



Organizational Behaviour

Emotional Intelligence

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E-MBA Sem I / 2019



Emotional Intelligence

El is measured by EQ, similarly as IQ measures Intelligence

- ✓ "People will forget what you said, people will forget what you did, but people will never forget how you made them feel."
- ✓ Things happen, what's important is how you respond!



Emotional Intelligence

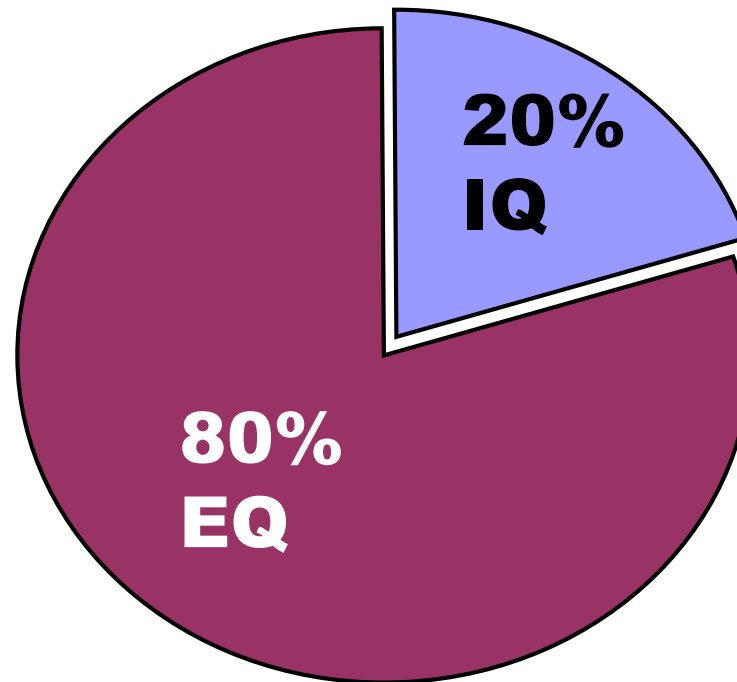
Emotional Intelligence is:

- ✓ **Self-awareness** – the ability to know one's emotions, strengths, weaknesses, drives, values and goals and recognize their impact on others
- ✓ **Self-regulation** – involves controlling or redirecting one's disruptive emotions and impulses and adapting to changing circumstances
- ✓ **Social skills** – managing relationships to move people in the desired direction
- ✓ **Empathy** – considering other people's feelings especially when making decision
- ✓ **Motivation** – being driven to achieve for the sake of achievement

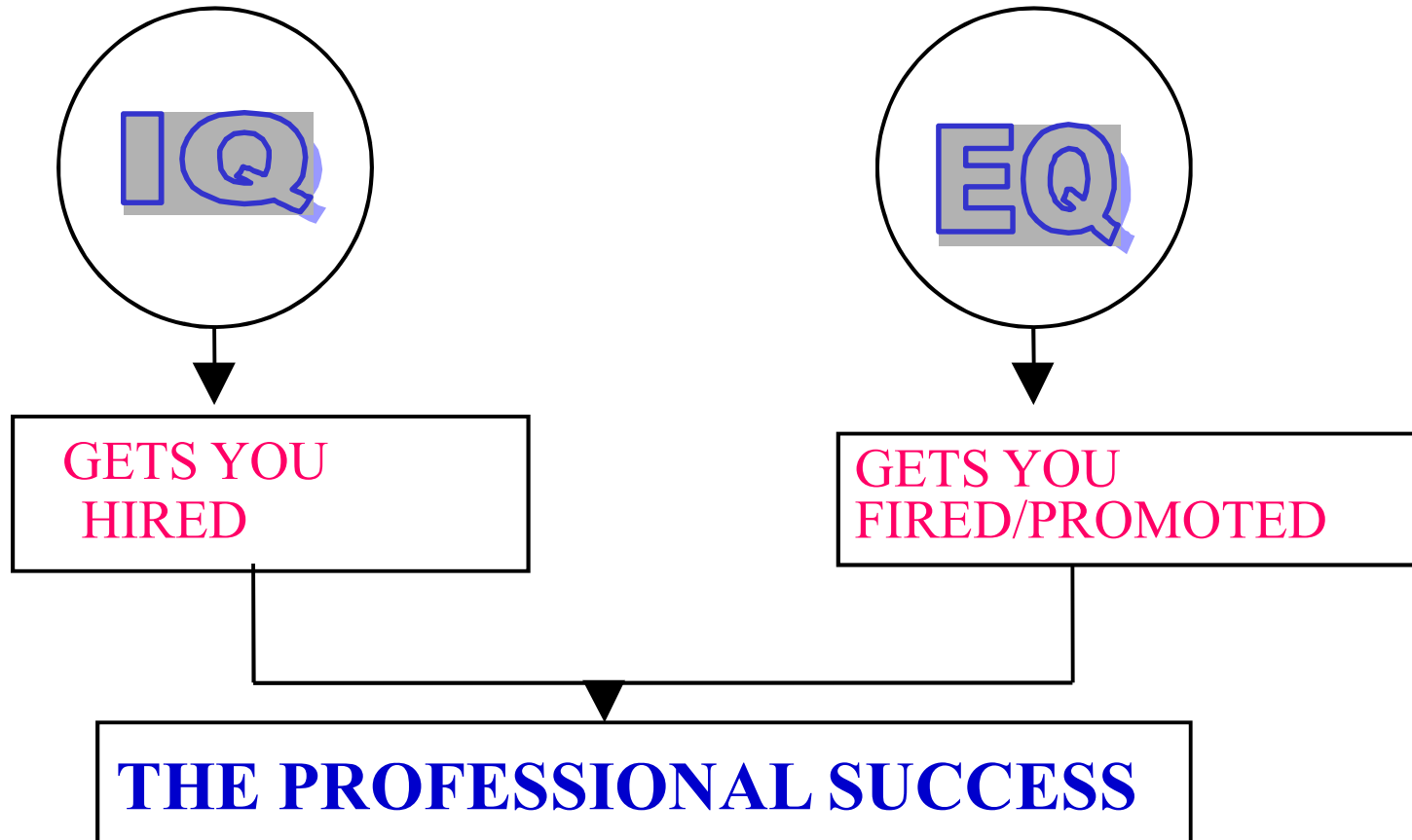


Emotional Intelligence

- ✓ Research shows that IQ can help you to be successful to the extent of 20 percent only in life. The rest of 80 percent success depends on your EQ



Emotional Intelligence





Characteristics of a High EQ Person

- ✓ A time to wait and a time to watch
- ✓ A time to be aggressive and a time to be passive
- ✓ A time to be together and a time to be alone
- ✓ A time to fight and a time to love
- ✓ A time to work and a time to play
- ✓ A time to cry and a time to laugh
- ✓ A time to confront and a time to withdraw
- ✓ A time to speak and a time to be silent
- ✓ A time to be patient and a time to decide



Characteristics of a Low EQ Person

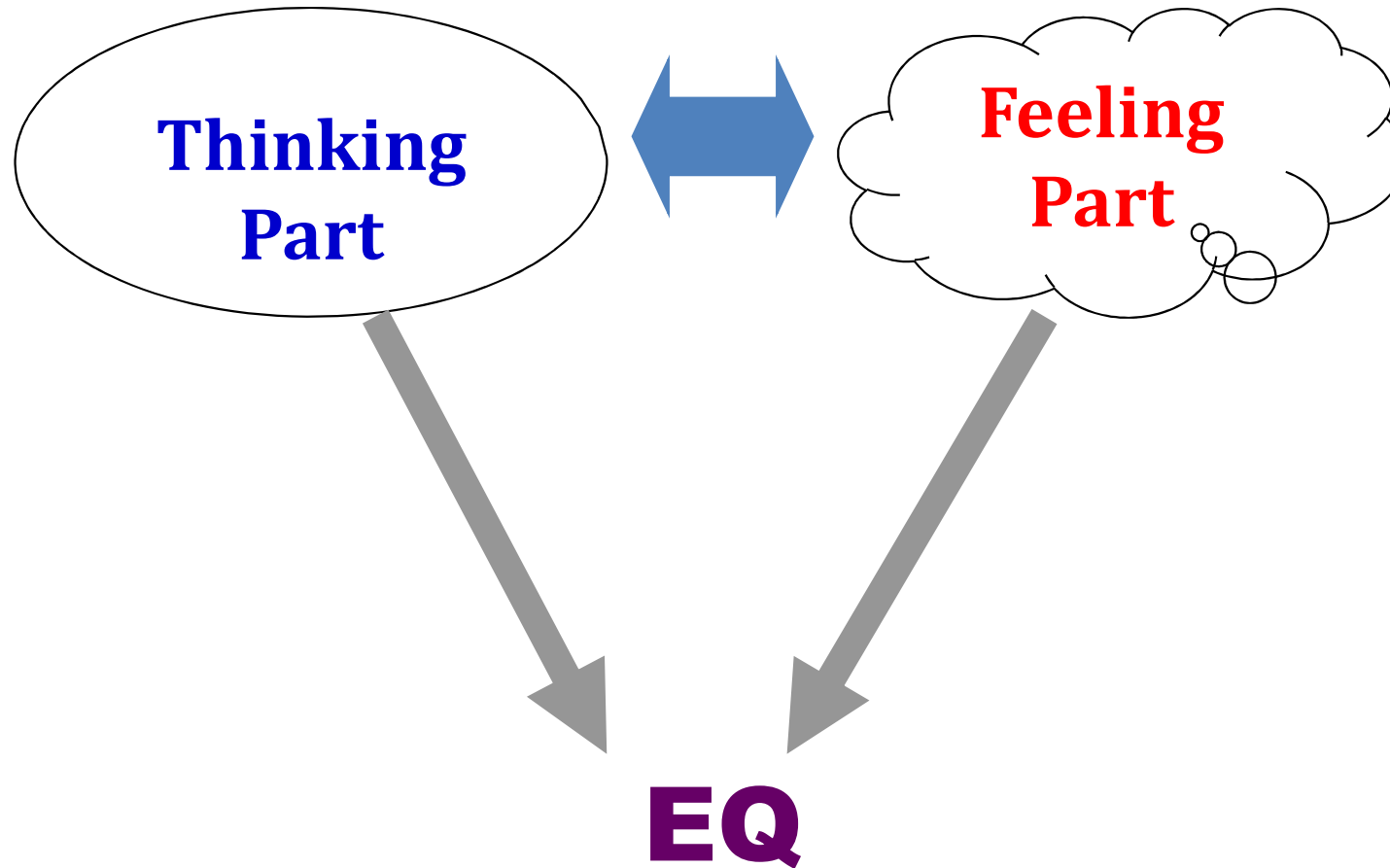
- ✓ “If only I had a different job”
- ✓ “If only I had finished graduation”
- ✓ “If only I had been handsome/beautiful ...”
- ✓ “If only my spouse had stopped drinking ...”
- ✓ “If only I had been born rich and famous...”
- ✓ “If only I had good contacts...”
- ✓ “If only I had better friends ...”
- ✓ “If only I had married someone else ...”



For & Against EI

- ✓ EI is controversial and not wholly accepted
- ✓ The case **for** EI
 - Intuitive appeal.
 - Predicts criteria that matter.
 - Is biologically-based
- ✓ The case **against** EI
 - Researchers do not agree on definitions – too vague as a concept.
 - Can't be measured.
 - Is nothing but personality with a different label

Emotional Intelligence





End!

SIBM
Bengaluru
Birthplace of Business Leaders

Any Questions?



Ravi & Sunil – EI/ EQ

- ✓ Self-awareness – the ability to know one's emotions, strengths, weaknesses . . . and recognize their impact on others . . .
 - Sunil: _____; Ravi: _____.
- ✓ Self-regulation – controlling or redirecting one's disruptive emotions and impulses and adapting to changing circumstances.
 - Sunil: _____; Ravi: _____.
- ✓ Social skills – managing relationships to move people in the desired direction.
 - Sunil: _____; Ravi: _____.
- ✓ Empathy – considering other people's feelings especially when making decision.
 - ✓ Sunil: _____; Ravi: _____.
- ✓ Motivation – being driven to achieve for the sake of achievement.
 - Sunil: _____; Ravi: _____.



Ravi & Sunil – Big 5

- Extraversion: Ravi is “confident” but appears “withdrawn”; Sunil is “Sociable” and “Enthusiastic”
- Agreeableness: Ravi comes across as “Cold” while Sunil is “friendly”, “kind” and “trusting”
- Conscientiousness: Ravi is certainly “achieving”, “Hardworking”, Organized”
- Emotional Stability: Ravi is “arrogant”
- Openness to Experience: Ravi is “intelligent” and “inquiring” but also has “narrow interests”; Sunil is also “intelligent” and has “wide interests”



Emotions & Ethics

- ✓ Research on moral emotions questions the previous belief that emotional decision making is based on higher-level cognitive processes
- ✓ Our beliefs are shaped by our groups, resulting in an unconscious feeling that our shared emotions are “right”
- ✓ People who are behaving ethically are at least partially making decisions based on their emotions and feelings, and this emotional reaction will often be a good thing



Gardner's Multiple Intelligence Theory

Original Intelligences:	Characteristics	Famous Examples
1. Logical/mathematical	Processes analytically, calculates, quantifies	Scientist Albert Einstein
2. Verbal/linguistic	Thoughts through words, uses words to nurture	Consultant Tom Peters
3. Interpersonal	Understands others, processes through interaction, empathizes, humor	Entertainer Oprah Winfrey
4. Intrapersonal	Thinks in quiet, likes to be alone, goal oriented, independent, perseveres	Business Tycoon Howard Hughes
5. Visual/spatial	Uses mental models, thinks three dimensionally, pictures how to get places or solve problems	Architect Frank Lloyd Wright
6. Musical	Sensitivity to pitch, melody, rhythm, found in both performers and listeners	Composer Wolfgang Mozart
7. Bodily/kinesthetic	Physical movement, involves whole body, processes by jumping or dancing	Basketball Player Michael Jordan
"New" Intelligences:	Characteristics	Famous Examples
8. Naturalist	Needs to be with/survive in nature, strength in categorization in nature or urban world	Singer John Denver
9. Existential	Not religion per se, knows why he or she is here, personal mission	Civil Rights Leader Martin Luther King
10. Emotional	Emotionally mature, recognizes own anger, reacts to emotions of self and others	Pacifist Leader Mohandas Gandhi