



ISSN Print: 2394-7500
ISSN Online: 2394-5869
Impact Factor: 5.2
IJAR 2016; 2(2): 288-290
www.allresearchjournal.com
Received: 13-12-2015
Accepted: 16-01-2016

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Innovative approach to emotional intelligence

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Abstract

An investment in knowledge is an investment in a better future. As the pace of change is increasing and world of work is making ever greater demands on a person's cognitive, emotional and physical resource. Since majority of the concerns in organization involve people in different roles, emotional intelligence has become a determining factor for their effective management. Social and personal competencies and skills such as problem solving, communication, collaboration, interpersonal skills, social skills and time management are actively being targeted by prospective employers as essential requirements for employability especially in team environments. Emotional Quotient describes a concept that involves the ability, capacity, skill or a self-perceived ability, to identify, assess, and manage the emotions of one's self, of others, and of groups. The Emotional Quotient concept argues that IQ is too narrow; that there are wider areas of emotional intelligence that dictate and enable how successful we are. Researchers in diverse fields have studied emotional intelligence and found the construct to be associated with a variety of intrapersonal and interpersonal factors such as mental health, relationship satisfaction, and work performance. This article reviews research investigating the impact of training in emotional-intelligence skills and indicates that it is possible to increase emotional intelligence and that such training has the potential to lead to other positive outcomes. The paper offers suggestions about how future research, from diverse disciplines, can uncover training most effectively increase emotional intelligence and produce related beneficial outcomes.

Keywords: Emotional Intelligence; training; intervention; adaptive emotions

1. Introduction

Several studies identified that the person who is having high level of intelligence will develop the positive attitude and varieties of emotional dimensions. Some people have severe difficulty in expressing their emotion and understanding emotion of others. Psychologists call this Alexithymia, meaning 'lack of emotions'. People who suffer from this rarely cry or smile. Thus, such people who are not suitable to sales and managerial Positions. But they are suitable and may well be effective performers particularly in fields like information technology. Emotion refers to a feeling state (including physiological response and cognitions) that conveys information about relationships. Emotions are intense feelings that are directed towards someone or something, and are considered to be critical factors in employee behavior --- Stephen P Robbins. Traditionally, it has, for long, widely acknowledged that emotions and feelings of individual workers have lesser role in work contribution and effective work place management. Since one cannot smell emotions, touch emotions, taste emotions, and measure or quantify emotions, this non-tangible phenomenon got only limited attention from management, at work place. Management considers emotions as too subjective and whimsical phenomenon, which contributes less to productivity and profit.

Objectives of This Paper

1. To understand the role of Emotional Intelligence of managers in corporate world.
2. To analyze five dimensions of Emotional Intelligence
3. To suggest some measures to manage Emotional Intelligence effectively.
4. To provide training in development of emotional intelligence.

Five Dimensions of Emotional Intelligence for Managerial Effectiveness in Corporate World

Managers have to develop some qualities and skills to perform their jobs in effective manner, in addition to some of the qualities managers have to develop emotional intelligence

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which refers non-cognitive skills, capabilities and competencies that influence manager's abilities to succeed in coping with environmental demand and pressures.

Goleman (1998b) adapted Salovey and Mayer's (1990) model as a basis for his discussion of the theory of emotional intelligence and its implications for everyday life including the world of work. He adapted Salovey and Mayer's emotional intelligence model to develop five emotional and social competencies: self-awareness, self-regulation, motivation, empathy and social skills. These are each discussed below.

Self-Awareness

Self-awareness is the ability to understand and interpret one's own feelings through internal reflection. The ability to be critical about thoughts and make changes to behaviour can lead to an in-depth understanding about one's self, which leads to a better understanding of others. Lanser (2000) places a strong emphasis on the importance of self-awareness in guiding and perfecting job performance, including interactions with colleagues and in the establishment of positive and productive leadership and teamwork skills. Team members need to be aware of their feelings as they may allow uncontrolled emotions to impact on the dynamics and culture of the team. Cherniss (1998) emphasises that effective team members are self-confident, which is reflective of their own emotional self-awareness, and ability to control their emotions.

Self-Regulation

Self-awareness of emotions enables team members to then practice self-regulation, which is the ability to use emotions to facilitate the progress of the task or the project (Goleman, 1998b; Lanser, ~368~ Meeting at the Crossroads 2000). Being able to regulate emotions especially during conflict, pressure, stress and deadlines facilitates the smooth progress of the project and promotes positive, effective working relationships with other team members and clients. Goleman (1998b) explains that handling emotions and putting the task first rather than emotions aids in the attainment of the required goal.

Motivation

Being able to motivate fellow team members into contributing their best is very powerful. Workers are discretionary in their application to a project – they will only give if they feel they are being supported, nurtured and inspired. Successful teamwork requires intrinsic motivation, persistence and vision. Team members are not only responsible for their own motivation but are also play a key role in motivating the team and colleagues. Goleman (1998b) and Lanser (2000) propose that motivation is an essential element of emotional intelligence that pushes us forward through the positive and negative aspects of working life by showing initiative, perseverance and dedication, as well as being goal orientated, focussed and proactive.

Empathy

Goleman (1998b) contends that empathy is understanding and interpreting colleagues' feelings and being able to identify with their feelings on issues through understanding their perspective and cultivating rapport with people from different 'walks of life'. Empathic team members have an awareness of the diversity of personalities and are accepting

of the diversity of people and the impact culture can have on interactions within a team environment. Book (2000), defines empathy as the "capacity to see the world from another person's perspective" (p. 45).

Social Skills

Social skills are essential for the development of positive, effective relationships with colleagues and the ability to interact with team members to deter conflict, be aware of, ease and dissipate underlying tensions that can accumulate and have a negative impact on working relationships and project success. Team members need to be able to stimulate cooperation, collaboration and teamwork through well-developed social skills (Goleman, 1998b).

"People who rise to the top of their field, whether its psychology, law, medicine, engineering, or banking, aren't just good at their jobs. They are effable, resilient and optimistic." – Dale Carnegie, 1936

Types of emotional intelligence

Emotional intelligence is defined as the ability to control someone's wishes and to delay their fulfillment, to regulate others' mood, to isolate feeling from thinking, to place you into another's shoes and to hope. Also, it includes a range of skills such as self-control, persistence, zeal and ability to motivate others (Davies M *et al* 1998). According to Goleman D. (1998) ^[1], emotional intelligence involves the following elements: self-awareness, empathy, handling relationships, managing feelings, motivation. There is no magic number for the multiplicity of human talent, but you can sort these capabilities in five key areas:

- **Knowing our feelings:** Conscience, recognizing an emotion the moment it is created, is the cornerstone of emotional intelligence. The ability to understand and appreciate our emotions is the key to psychological insight and self-understanding. While the inability to see our real feelings, leaves us at their mercy
- **Controlling our emotions:** To manipulate and control our emotions so as they are appropriate at any time is an ability built on conscience. People lacking this ability are always fighting feelings of depression, while those who are distinguished for it can overcome setbacks and disappointments of life more quickly
- **Exploration of incentives:** Control of emotions so as to serve an objective is essential to focus attention, to find incentives, to self- possession and to creativity. Emotional self-control seems to be behind any kind of achievement. People who have this ability tend to be much more productive and effective
- **Recognition of other person's emotions:** Empathy, an ability that has its basis in emotional awareness, is a fundamental human skill. Empathetic people are more amenable to silence social signals indicating what other people may want or need (Leiberg S, Anders S 2006). This makes them better in professions related to community outreach, teaching, sales and administration
- **Handling relations:** The art of interpersonal relations is to a large extent, the skill of handling other's feelings. These are skills leading to popularity, leadership acumen and interpersonal success (Goleman D *et al* 2002). People who have largely those skills usually stand out in terms of smooth interaction with others and always distinguish in social scene.

The Impact of Emotional Intelligence on Workplace Effectiveness

Look deeply at almost any factor that influences work place effectiveness, and you will find that emotional intelligence plays a role. Any growing and prosperous organization needs to retain good employees, particularly those with the competencies that are important in the high-tech economy. What is it that can make an employee stay with an organization for a longer duration? A Gallup Organization study of two million employees at seven hundred companies found that duration of stay of an employee in a company and his productivity would be determined by his relationship with his immediate supervisor (Zipkin, 2000). People who have good relation with boss are four times less likely to leave than are those who have poor relationship.

Outcomes of Emotional Intelligence Interventions:

Intervention studies reviewed in the first section of this paper, suggest that emotional intelligence training can influence a variety of outcomes, including wellbeing, mental health, physical health, relationships, work performance, and even change in personality traits. Future research might investigate additional possible outcomes of emotional intelligence training. Previous correlational research may provide leads regarding promising outcomes to target. Such outcomes might range from changes in individuals' maladaptive behaviors, such as binge drinking, to increasing the effectiveness of medical professionals in working with patients, to changes in emotional labor among employees, to increasing adherence to training schedules among athletes.

Parameters of Emotional Intelligence Training: Emotional intelligence interventions have used somewhat different approaches to training. For example, numerous interventions have used a combination of didactic and skills-based training (e.g., Kotsou *et al.*, 2011; Nelis, *et al.*, 2011; Schutte & Malouff, 2002; Slaski & Carwright, 2003; Ruiz-Aranda *et al.*, 2012) ^[7], while others have used techniques such as self-reflection. Future research might explore the optimal training components for different populations and for different types of outcomes. Interventions have also differed in terms of parameters such as length of training time, which has ranged from several hours (Kirk *et al.*, 2011) to two years (Ruiz-Aranda *et al.*, 2012) ^[8]. Future research might explore optimal training time for different populations and outcomes.

Suggestions towards Improving Emotional Intelligence

The following tips of emotional intelligence that may help members to improve their self-orientation and self-awareness which produce proclivity and productivity at work.

1. Develop better self awareness
2. Be honest with yourself
3. Maintain standards of integrity
4. Always subject to self-criticism
5. Be always be sure of self-worth and capacities
6. Be aware of competencies and skills
7. Focus on positive feelings
8. Control your negative emotions like anger, irritation, excessive anxiety etc.
9. Be always realistic in your observation and understanding
10. Always feel responsible for your actions
11. Give positive weightage to all your emotions
12. Be always empathetic than sympathetic

13. Keep you good memories always bright
 14. Accept others' feelings as you accept yours.
 15. Be conscious of productive management of emotions
 16. Do adopt win-win conflict resolution strategies
 17. Nurture better inter personal relationship
 18. Control disruptive emotions and impulses
 19. Keep your mind always optimistic
 20. Align yourself goals with organizational goals
 21. Encourage self-directed change and learning
 22. Develop organizational culture that supports learning
- Training provided to the employees to develop these skills will be highly beneficial for their successful career.

Conclusion

Evidence from studies suggests that training may increase emotional intelligence and improve outcomes related to emotional intelligence. These outcomes include mental and physical health, social relationships and work performance. Much work remains to be done to verify these initial findings and to uncover how training increases emotional intelligence, what specific training works best, and what important outcomes can be produced. Potential applications of training in emotional intelligence span many realms, from education to marriages to businesses, to better understanding of the functioning of societies, and many disciplines can contribute to examining the effects of targeted training on emotional intelligence.

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