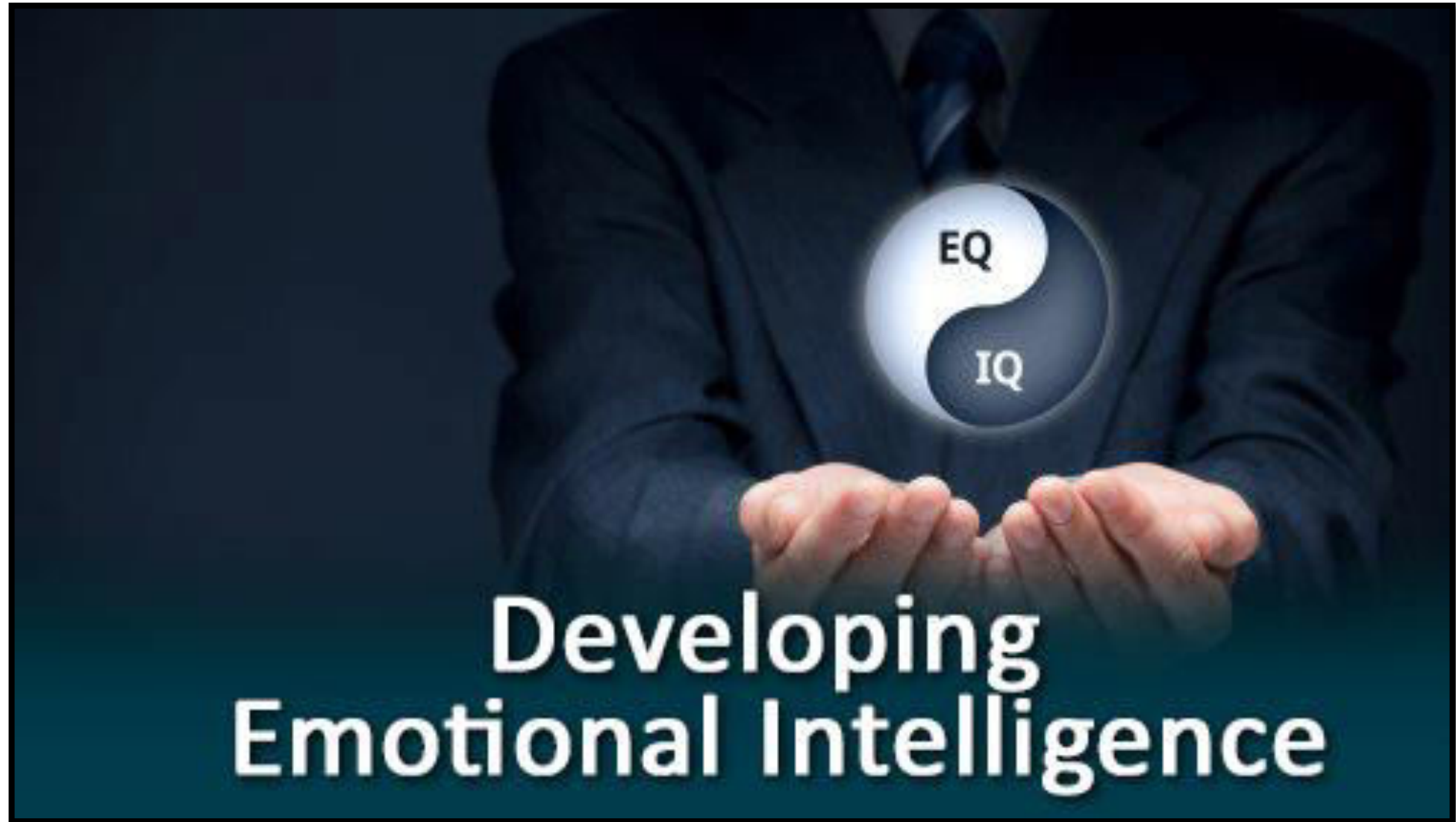


Developing Emotional Intelligence



❖ WHAT IS EMOTIONAL INTELLIGENCE?

- The concept of ‘emotional intelligence’ is paradoxical, because it consists of two opposite words.
- Emotions are subjective and intelligence is objective. Emotions are defined as biologically driven cross-cultural responses to an environmental stimulus.
- Emotional intelligence is a type of intelligence that is related to the emotional side of an individual. It is a set of capabilities to acquire knowledge from one’s own emotions and the emotions of others, to use emotions to make choices and to effectively recognize, control and manage one’s own emotions and the emotions of other people.
- Broadly speaking, emotional intelligence addresses the emotional, personal, social and survival dimensions of intelligence, which are often more important for daily functioning than the more traditional cognitive aspects of intelligence.
- The results of human emotions, such as surprise, love, happiness, fear, anger, affection, shame, disgust, lust, sadness, elation, anxiety, pain, empathy, frustration, failure, achievement, and such, determine and control human behaviour, feelings and thoughts.

❖ **SALIENT FEATURES OF EMOTIONAL INTELLIGENCE**

- **Emotional Intelligence is Unique.**

The very first salient feature of emotional intelligence is that it is unique in nature. Each individual is unique in his or her own way. Individuals have their own unique patterns of feelings and relationship due to own experiences, views, beliefs and attitudes.

- **Complexity of Emotional Intelligence**

Emotional intelligence is a complex phenomenon. It is an interwoven web of motivations, feeling of emotional experiences, thoughts, intelligence and resultant human behaviour. It lies in the complex psychosocial emotional environment.

- **Emotional Intelligence is Multidimensional**

The phenomenon of emotional intelligence has multiple dimensions. It is a network of interdependent and interconnected components or dimensions that work together with each other and with the overall psychosocial emotional environment so that they form a whole. There are four separate but related dimensions of emotional intelligence: self-emotional skills, human capabilities, management excellence and individual social capital.

- **Emotional Intelligence and Social Intelligence**

According to the original definition of Edward Thorndike, social intelligence is “the ability to understand and manage men and women, boys and girls, to act wisely in human relations.” There is a close connection between emotional intelligence and social intelligence. It has been asserted that emotional intelligence has its roots in social intelligence that describes the skill of understanding and managing other people.

- **Emotional Intelligence Predicts**

Performance by Using Systems Thinking A system is a network of interdependent components that work together to try to accomplish the aim of the system. The main components of performance prediction are necessarily inputs, processes, outputs and outcomes. Systems thinking lies in seeing through the complexity at the underlying structures that generate the change in emotional intelligence.

❖ **WHY IS EMOTIONAL INTELLIGENCE IMPORTANT?**

- Emotional intelligence has received enormous amount of attention and popularity in various academic and non-academic circles in the last two decades. Emotionally intelligent skills, capabilities and capacities are increasingly becoming significant and inevitable for effective leadership, globe-spanning network of communication and development of human potential and performance. Current research on emotional intelligence measured as ability suggests that it may have some use in predicting important outcomes such as reduced rates of emotional and behavioural problems. Thus, emotional intelligence has immense significance and relevance for the following:
 - (a) Self-emotional awareness and management
 - (b) Better assessment of others' behaviour
 - (c) Development of human potential and performance
 - (d) Successful relationship management at home, work and society
 - (e) Effective teamwork

- (f) Inspirational leadership
- (g) Job satisfaction
- (h) Organizational development and performance excellence
- (i) Creativity and innovation
- (j) Whole educational development
- (k) Stress reduction and management
- (l) Thinking skills development
- (m) Conflict handling

❖ **STRATEGIES TO DEVELOP EMOTIONAL INTELLIGENCE**

- **Neuro-linguistic Programming (NLP)**

Neuro-linguistic Programming (NLP), developed jointly by Richard Bandler and linguist John Grinder, is a system of alternative therapy that seeks to educate people in self-awareness and effective communication, and to change their patterns of mental and emotional behaviour. NLP is a toolkit to find ways to help people have better, fuller and richer lives. NLP is based on the belief that there is a strong connection between the neurological processes ('neuro'), language ('linguistic') and the behavioural patterns that have been learned through experience ('programming') and that can be organized to achieve specific goals in life.

- **Emotional Literacy**

All individuals have some degree of emotional literacy. It is the degree to which you are emotionally literate; therefore, it reflects the degree to which you are able to recognize, understand, handle and appropriately express your emotions. Emotional literacy is defined as the practice of thinking individually and collectively about how your emotions shape your actions, and of using emotional understanding to enrich your thinking.

There is a positive correlation between emotional literacy and emotional intelligence. The higher the level of emotional literacy, the higher will be the level of emotional intelligence and vice versa. In educational context, the ideal learning environment, therefore, should combine both 'tech skills' and 'soft skills' (people skill as opposed to academic facts) Emotional literacy is more concerned with 'how' you learn and not 'what' you learn. The inability of a learner to manage emotions or communicate effectively often has led to unresolved and repetitive conflict among learners, low morale and diminished productivity.

• **Language of Emotions**

For most people, it is very hard to express true feelings when they feel fear, nervousness or even happiness, because people try to cover up and act 'normal'. People even feel embarrassed, ashamed or afraid to talk about feelings publicly due to various reasons such as not wanting to hurt somebody's feelings or being afraid of consequences and such. Most people find it hard to put in words what they feel. Lack of knowledge of the appropriate language of emotions may also lead one to misidentify one's emotions.

Establishing Caring and Supportive Relationships In a modern world of broken families and relationships, there is a strong need for establishing caring and supportive relationships. By nature, human beings desire closeness and prefer acceptance and approval over rejection and disapproval. Trust building is at the core of establishing caring and supportive relationships among people that lead to the development of emotional intelligence because it results in the fulfilment of emotional needs.

- **Emotional Validation**

Emotional validation refers to the acknowledgement and acceptance of one's feelings, unique identity and individuality. Validation includes acceptance without passing judgement, empathy, understanding others' feelings and respecting those feelings. Thus, emotional validation is an important skill to be learnt in order to develop emotional intelligence and to have better relationships with people. On the contrary, emotional invalidation is to reject, ignore or judge the feelings and/or the identity of others.

- **Active Engagement**

Active engagement refers to any instrumental method that engages people actively in the relationship process at home, at work, in a classroom or in different occasions in a society. It requires people to do meaningful activities and think about what they are doing. Effective communication is the foundation of active engagement in which the people involved share information, views, ideas, questions, goals, motivations and so on. The human brain learns by being actively involved in things and making connections between different experiences and what is meant by those experiences.

- **Higher-order thinking skills**

Thinking is a systematic cognitive process of using what you know to find out what you do not know. It is a gateway to understanding and effective learning. Thinking skills facilitate the transformation of information into meaningful conclusion or interpretation. Lower-order thinking skills refer to the thinking process that occurs when a person simply receives or recites factual information.

On the other hand, higher-order thinking skills refer to the thinking that requires a person to manipulate information and ideas in ways that transform their meaning and implications. Emotions play a significant role in the thinking process. If you are happy with situations, you move to higher-order thinking with higher levels of processing. Higher-order thinking skills foster emotional intelligence in many ways.

- **Empowerment through Feedback**

Feedback refers to information about how you performed in the light of a particular goal. It is value neutral and simply describes what you did or did not do in terms of reaching your goal. The brain needs immediate feedback on its activities for optimal learning and growth. The quality of feedback and the opportunities to use it provide empowerment to people that in turns leads to the development of emotional intelligence. Friends, family members, colleagues and peers must give continuous feedback to the brain so that it gets fed and survives.

- **Developing Regards**

Regards are the prerequisite for health, happiness and success. Regards include self-regard, regard for others and relative regard, which are interdependent. Self-regard is required for all aspects of emotional intelligence. A higher level of self-regard teaches one to have regard for others that helps one to understand and accept others even if they are different. Thus, having regard is a direct measure of your level of emotional intelligence.

- **Body Awareness**

Self-emotional skills facilitate body awareness. Human bodies are like barometers that communicate through emotions. By becoming more bodily aware, you can tune in to what your body is trying to tell you. Therefore, it is extremely important to be aware of the messages that your body sends. Body awareness can be increased through regular exercises, meditation, yoga, spiritual training and coaching in body language. These methods help to develop body awareness more directly. One must listen to one's body messages; otherwise, it can lead to unhappiness and misery. For example, the emotion of sadness encourages one to grieve, which in turn helps one to value what one has lost and appreciate what one has left.

