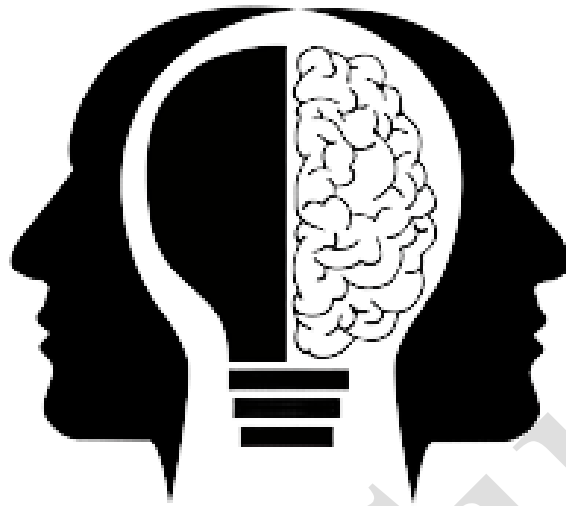


Emotional Intelligence



What is emotion?

The term emotion is derived from Latin word 'movere' which means move, to excite, to stir up, or to agitate. The traditional writers regarded emotion as a base instinct to be subdued or repressed. But the modern writers view it as a safeguard of survival and an enrichment of experience throughout the process of personality developments. Emotional expression provides a powerful communication system, one that is especially important early in life before language develops. An infant's cry of distress brings a caregiver running; a baby's beaming smile invites love and care from the parents. As development proceeds, voice, face, gesture and posture continue to communicate feelings to others and to influence their behavior. A scream of fear can cause a crowd to panic; a smile can sometimes defuse the most dangerous of situations and create instant bonding among strangers. Emotions play an important role in many major psychological disorders witnessed by the blunted emotional expression seen in schizophrenia, the extreme elation or sadness in manic-depressive illness, the fear in paranoia and anxiety disorders. In fact, "mental disorder" and "emotional disorder" are used almost synonymously in everyday language.

Emotional intelligence (EI) is the capability of individuals to recognize their own emotions and those of others discern between different feelings and label them appropriately, use emotional information to guide thinking and behavior, and manage and/or adjust emotions to adapt to environments or achieve one's goal(s).

According to **Daniel Goleman**, "Emotional intelligence refers to emotional awareness and emotional management skills which provide the ability to balance emotion and reason so as to maximize long-term happiness."

Components of Emotional Intelligence in Work Organizations

Emotional intelligence includes components like self-awareness, ability to manage moods, motivation, empathy, and social skills such as cooperation and leadership.

Component	Definition	Hallmarks
1. Self-Awareness	The ability to recognize and understand self moods, emotions, and drives, as well as their effect on others.	Self-confidence, realistic self-assessment, self-deprecating sense of humor
2. Self-Regulation	The ability to control or redirect disruptive impulses and moods. The propensity to suspend judgment. Think before acting.	Trust-worthiness and integrity, comfort with ambiguity, openness to change
3. Motivation	A passion to work for reasons that go beyond money or status – a propensity to pursue goals with energy and persistence.	Strong drive to achieve optimism, even in the face of failure, organizational commitment
4. Empathy	The ability to understand the emotional make up of other people. Skill in treating people according to their emotional reactions.	Expertise in building and retaining talent, cross-cultural sensitivity, service to clients and customers
5. Social Skill	Proficiency in managing relationships and building networks – an ability to find common ground and build rapport.	Effectiveness in leading change, persuasiveness, expertise in building and leading teams

Importance of Emotional Intelligence

It is now widely believed that emotions rather than IQ may be the true measure of human intelligence. Therefore, behavioral scientists are now focusing on emotional intelligence. The concept of emotional intelligence is important in the following ways:

1. General Happiness

Emotional intelligence leads to general happiness. High EQ generates positive feelings which results into general happiness. As against this, low EQ generates negative feelings which result into general unhappiness.

2. Rationality in Behavior

Rationality is defined as the capacity for objective action. It is usually characterized by behavioral nexus between ends and means. Thus, if appropriate means have been chosen to reach desired ends, the behavior is rational. With high EQ, a person is able to see the situation under which the behavior takes place in the right perspective. With such a perspective, the person is able to establish right relationship between ends and means and his behavior tends to be rational. Lack of emotional intelligence leads to wrong perception of situation and the person interprets the information based on his emotions rather than reality. In fact, emotional barrier is one of the biggest problems in effective communication.

3. Fulfilling Social Objectives

While living in the society, a person takes something from it and gives something to it. This something may be in physical as well as in psychological forms. In taking and giving process, a person with EQ displays the same behavior towards others which he expects from them. If such behavior is reciprocated by others, the behavior becomes gratifying to all the persons concerned. This brings general happiness in the society including family, friendship group and work organization.

Uses of Emotional Intelligence in Organizations

- 1) It multiplies one's achievements by inspiring oneself and others around.
- 2) It works like a magic by adopting an empathic attitude towards others.
- 3) It kills the spoiling powers by controlling negative thoughts.
- 4) One can see the doughnut note the hole through learning optimism.
- 5) One gets it if one through developing trusts.
- 6) One can adjust his soils to meet the challenges of the wind by building stress immunity.
- 7) Logic is not everything but complex decision-making and emotions are essential.
- 8) It resolves to resolve through managing conflicts.
- 9) It pays to control one's anger.
- 10) Surveying the emotional landscape by increasing sensitivity.
- 11) One can contribute to building and maintaining a cohesive team.

Methods of Managing Emotions at Work

Managing emotions at work and in other walks of life is essential for success. There are certain emotions like fear, anger, etc. which should be controlled as they affect life adversely. Similarly, the emotions which are satisfying like happiness, contentment, etc. should be developed and emphasized. Employees in an organization can adopt several methods for managing their emotions effectively. Some of the methods are described below:

1. Self-awareness

For managing emotional intelligence, it is necessary that people must develop self-awareness, that is, they should be able to evaluate themselves in the light of their emotions and feelings. The ability to be aware of the relationship between emotions and actions, that is also important being aware what emotions have caused what actions. This awareness helps an individual to develop positive emotions and overcome negative emotions.

2. Control of Emotions

It is necessary that one should be able to control those emotions which are dysfunctional like anger, fear, sadness, etc. These emotions may be channelized to positive ones by continuous practice. One of the better ways of overcoming these feelings is to refrain from taking any action when an individual is a grip of such emotions. After a certain period of time, he may return to his normal behavioral pattern for taking any action.

3. Empathy

Empathy is the act of "putting one's legs in another's shoes", that is, understanding the emotions and feelings of others while interacting with them. It is important to listen to others without getting carried away by one's own personal emotions. Empathy helps in understanding any situation in a better way.

4. Cooperation

Cooperation is an attitude of collective actions with another or other persons towards a common goal. Since employees work as team in an organization, it is essential for them to know how and when to take the lead and when to follow. This knowledge brings better cooperation in teamwork.

5. Resolving Conflicts

People in conflict are generally locked into a self-perpetuating emotional spiral in which the genesis of the conflict is usually not clear. Therefore, by managing the emotional issues, conflicts can be resolved.

6. Coping with Anger

Anger is one of the most common negative emotions. Everyone gets angry at some point of time. Anger is major departure from normal behavior caused by situational variables. Anger is often dysfunctional because any action taken during this period may depart from rationality. Therefore, there is a need for overcoming anger. The steps to cope with anger are as follows:

