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# EMOTIONAL INTELLIGENCE

# WHAT IS EMOTIONAL INTELLIGENCE?

- *Emotional intelligence is defined as the ability to manage one's own and others' emotions and feelings.*
- It is about how you manage your own behaviour (actions) and your behaviour with others when you feel emotions, such as fear, anger, or any other.
- *Emotional intelligence is a type of intelligence that is related to the emotional side of an individual.*

# A BRIEF HISTORY OF EMOTIONAL INTELLIGENCE

The idea of emotional intelligence is not new. The phenomenon of emotional intelligence has evolved with mankind. It is as old as time.

- Charles Darwin (1809–1882), the English biologist who discovered evolution by natural selection and wrote the *Origin of Species* in 1859, discussed the importance of emotional expression for survival and second adaptation.
- In the 20th century, Edward Lee Thorndike (1911) talked about something he called 'social intelligence'. Sigmund Freud (1921) asserted that ideas are repressed only because they are connected with the liberation of emotions. Louis Leon Thurstone (1927) formulated a model of multiple intelligences.
- The work of R.W. Leeper (1948) on emotions is a good source of information. David Wex Wechsler (1940), the father of IQ, discussed the non-intellective aspects.

## A BRIEF HISTORY OF EMOTIONAL INTELLIGENCE

- Humanistic psychologist, Abraham Maslow, in his 1954 book, *Motivation and Personality* described how people can build emotional strength.
- In 1966, Leunen published a paper on emotional intelligence and emancipation (Sparrow and Knight, 2006). In 1974, Claude Steiner published his first article on Emotional Literacy.
- Howard Gardner introduced the concept of multiple intelligences in 1983 in *The Shattered Mind*. In the same year, Reuven Bar-On began a study of emotional intelligence as part of his doctoral program at Rhodes University, South Africa.
- The concepts of 'emotional work' and 'emotional labour' were first introduced by Arlie Hochschild in the same year. Six years later, research began looking at emotional expression and its importance in organizational psychology.

# **SALIENT FEATURES OF EMOTIONAL INTELLIGENCE**

The phenomenon of emotional intelligence has many crucial aspects that can be discussed by following salient features.

- 1) Emotional Intelligence is Unique**
- 2) Complexity of Emotional Intelligence**
- 3) Emotional Intelligence is Multidimensional**
- 4) Emotional Intelligence and Social Intelligence**
- 5) Emotional Intelligence Predicts Performance by Using Systems Thinking**
- 6) Emotional Intelligence is Measurable**
- 7) Holistic Emotional Intelligence**
- 8) Emotional Intelligence and the Individual**
- 9) EI is Always Evolving Over Time: Can Be Learnt and Developed**
- 10) Emotional Intelligence is Broader Than IQ**
- 11) Emotional Intelligence and Human Needs**

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## **WHY IS EMOTIONAL INTELLIGENCE IMPORTANT?**

- (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**

## COMPONENTS OF EMOTIONAL INTELLIGENCE

- Self-emotional skills are the capabilities of an individual related to innate emotional intelligence, which can be very high or low from birth in a person. These are related to understanding yourself, your goals, intentions, responses, behaviour and such.
- Although most of the previous models of emotional intelligence have included these abilities, they have missed dimensions such as self-confidence, self-discipline and intentionality and so on.
- The KCEI model includes the following eight self-emotional skills that are indispensable for self-consciousness and self-awareness in an individual in order to develop emotional intelligence—emotional self-awareness, emotional discipline, emotional assertiveness, emotional independence, emotional resilience, intentionality and self-regard.



## COMPONENTS OF EMOTIONAL INTELLIGENCE

- Emotional self-awareness is the fundamental foundation of emotional intelligence. It refers to the awareness of the self by recognizing one's emotions or feelings as it happens.
- What makes one happy or sad? It is the basis of personal identity. It is looking inside and is related to knowing one's inner circle, internal state, emotions and their effects. It includes paying attention to oneself by becoming one's objective evaluators, recognizing one's personality, one's likes and dislikes and strengths and weaknesses.
- Self-awareness means that one is in touch with one's body and emotional state at the moment. A person who is self-aware has a better life and developing self-knowledge or awareness can help to recognize the fact when we are stressed/under pressure or relaxed.

## INTRAPERSONAL DEVELOPMENT

- Emotional intelligence can be learned, developed and enhanced. Intelligence is potential capabilities. This dimension of emotional intelligence is related to developing the human potential and performance.
- Human performance and potential are very much dependent on what you perceive yourself to be, because your outer world depends on your inner cosmos. Your ability to acquire and perceive human capabilities to improve performance depends on your emotional intelligence.

## INTRAPERSONAL DEVELOPMENT

- Intrapersonal development capabilities encompass the capability to take responsibility and initiative for personal performance and development (conscientiousness), ability to realize one's potential and capabilities (self-actualization), to make something new that involves the generation of new ideas, concepts, thinking, problem-solving, approaches and actions, (creativity<sup>1</sup>), to acquire knowledge with reason; to identify the gut feeling and to believe and act on it (intuition), skills to understand non-verbal clues (facial expression and body language) in people (body intelligence), to reflect on experiences and to learn from it (reflective learning), wisdom and maturity from real-life experiences; logical knowledge and skills through formal education, training and experience (human capital and cognitive intelligence), and the ability and skills to struggle for superiority or victory among rivals and competing persons (human contestability<sup>2</sup>).
- Thus, the human intrapersonal development capabilities dimension of emotional intelligence includes various interdependent factors and the relationships of these factors vary from individual to individual.

## MANAGEMENT EXCELLENCE

- Management excellence is related to relationship management. It is concerned with regards for and awareness of others.
- Management excellence consists of knowing and handling other people's emotions, feelings and concerns; the ability to motivate, influence and inspire others; team building; skills of leading and confronting others; helping others to develop their abilities and taking care of their developmental needs; ability to bond (sharing hopes, fears and vulnerability), collaborate and facilitate with others; skills and knowledge in conflict management and objectivity (adopting a third person's perspective), the ability to appreciate or criticize others' actions; and compassion, tolerance of differences and commitment.
- Thus, all these factors are interconnected and they overlap in the development of emotional intelligence and in its use to handle relationships successfully in personal life, at work and elsewhere.

# **STRATEGIES TO DEVELOP EMOTIONAL INTELLIGENCE**

- 1) Neuro-linguistic Programming (NLP)**
- 2) Emotional Literacy**
- 3) Language of Emotions**
- 4) Establishing Caring and Supportive Relationships**
- 5) Emotional Validation**
- 6) Active Engagement**
- 7) Higher-order Thinking Skills**
- 8) Empowerment through Feedback**
- 9) Developing Regards**
- 10) Body Awareness**

**Thank You**