their very ambitious plans for your country. However, it did not work that way. Their plans for expansion are still there, but there has been a lot of delay in complying with the legal formalities. They have made you wait for a long while and there's nothing much you have been able to contribute to the organisation in months. This has started causing you a lot of stress.

Perform a role play with your peer, your peer acting as your CEO in order to resolve the stress.

Let other members in your peer group watch this role play and comment on your strategies/dialogues in the context of emotional intelligence and make their suggestions.

Let us see some illustrations of how EI helped in organisations:

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It was discovered that people with high EI are also high on optimism. They are able to cross setbacks better because they see it as something external and controllable. High optimism is related to target achievement by a salesman; this also goes under a research that optimistic salesmen produce twice the output as compared to others.

Another example comes from the American Air force, when they used Emotional Intelligence as additional criteria for recruitment; they were able to hire the right people in the first time itself. These results were such that the centre proposed the same changes to the Military Services also.

Study after study has proved that highly effective leaders are high on Emotional Intelligence. They are not only good at motivating a team for goal achievement but carry on doing it for a longer time in comparison to others.

There have also been examples of people high on EI who have risen up the corporate ladder quicker in comparison to others, which is very obviously a by-product of understanding others emotions, managing them in such a way that they start contributing their maximum to the organisation.

In a different research, it was proved that after using EI in selection process, attrition rates reduced by a high percentage leading to cost savings.

Positives of Emotionally Intelligent employees:

1. An overall optimistic work environment
2. Less conflicts within employees
3. Self-confident and Self-reliant workforce
4. High on Achievement orientation
5. Self-motivated teams
6. Low Turnover
7. Reduced costs

7. Benefits of EI

Not only at our workplace, have we faced such situations, we come across stronger emotionally distressing situations in our personal lives. Recently, after watching the movie, Aashiqui-2, doesn't this feeling of being emotionally strong comes up to the shore once again. This fact stares in our face that success, fame, power, position are all but redundant without the emotional intelligence to handle them.

Benefits of EI to Society

Today, our society is plagued by of various social evils. There is not a single day that passes without news of women molestation, harassment of the common man by public authorities, ill treatment of parents by children and at times astoundingly vice-versa. Scams and 'ghotalas' have become an integral part of everyday headline; practically every day one gets to hear about horrendous crimes people dare to do in our country. The recent 'Nirbhaya' incidence is one such case in point, which shows how a human being can turn ruthless and display complete emotional indifference to what he can do to others for satisfying some mean mental and physical requirements. What worries me more is that the age of these criminals is decreasing fast at an alarming rate. News about schoolchildren planning robberies, kidnapping other children to make quick money, stabbing teaches and so much more has become regular for us. The newspaper nowadays not only shows results of Class X and XII, alongside it publishes news of parents and children committing suicides because of low scores. The news pieces of students committing suicides because of low scores are soul shattering; when on earth did these academic achievements become more important than human life.

Emotional Intelligence

The point that is being conveyed is that IQ is important, agreed, but life would be incomplete, unfulfilling and unrewarding if right balance between Intelligence Quotient and Emotional Intelligence is not created.

When an individual has not developed adequate EI, they tend to be highly affected by obstacles at home or at work. Either they take a little too long in overcoming these situations or they do not get past them at all. This affects their overall mental health and their relationships with others. Emotional problems, instead of empowering these individuals, weaken them because they are not able to rationalise them and emerge stronger.

Emotionally intelligent people when faced with such circumstances are able to detach themselves from the situation and stop their continuous flow of negative thoughts. They are able to identify and understand not only their own feelings, but what others around them are feeling too. They are able to empathise. This trait makes them very successful leaders – whether it is managing a group of people at the workplace or handling a family at home.

At the very best, any obstacle should turn into a learning experience; give internal strength to an individual so that he emerges wiser and stronger.

Summary:

- 'Emotional Intelligence' influences an individual's journey through his life.
- Unlike IQ, which is being studied since the last hundred years, the study of EI is relatively new. Darwin talked about it long back in terms of emotional expression. Gardner reinstated interest in the concept and said that there are two kinds of intelligences: interpersonal and intrapersonal. Daniel Goleman's work focussed attention of the entire world on EI.
- Emotional Intelligence is basically a set of abilities through the possession of which an individual is able to identify, understand and manage his emotions and those of others in a way that develops an environment of optimism and cooperation for each other.
- Emotions are our body's way to communicate with us; they can have mental and physical consequences on our wellbeing. Ignoring emotions will lead to an imbalance within us. One should try to make a balanced decision by paying attention to both the aspects of the situation – rational and emotional.
- Ability model of EI has four major constructs: Emotional Management, Emotional Use, Emotional Understanding, Emotional Perception
- The Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) uses individuals' ability to solve problems that are emotionally connected in order to rate them on each of the four characteristics.
- K. V. Petrides proposed a conceptual Trait EI model. He measured EI through various factors that he grouped under the following five heads:
 - Independent
 - Self-Control
 - Emotionality
 - Sociability
 - Well being
- Mixed model was proposed by Daniel Goleman and uses the following factors to explain EI
 - Social skill
 - Self-Awareness
 - Emotional Self-Management
 - Empathy

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- Emotional Competence Inventory (ECI) measures EI on 18 competencies under the following heads:
 - Self-Awareness
 - Self-Management
 - Relationship Management
 - Social Awareness
- Emotionally intelligent people when faced with emotionally distressing situations are able to detach themselves from the situation and stop their continuous flow of negative thoughts. They are able to identify and understand not only their own feelings, but what others around them are feeling too.
- This trait makes them very successful leaders – whether it is managing a group of people at the workplace or handling a family at home.
- Life would be incomplete, unfulfilling and unrewarding if right balance between Intelligence Quotient and Emotional Intelligence is not created.

Exercises:

A. Short questions:

1. Name the three models of EI.
2. Which test is used to measure EI using Ability model.
3. Name the most popular test used to measure EI by using trait model.
4. Name the constructs of Daniel Goleman's EI model.
5. Define Emotional Intelligence.
6. Differentiate between IQ and EI.
7. Innumerate some advantages of having employees with adequate intelligence.
8. How Ability model of EI differs from Trait model?
9. What are the major constructs of Mixed Model given by Daniel Goleman?
10. Innumerate the factors which are studied to measure EI through Trait model.

B. Long questions:

1. Think of a situation where you were in austere conflict with one of your colleagues, could this knowledge help you emerge out of it easier than before. Please elaborate.
2. Explain in detail the four kinds of abilities measured under ability model.
3. Do emotions play a role in our decision-making? Give physiological evidence to prove it.
4. Do you think the knowledge of EI can help explain and solve some of the evils of our society? Please elaborate.

References:

1. Work Cited:

- Goleman, Daniel, Emotional Intelligence: Why it can matter more than IQ, Bloomsbury, p.p17, p.p35
- Emotional memory systems in the brain, Behavioural brain research, 58, 1993
- Salovey P and Grewal D (2005) The Science of Emotional Intelligence. Current directions in psychological science, Volume 14 -6
- Petrides, K.V., Pita, R., Kokkinaki, F. (2007). The location of trait emotional intelligence in personality factor space. British Journal of Psychology, 98, 273-289.
- Petrides, K.V., & Furnham, A. (2003). Trait emotional intelligence: behavioural validation in two studies of emotion recognition and reactivity to mood induction. European Journal of Personality, 17, 39–75

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2. Newspaper articles:

- Five ways to use your emotional intelligence November 9, 2012, Sreeradha D Basu, ET Bureau
- On work psychology, May 15, 2013, Daniel Goleman, ET Bureau
- Chip of the old blog: A place for emotional intelligence, July 31, 2009
- 30 must see movies for a Business school student August 4, 2011 | BusinessWeek
- Brand You: The avaratia art of building the Brand YOU February 8, 2013
- Daniel Goleman makes a hard case for soft skills December 10, 2010 | Vinod Mahanta , ET Bureau
- Understanding emotions 'improves food choices' September 19, 2008 | PTI
- Word smitten April 10, 2006 | Helen Mathur
- Tweak B-School selection: How to identify young leaders November 1, 2011 | K Ramkumar
- Guru Speak: Is there a relationship between Emotional Intelligence and effective leadership? October 14, 2011 | Vinod Mahanta , ET Bureau
- Emotional intelligence: India Inc's changing organisational culture December 10, 2010 | Dibeyendu Ganguly , ET Bureau

3. Suggested Readings:

- Emotional Intelligence At Work: A Professional Guide 0003 Edition (Paperback) by Dalip Singh
- The EQ Difference: A Powerful Plan for Putting Emotional Intelligence to Work 1st Edition (Paperback) by Adele B. Lynn
- Leading with Emotional Intelligence: Hands-On Strategies for Building Confident and Collaborative Star Performers 1st Edition
- The EQ Edge: Emotional Intelligence and Your Success 0003 Edition (Paperback) by Steven J. Stein, Howard E. Book
- Emotional Intelligence Works: Think, Be and Work Smarter (Paperback) by S. Michael Kravitz, Susan D. Schubert

4. Web Links:

- <http://www.tgassociates.com/products/data/assessments.asp>
- www.emotionalintelligenceatwork.com
- www.eiconsortium.org
- www.haygroup.com
- danielgoleman.info/topics/emotional-intelligence/
- Click on the link <http://www.galaxyeduplanet.com/blog/define-emotional-intelligence-explain-golemans-model-of-emotional-intelligence/2012/33> to read more on the Goleman's Model of Emotional Intelligence viewed by him as a total of personal social competencies.
- Click on the link http://www.iveybusinessjournal.com/topics/leadership/the-effective-leader-understanding-and-applying-emotional-intelligence#.UbGMBIX_6_U to read more on the ability model of EI.
- Click on the link <http://www.mhsassessments.com/MCC/%28X%281%29S%28ji4ki5idlbd1fi55gqqovkyv%29%29/card.aspx> to take the MSCEIT online for a nominal charge.
- Click on the link <http://eqi.org/4bmodel.htm#The%201997%20Mayer-Salovey%204%20Branch%20Model%20of%20Emotional%20Intelligence> to read more on four branches of EI
- Click on the link <http://www.ndtv.com/video/player/prime-shows/daniel-coleman-and-emotional-intelligence/185052> to view a detailed video by Goleman on EI.
- Click on the link <http://www.youtube.com/watch?v=QOSgpg9EGSw> to view a video on ways to improve emotional intelligence by Daniel Goleman.

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- Click on the link <http://www.youtube.com/watch?v=5XqXsLnDV-U> to view a video on the importance of EQ over IQ in hiring personnel in organizations by Bill George, Management Professor, Harvard University.

5. Video Links in Text:

- <http://greeneyezwinkin2.wordpress.com/2012/01/22/dr-howard-gardner-on-multiple-intelligences/>
- <http://www.youtube.com/watch?v=Y7m9eNoB3NU>
- http://www.youtube.com/watch?v=CTdT1c_M4Dw

