

# Emotional Intelligence

HSI 101 Soft Skills

Aruni Mahapatra, Ph.D

# How people usually respond to emotions

- Now, just calm down.
- Don't get so upset.
- Chill out.
- Big boys don't cry.
- Be a big girl.
- Don't be such a drama queen.
- Keep a stiff upper lip.
- Just relax.
- Cut out the dramatics.

# Acknowledge “emotions”

- Emotions are Real
- Feelings are the body’s way of signaling right and wrong
- The human body’s way of keeping score
- Not always visible
- Feelings have real consequences: on workspaces, as well as on people.

# Common instances of unpleasantness at work

- Not getting the credit one deserves
- Judged/criticized for things beyond one's control
- Malicious actors

# 4 general steps towards emotional intelligence: awareness

- Acknowledge
- Understand
- Accept
- Strategize

**1. *Identify* the feelings you are experiencing.**

**Cultivate a vocabulary of emotions so you can accurately identify what you are feeling. Are you frustrated or confused, hurt or angry, overwhelmed or lacking confidence? Being able to admit and name the feeling is the first step.**

**2. *Understand* your feeling response.**

**Look inside to find out what is going on for you. Why are you reacting this way? What is this feeling response telling you? Where did this reaction come from? Digging inside to gain a deeper understanding of yourself will enable you to predict your own reactions.**

### **3. *Manage* your emotional response.**

**Once you know and understand the feeling, you need to deal with it. It is at this point that you recognize your options and choose the best one in the situation. Should you confront, and if so, how? Should you do more investigating before you respond? Do you need a cooling-off period? What do you want out of this situation, and what is the best way to get it? This is the step that ensures that you are in charge of your emotions rather than having your emotions direct you.**

### **4. *Communicate* your feelings and needs to others.**

**Letting others know how you feel is critical, and you cannot behave with emotional intelligence without communicating your feelings effectively. Communication helps eliminate the confusion and mixed messages that are all too common and helps build trust and openness through transparency.**

### **5. *Apply* the power of emotions in your relationships.**

**Using what you know about your feelings and the feelings of others in a productive way is the final step in making sure you are not just right but effective.**

# Toxic boss situation: more common than you think!

- Imagine a situation at your new (or first work place). You find out, a few weeks into your new role, that your superior has been providing incorrect information to you, and then complaining about your incompetence to your peers and other seniors behind your back.
- What emotional reactions would this produce?
- What kind of strategy would you take?
- What steps would you take to deal with this situation?



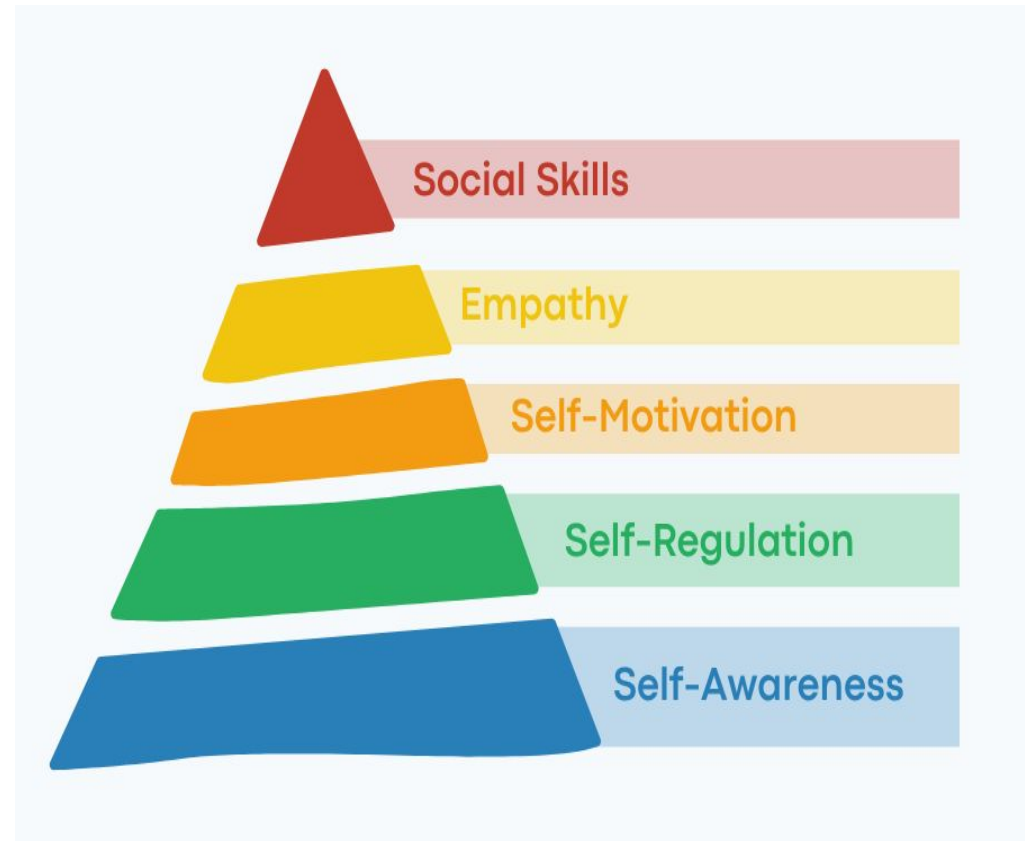
- Emotional intelligence is the ability to recognize your emotions, understand what they're telling you, and realize how your emotions affect people around you. It also involves your perception of others: when you understand how they feel, this allows you to manage relationships more effectively.



- This is on record that people with high emotional intelligence are usually successful in most things they do.
- The reason is: they're the ones that others want on their team.
- When people with high emotional intelligence send an email, it is likely to be answered.
- When they need help, they (are more likely to) get it

# Characteristics of Emotional Intelligence

- Self-Awareness
- Self-Regulation
- Motivation
- Empathy
- Social Skills



# Self awareness: What does it constitute?

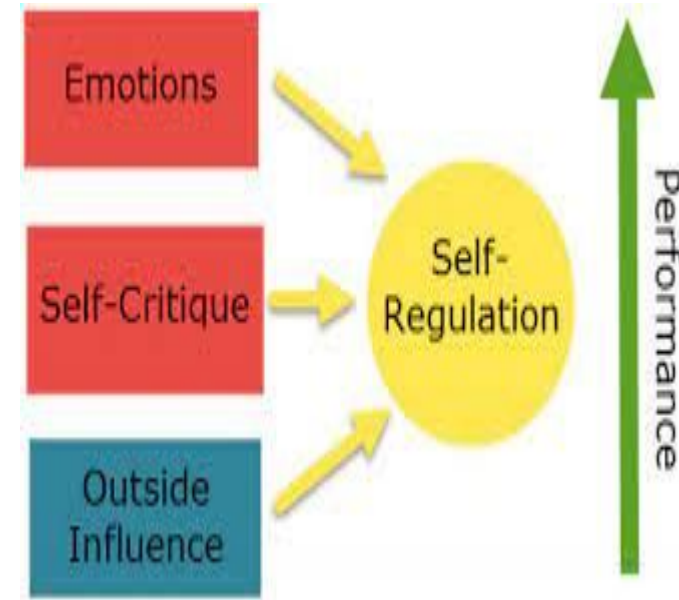
- The skills in this area are designed to help you strengthen the following abilities:
- **Identifying your emotions accurately:** identify, label and differentiate among a range of emotional experiences and reactions.
- **Understanding the basis for your reactions:** recognize the potential causes and functions of your emotional experiences and reactions.
- **Understanding how your reactions impact others:** realize how what you say and do affects other people's emotional experiences and responses.
- **Understanding how other people's emotions impact you:** be aware of how you're affected by other people's emotional reactions and responses.

# Enhanced Self-awareness

- Aware of their own emotional reactions
- Skilled at differentiating among a range of emotional states
- Mindful of how they're feeling at any given time
- Comfortable with appropriately expressing a range of emotions in various personal and workplace settings
- Able to understand the functions served by negative or challenging emotions
- Able to pinpoint the causes of their reactions
- Able to avoid personalizing others' reactions
- Aware of how their reactions impact others
- Able to anticipate how their behaviour and reactions impact others
- Supportive of others who may be nervous or apprehensive when it comes to expressing their emotional states

# What is Self-Regulation?

- Self-regulation is the ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment and think before acting.
- It's a skill we use on a day-to-day basis to manage our emotions at the moment that an event occurs— it lets us take thoughtful actions.



# Why Self-Regulation Is Important

- Self-regulation is the ability to control one's behavior, emotions, and thoughts in the pursuit of long-term goals.
- Self-regulation involves taking a pause between a feeling and an action—taking the time to think things through, make a plan, wait patiently. Children often struggle with these behaviors, and adults may as well.

# Qualities of Self-Regulators

- In general, people who are adept at self-regulating tend to be able to:
- Act in accordance with their values
- Calm themselves when upset
- Cheer themselves when feeling down
- Maintain open communication
- Persist through difficult times
- Put forth their best effort
- Remain flexible and adapting to situations
- See the good in others
- Stay clear about their intentions
- Take control of situations when necessary
- View challenges as opportunities



# Effective Skills for Self-Regulation

- **Mindfulness** is "the awareness that arises from paying attention, on purpose, in the present moment and non-judgmentally. "By engaging in skills such as focused breathing and gratitude, mindfulness enables us to put some space between ourselves and our reactions, leading to better focus and feelings of calmness and relaxation.
- **Cognitive Reappraisal:** Cognitive reappraisal, or cognitive reframing, is another strategy that can be used to improve self-regulation abilities. This strategy involves changing thought patterns. Specifically, cognitive reappraisal involves reinterpreting a situation in order to change the emotional response to it.

# Motivation and Meditation

- \*Intrinsic motivation is another important emotional intelligence skill. People who are emotionally intelligent are motivated by things beyond external rewards like fame, money, recognition, and acclaim.

- \*Those who are competent in this area tend to be action-oriented. They set goals, have a high need for achievement, and are always looking for ways to do better. They also tend to be very committed and are good at taking initiative.

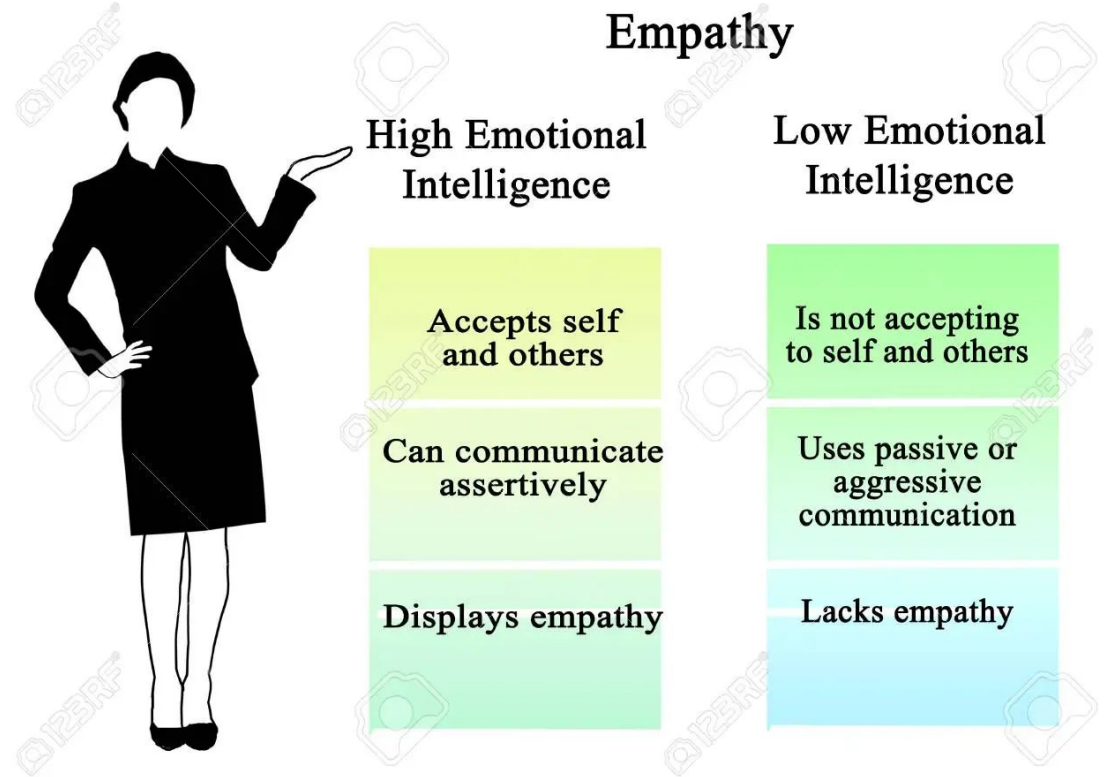


# How to Improve Motivation

- Avoid overusing extrinsic rewards
- Celebrate your results
- Focus on setting small, measurable goals
- Introduce challenges to keep things interesting
- Set goals to help build intrinsic motivation
- Work with a friend or co-worker to find accountability

# Empathy

- “Put yourself in his/her shoes.”  
That’s what we tell someone when we want them to see things from someone else’s point of view.
- Empathy is the ability to communicate (send and receive messages) and lead by understanding others’ thoughts, views, and feelings.



# The Good Results of Empathy

- When empathy is improved, we become better humans.
- Empathy leads to:
  - stronger, more meaningful relationships
  - success in the workplace
  - better health and quality of life

# Trust and Openness

- **Empathy** is the ability to trust others. When your friends feel that you care, then you have earned their trust. If they trust you, they will take more risks with you and be more open with you. Your friends will talk openly with you only when they trust you.





# Social Skills

- 'Social skills' is a very broad term, but it is also used quite specifically in the context of Emotional Intelligence.
- In emotional intelligence the term 'social skills' refers to the skills needed to handle and influence other people's emotions effectively.



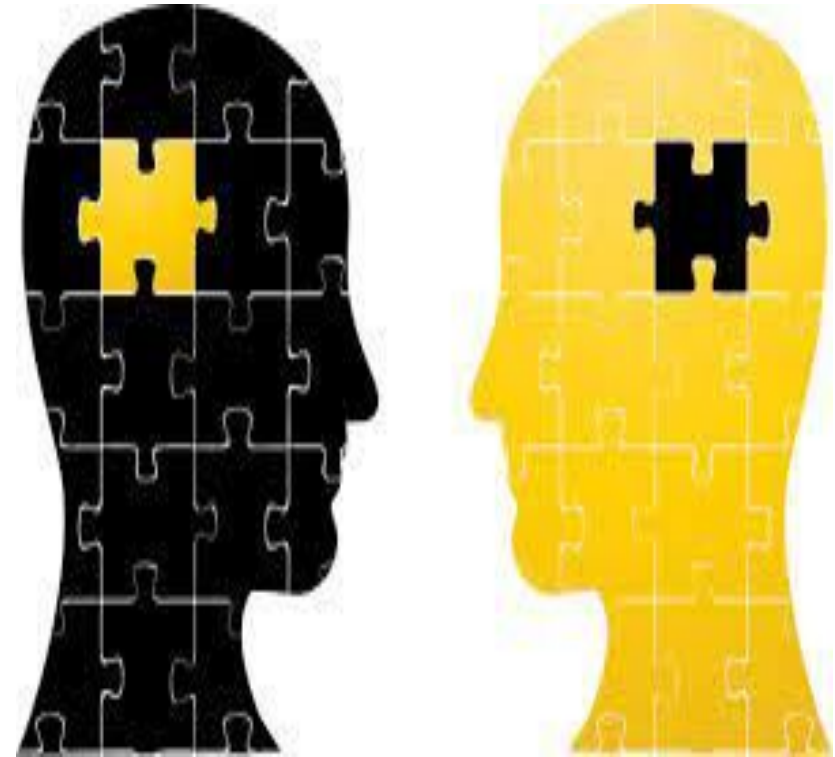
# The term 'social skills' covers a wide range of skills.

- **Social skills**, in the Emotional Intelligence sense, include:
  - Persuasion and Influencing Skills
  - Communication Skills
  - Conflict Management Skills
  - Leadership Skills
  - Change Management Skills
  - Building Bonds (Rapport)
  - Collaboration and Cooperation | Team-Working Skills



# Persuasion and Influencing Skills

- Persuasion is the art of enthusing others, and winning them over to your ideas or proposed course of action.
- People who are persuasive, or who have influence, read the emotional currents in a situation, and fine-tune what they are saying to appeal to those involved.



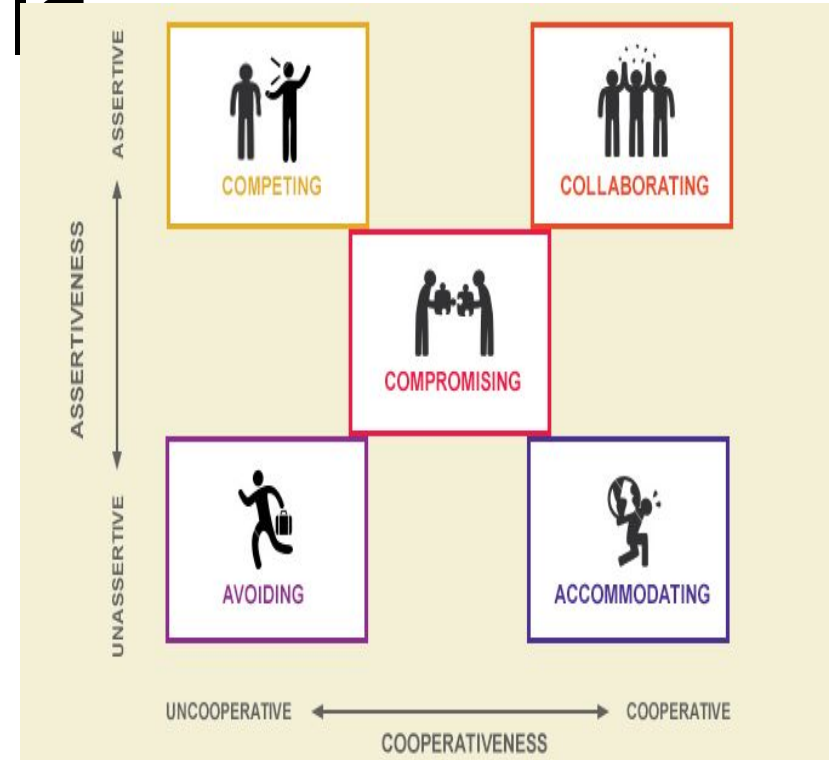
# Communication Skills

- Communication skills are vital to good emotional intelligence. One needs to be able to listen to others, and also convey your own thoughts and, perhaps more importantly, feelings.
- Listen well to those around them, making sure that they understand what is said, and seek full and open sharing of information.



# Conflict Management Skills

- Conflicts and disagreements can arise at any time, often seeming to appear out of thin air.
- The art of managing and resolving conflict is crucial both at home and at work. It starts by being aware of the importance of tact and diplomacy, and how these can be used to help to defuse difficult situations.



- **Leadership**

It may sound strange to include leadership skills as part of social skills. Surely emotional intelligence is part of leadership, not the other way round?

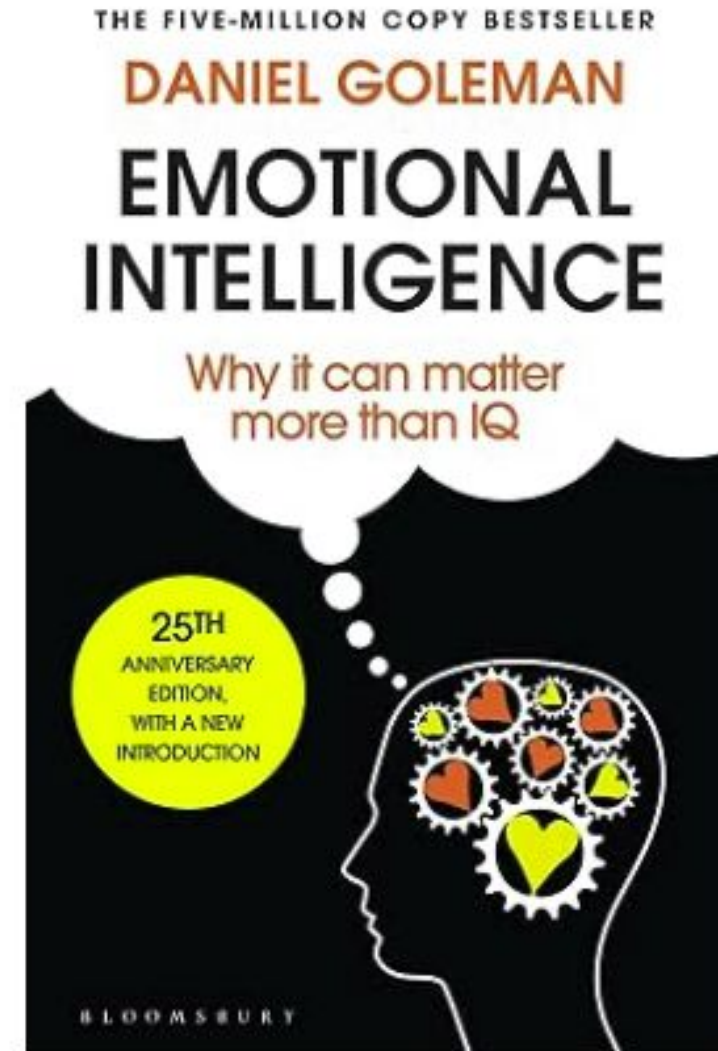
The answer is that leadership skills and emotional intelligence are inextricably linked. As we noted earlier, only those who are tuned into their own and others' emotions can hope to influence. Perhaps the key aspect of good leadership is influence, and being able to take others along with you. Some people call that charisma, but it is more profound than that: it is good emotional intelligence

- **Skills**



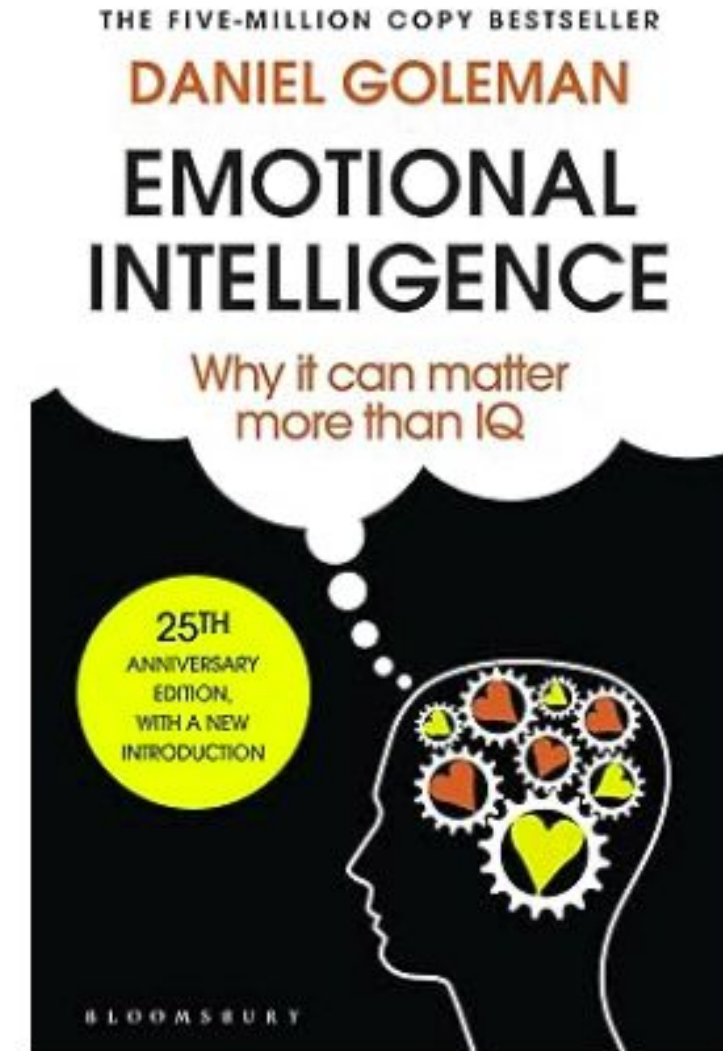
# Emotional Intelligence, the concept

- Some facts:
- Small noises: 1990 journal article by Peter Salovey and John D Meyer, “Emotional Intelligence”
- The big bang: Daniel Goleman 1995 book *Emotional Intelligence*
- Epigraph: “Anyone can get angry—that is easy. But to become angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way—that is not easy.” (attributed to Aristotle)



# Emotional Intelligence

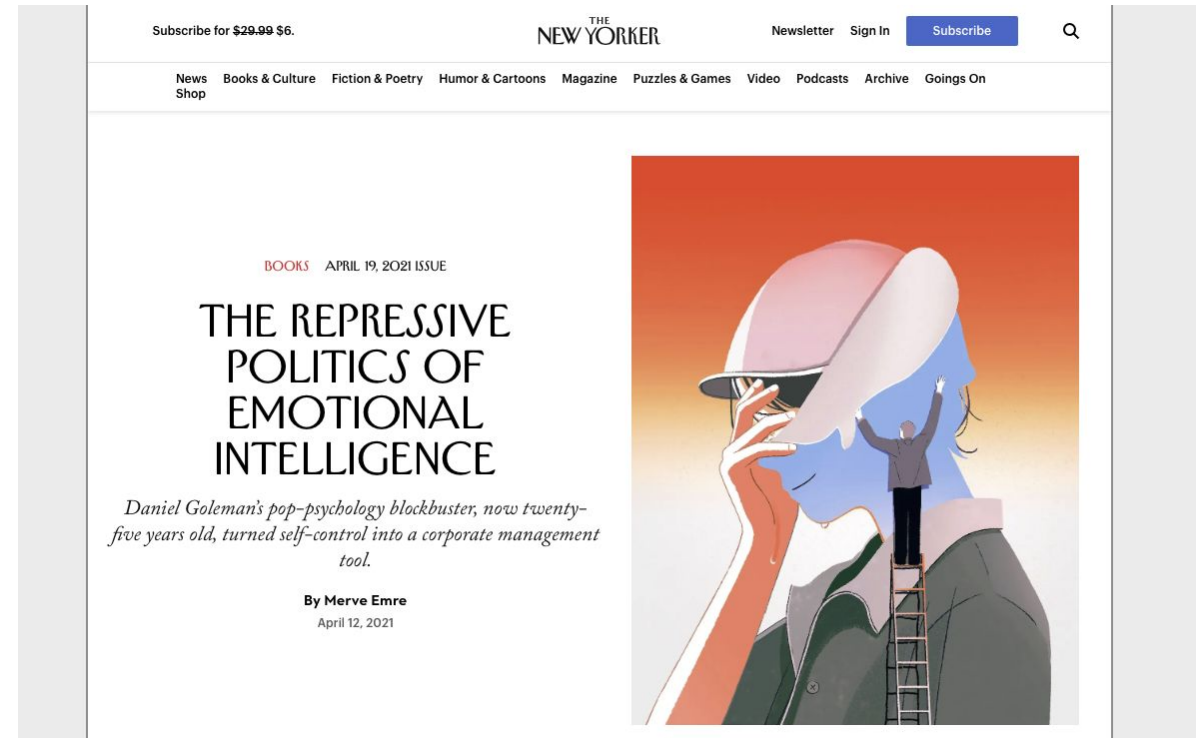
- Case studies of mismanaged anger:
- Man shoots his daughter
- College student stabs his professor





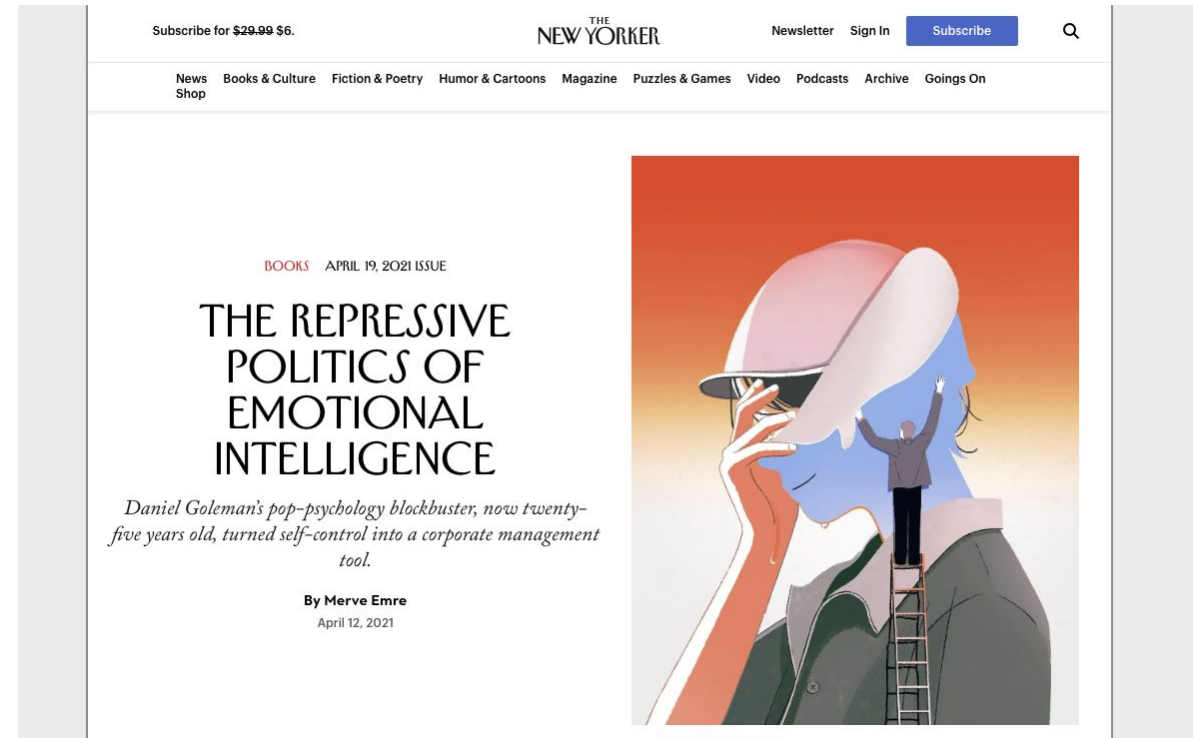
# Merve Emre on EI

- April 2021 article
- In response to the 25<sup>th</sup> anniversary edition of Goleman's book
- EI aims to “encourage people to stay in school, to secure stable employment, to bind themselves to their work, to have families and keep them intact, and to raise their children to repeat this same cycle of productive activity.”
- EI is “a self-help doctrine deeply indebted to the moralizing ideology of neoliberalism.”



# What Makes Merve angry?

- Key claim: lack of context
- Goleman isolates individuals from their social, racial, economic, and gendered contexts.
- Man shoots his daughter: record levels of poverty in Louisiana
- College student stabs a Physics teacher: Jamaican immigrant who would rather die than fail to attend Harvard Medical School
- Critical reader finds patterns.





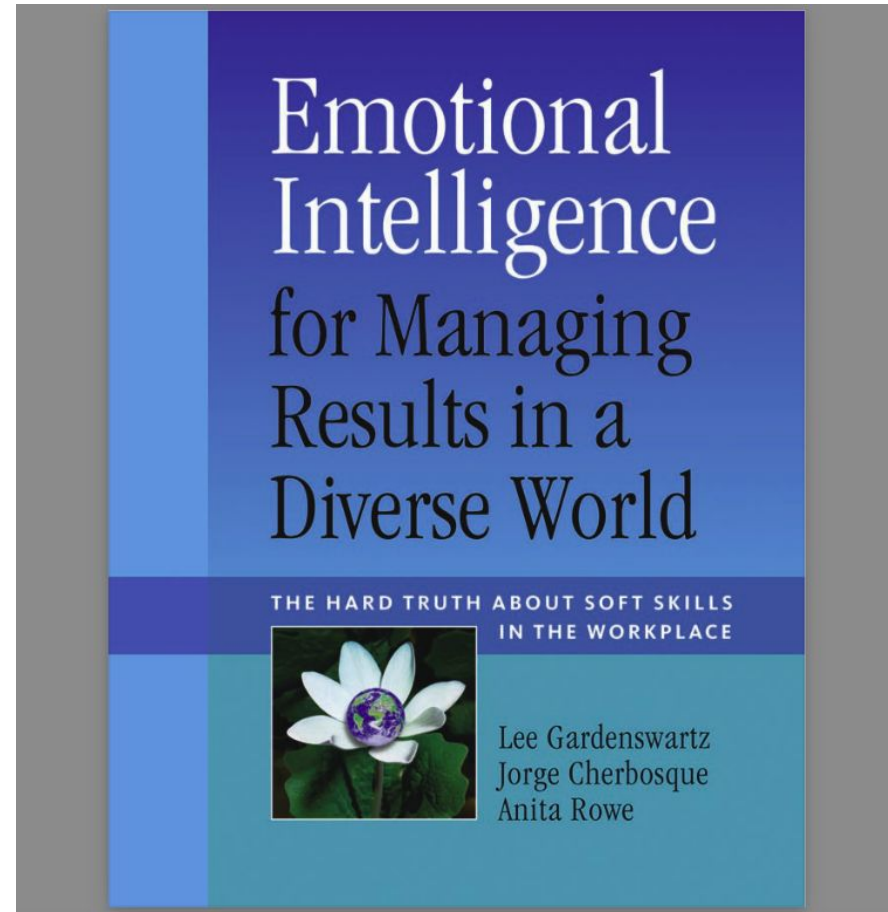
# The “ideology” of EI

- A historically accurate understanding of “EI”
- Getting a job, and keeping it

# Idea VS Ideology

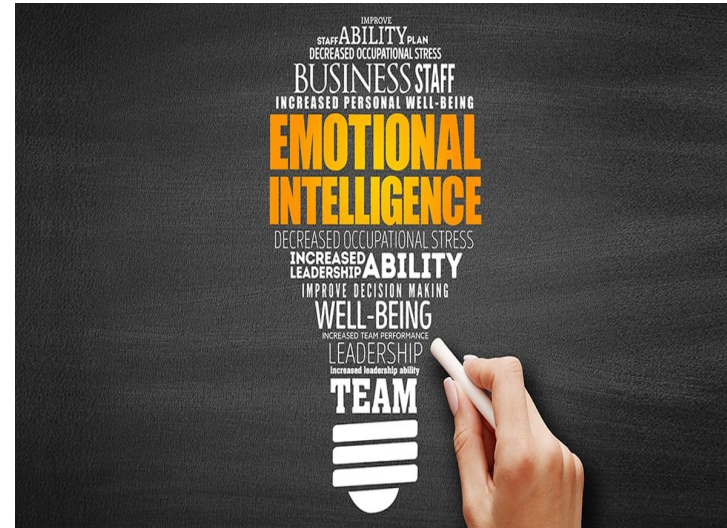
- Idea: some people have a genuine gift
- Ideology: everyone should suppress their emotions

# EI in the workspace



# What is Emotional Intelligence?

- Emotional intelligence refers to the ability to identify and manage one's own emotions, as well as the emotions of others.



# Background of Evolving Emotional Intelligence

- Emotional intelligence didn't become popular as a term until around 1990 and interest has grown tremendously over the last 30 years. As early as the 1930s, psychologist Edward Thorndike described the concept of "social intelligence" as the ability to get along with other people. During the 1940s, psychologist David Wechsler proposed that different components of intelligence could play an important role in how successful people are in life.

- The 1950s saw the rise of humanistic psychology with the likes of Abraham Maslow focusing on the different ways that people could build emotional strength. In the mid-1970s, Howard Gardner introduced the idea that intelligence was more than just a single, general ability.

- It was not until 1985 that the term 'emotional intelligence' was first used in a doctoral dissertation by Wayne Payne. In 1987, an article published by Keith Beasley in Mensa Magazine uses the term 'emotional quotient.'
- In 1995, the concept of emotional intelligence was popularized after the publication of Daniel Goleman's book '*Emotional Intelligence: Why It Can Matter More Than IQ*' which we have used as the basis for EI content in our Organizational Leadership Skills course.

## Change Management Skills

- Effective change managers, often known as change catalysts, are those who make change happen without alienating everyone involved.
- We can all understand that change is naturally quite stressful for all those involved. Good change catalysts, however, make it an exciting opportunity rather than a threat.



# Building Bonds (Rapport)

- It is vital to be able to build and maintain relationships with other people.
- Developing this skill will lead to better relationships, and a much better ability to work and get on in life. People who are good at this are great networkers, building and maintaining a strong network of contacts and connections.



# Collaboration and Cooperation I

## Team-Working

- This is a key social skill in emotional intelligence. These people tend to see the relationship as at least as important as the task in hand: they value people as much or more as the activity.
- They actively collaborate, sharing plans and ideas, and work together to build a better whole. In doing so, they promote a cooperative climate in which everyone is invited to contribute. They also actively seek out opportunities for collaborative working.
- When good team-workers are in a team, the team performs better.