

Emotional Intelligence: A Strategy for Effective Administration

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Introduction and Background

In the current global environment, we live amidst challenges that threaten us in all the fronts namely, home, work and society. In our day-to-day life, we experience a variety of emotions and we process them, resulting in various outcomes, which are either favorable or unfavorable. Emotional Intelligence is an exciting concept which teaches us how to intelligently process our emotions and gain positive outcomes for self and others.

Emotional Intelligence is a concept focused on how effectively people work with others. These Emotional Intelligence skills are unique from a person's technical skills and cognitive abilities. In this regard, many studies have shown that Emotional Intelligence competencies often account for the difference between star performers and average performers, particularly in positions of leadership.

Daniel Goleman (1998) has rightly pointed out that If your emotional abilities aren't in hand, if you don't have self-awareness, if you are not able to manage your distressing emotions, if you can't have empathy and have effective relationships, then no matter how smart you are, you are not going to get very far.

Peter Salovey and John D. Mayer have been doing commendable studies on emotional intelligence. They have defined emotional intelligence as, "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them".

This article presents, the components of emotional intelligence, models of emotional intelligence, testing tool for measuring emotional intelligence, impact of emotional intelligence at work place, physical health, mental health, relationship between family and work for administrators in making effective decisions.

Daniel Goleman's Components

The Emotional Intelligence model developed by Daniel Goleman (1998) and others identifies four components:

- *Self-awareness* – we recognize our own emotions and how they affect our thoughts and behavior, know our strengths and weaknesses, and have self-confidence.
- *Self-management* – we are able to control impulsive feelings and behaviors, manage our emotions in healthy ways, take initiative, follow through on commitments, and adapt to changing circumstances.
- *Social awareness* – we can understand the emotions, needs, and concerns of other people, pick up on emotional cues, feel comfortable socially, and recognize the power dynamics in a group or organization.
- *Relationship management* – we know how to develop and maintain good relationships, communicate clearly, inspire and influence others, work well in a team, and manage conflict.

Salovey and Mayer Model

In addition, Salovey and Mayer (1997) have proposed a model that identified four different factors of emotional intelligence: the perception of emotion, the ability to reason using emotions, the ability to understand emotion and the ability to manage emotions.

1. *Perceiving Emotions*: The first step in understanding emotions is to accurately perceive them. In many cases, this might involve understanding nonverbal signals such as body language and facial expressions.
2. *Reasoning with Emotions*: The next step involves using emotions to promote thinking and cognitive activity. Emotions help prioritize what we pay attention and react to; we respond emotionally to things that garner our attention.
3. *Understanding Emotions*: The emotions that we perceive can carry a wide variety of meanings. If someone is expressing angry emotions, the observer must interpret the cause of their anger and what it might mean. For example, if our boss is acting angry, it might mean that he is dissatisfied with our work; or it could be because he got a speeding ticket on his way to work that morning or that he is been fighting with his wife.

4. *Managing Emotions*: The ability to manage emotions effectively is a key part of emotional intelligence. Regulating emotions, responding appropriately and responding to the emotions of others are all important aspect of emotional management.

Measuring Emotional Intelligence

Mayer (1997) reports intelligence is ability, and is directly measured only by having people answer questions and evaluating the correctness of those answers." He has done some tests to measure the level of emotional intelligence are presented here under.

- *Reuven Bar-One's EQ-I*: A self-report test designed to measure competencies including awareness, stress tolerance, problem solving, and happiness. According to Bar-One, "Emotional intelligence is an array of non-cognitive capabilities, competencies, and skills that influence one's ability to succeed in coping with environmental demands and pressures."
- *Multifactor Emotional Intelligence Scale (MEIS)*: An ability-based test in which test-takers perform tasks designed to assess their ability to perceive, identify, understand, and utilize emotions.
- *Seligman Attributional Style Questionnaire (SASQ)*: Originally designed as a screening test for the life insurance company Metropolitan Life, the SASQ measures optimism and pessimism.
- *Emotional Competence Inventory (ECI)*: Based on an older instrument known as the Self-Assessment Questionnaire, the ECI involves having people who know the individual offer ratings of that person's abilities on a number of different emotional competencies.

Impact of Emotional Intelligence

- *Performance at work*: Emotional intelligence can help us navigate the social complexities of the workplace, lead and motivate others, and excel in our career. In fact, when it comes to gauging job candidates, many companies now view emotional intelligence as being as important as technical ability and require EQ testing before hiring.

- *Physical health:* If we are unable to manage your stress levels, it can lead to serious health problems. Uncontrolled stress can raise blood pressure, suppress the immune system, increase the risk of heart attack and stroke, contribute to infertility, and speed up the aging process. The first step to improving emotional intelligence is to learn how to relieve from the stress.
- *Mental health:* Uncontrolled stress can also impact our mental health, making us vulnerable to anxiety and depression. If we are unable to understand and manage our emotions, we will also be open to mood swings, while an inability to form strong relationships can leave our feeling lonely and isolated.
- *Relationships:* By understanding our emotions and how to control them, we are better able to express how we feel and understand how others are feeling. This allows us to communicate more effectively and forge stronger relationships, both at work and in your personal life.

Developing Emotional Intelligence through Five Key Skills

Emotional intelligence consists of five key skills.

- 1: The ability to quickly reduce stress.
- 2: The ability to recognize and manage your emotions.
- 3: The ability to connect with others using nonverbal communication.
- 4: The ability to use humor and play to deal with challenges.
- 5: The ability to resolve conflicts positively and with confidence.

Learning the Five Key Skills of Emotional Intelligence

The five skills of emotional intelligence can be learned by anyone, at any time. But there is a difference between learning about emotional intelligence and applying that knowledge to your life. Just because we *should* do something does not mean we will- especially when we become overwhelmed by stress, which can hijack our best intentions.

In order to permanently change behavior in ways that stand up under pressure, we need to learn how to take advantage of the powerful emotional parts of the brain that remain active and accessible even in times of stress. This means that we cannot

simply read about emotional intelligence in order to master it. We have to experience and practice the skills in our everyday life.

Skill 1: Rapidly reduce stress

High levels of stress can overwhelm the mind and body, getting in the way of our ability to accurately “read” a situation, hear what someone else is saying, be aware of our own feelings and needs, and communicate clearly. Being able to quickly calm ourselves down and relieve stress helps us stay balanced, focused, and in control - no matter what challenges we face or how stressful a situation becomes.

Stress busting: functioning well in the heat of the moment

Develop our stress busting skills by working through the following three steps:

- *Realize when we are stressed* – The first step to reducing stress is recognizing what stress feels like. How does our body feel when we are stressed? Are our muscles or stomach tight or sore? Are our hands clenched? Is our breath shallow? Being aware of our physical response to stress will help regulate tension when it occurs.
- *Identify our stress response* – Everyone reacts differently to stress. If we tend to become angry or agitated under stress, we will respond best to stress relief activities that quiet us down. If we tend to become depressed or withdrawn, you will respond best to stress relief activities that are stimulating. If we tend to freeze-speeding up in some ways while slowing down in others-we need stress relief activities that provide both comfort and stimulation.
- *Discover the stress-busting techniques that work for us* – The best way to reduce stress quickly is by engaging one or more of our senses: sight, sound, smell, taste, and touch. Each person responds differently to sensory input, so we need to find things that are soothing and/or energizing to us. For example, if we are a visual person we can relieve stress by surrounding ourselves with uplifting images. If we respond more to sound, we may find a wind chime, a favorite piece of music, or the sound of a water fountain helps to quickly reduce our stress levels.

Skill 2: Ability to recognize and manage emotions

Being able to connect to our emotions—having a moment-to-moment awareness of our emotions and how they influence our thoughts and actions—is the key to understanding ourself and others.

Many people are disconnected from their emotions—especially strong core emotions such as anger, sadness, fear, and joy. This may be the result of negative childhood experiences that taught us to try to shut off our feelings. But although we can distort, deny, or numb our feelings, we cannot eliminate them. They are still there, whether we are aware of them or not. Unfortunately, without emotional awareness, we are unable to fully understand our own motivations and needs, or to communicate effectively with others.

- Do we experience feelings that flow, encountering one emotion after another as our experiences change from moment to moment?
- Are our emotions accompanied by physical sensations that we experience in places like our stomach or chest?
- Do we experience discrete feelings and emotions, such as anger, sadness, fear, joy, each of which is evident in subtle facial expressions?
- Can we experience intense feelings that are strong enough to capture both your attention and that of others?
- Do we pay attention to our emotions? Do they factor into our decision making?

If any of these experiences are unfamiliar, our emotions may be turned down or turned off. In order to be emotionally healthy and emotionally intelligent, we must reconnect to our core emotions, accept them, and become comfortable with them.

Developing Emotional Awareness

Emotional awareness can be learned at any time of life. If we have not learned how to manage stress, it's important to do so first. When you can manage stress, we will feel more comfortable reconnecting to strong or unpleasant emotions and changing the way we experience and respond to our feelings.

We can develop our emotional awareness by learning the mindfulness meditation in Help guide is free Bring our Life into Balance toolkit that helps us to get in touch with difficult emotions and manage uncomfortable feelings.

Skill 3: Nonverbal communication

Being a good communicator requires more than just verbal skills. Often, *what* we say is less important than *how* we say it or the other nonverbal signals we send out-the gestures you make, the way we sit, how fast or how loud we talk, how close we stand, how much eye contact we make. In order to hold the attention of others and build connection and trust, we need to be aware of and in control of this body language. We also need to be able to accurately read and respond to the nonverbal cues that other people send us.

These messages do not stop when someone stops speaking. Even when you're silent, we are still communicating nonverbally. Think about what we are transmitting as well, and if what we say matches what we feel. If we insist "I'm fine", while clenching our teeth and looking away, our body is clearly signaling the opposite our nonverbal messages can produce a sense of interest, trust, excitement, and desire for connection-or they can generate fear, confusion, distrust, and disinterest.

Tips for Improving Nonverbal Communication

Successful nonverbal communication depends on our ability to manage stress, recognize our own emotions, and understand the signals we are sending and receiving.

When communicating:

- *Focus on the other person:* If we are planning what we are going to say next, daydreaming, or thinking about something else, we are almost certain to miss nonverbal cues and other subtleties in the conversation.
- *Make eye contact:* Eye contact can communicate interest, maintain the flow of a conversation, and help gauge the other person's response.
- Pay attention to nonverbal cues we sending and receiving, such as facial expression, tone of voice, posture and gestures, touch, and the timing and pace of the conversation.

Skill 4: Use humor and play to deal with challenges

Humor, laughter, and play are natural antidotes to life's difficulties. They lighten our burdens and help you keep things in perspective. A good hearty laugh reduces stress, elevates mood, and brings our nervous system back into balance.

Playful communication broadens our emotional intelligence and helps us.

- *Take hardships in stride:* By allowing us to view our frustrations and disappointments from new perspectives, laughter and play enable us to survive annoyances, hard times, and setbacks.
- *Smooth over differences:* Using gentle humor often helps we say things that might be otherwise difficult to express without creating a flap.
- *Simultaneously relax and energize yourself:* Playful communication relieves fatigue and relaxes our body, which allows us to recharge and accomplish more.
- *Become more creative:* When we loosen up, we free ourselves of rigid ways of thinking and being, allowing us to get creative and see things in new ways.
- It's never too late to develop and embrace our playful, humorous side.
- Try setting aside regular, quality playtime. The more we joke, play, and laugh—the easier it becomes.
- Find enjoyable activities that loosen us up and help we embrace our playful nature.
- Practice by playing with animals, babies, young children, and outgoing people who appreciate playful banter.

Skill 5: Resolve conflict positively

Conflict and disagreements are inevitable in relationships. Two people can't possibly have the same needs, opinions, and expectations at all times. However, that need not be a bad thing. Resolving conflict in healthy, constructive ways can strengthen trust between people. When conflict isn't perceived as threatening or punishing, it fosters freedom, creativity, and safety in relationships.

The ability to manage conflicts in a positive, trust-building way is supported by the previous four skills of emotional intelligence. Once we know how to manage stress, stay emotionally present and aware, communicate nonverbally, and use humor

and play, we will be better equipped to handle emotionally-charged situations and catch and defuse many issues before they escalate.

Tips for Resolving Conflict in a Trust-Building Way

- Stay focused in the present. When we are not holding on to old hurts and resentments, we can recognize the reality of a current situation and view it as a new opportunity for resolving old feelings about conflicts.
- Choose our arguments. Arguments take time and energy, especially if we want to resolve them in a positive way. Consider what is worth arguing about and what is not.
- Forgive. Other people's hurtful behavior is in the past. To resolve conflict, we need to give up the urge to punish or seek revenge.
- End conflicts that cannot be resolved. It takes two people to keep an argument going. We can choose to disengage from a conflict, even if you still disagree.

Conclusion

Emotional intelligence is one which every organization has to take into consideration because it will affect the performance of the employees. Thus the emotional intelligence is one which every organization has to take it into consideration. Based on the points of the experts workers are managing their emotions effectively. But concentration in certain areas will help the organizations to be a successful way. Thus the management has to concentrate on certain areas would enhance the workers to be emotionally intelligence in their work place certain suggestions are have provided to make it more effective.

The management has to look after their workers and try to solve the problems facing by them. The management should give training program in order to avoid the fear of unknown. This will help the workers to be more emotionally in the work place which help both the management and the workers.

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