

# Emotional Quotient - The Inner Side of Leadership

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The concept of emotional intelligence has become a very hot topic of psychological research in recent years, especially in regards to how it affects today's workforce. Businesses are essentially people, so anything that impacts the effectiveness of people's minds also impacts the businesses they run or work for. In fact, many experts now believe that a person's emotional intelligence quotient (EQ) may be more important than their IQ and is certainly a better predictor of success, quality of relationships, and overall happiness.

## Intrapersonal emotional intelligence

What goes on inside of you as you experience day-to-day events?

**Self-awareness**-The ability to recognize and understand personal moods and emotions and drives, as well as their effect on others. Hallmarks of self-awareness include self-confidence, realistic self-assessment, and a self-deprecating sense of humour. Self-awareness depends on one's ability to monitor one's own emotion state and to correctly identify and name one's emotions.

**Self-regulation**-The ability to control or redirect disruptive impulses and moods, and the propensity to suspend judgment and to think before acting. Hallmarks include trustworthiness and integrity; comfort with ambiguity; and openness to change.

**Internal motivation**-A passion to work for internal reasons that go beyond money and status -which are external rewards, - such as an inner vision of what is important in life, a joy in doing something, curiosity in learning, a flow that comes with being immersed in an activity. A propensity to pursue goals with energy and persistence. Hallmarks include a strong drive to achieve, optimism even in the face of failure, and organizational commitment.

## Interpersonal emotional intelligence

What goes on between you and others?

**Empathy**- The ability to understand the emotional makeup of other people. A skill in treating people according to their emotional reactions. Hallmarks include expertise in building and retaining talent, cross-cultural sensitivity, and service to clients and customers. (In an educational context, empathy is often thought to include, or lead to, sympathy, which implies concern, or care or a wish to soften negative emotions or experiences in others.) See also Mirror Neurons.

**Social skills**- Proficiency in managing relationships and building networks, and ability to find common ground and build rapport. Hallmarks of social skills include effectiveness in leading change, persuasiveness, and expertise building and leading teams.

## **Introduction**

The Emotional Quotient looks at a person's emotional intelligence, which is the ability to sense, understand and effectively apply the power and acumen of emotions to facilitate higher levels of collaboration and productivity. The report was designed to provide insight into two broad areas: Intrapersonal and Interpersonal emotional intelligence.

Research shows that successful leaders and superior performers have well developed emotional intelligence skills. This makes it possible for them to work well with a wide variety of people and to respond effectively to the rapidly changing conditions in the business world. In fact, a person's (EQ) emotional intelligence may be a better predictor of success performance than intelligence (IQ).

There are many tests of emotional quotient, and most seem to show that women tend to have an edge over men when it comes to these basic skills for a happy and successful life. That edge may matter more than ever in the workplace, as more companies are starting to recognize the advantages of high EQ when it comes to positions like sales, teams, and leadership.

## **History**

Although research into this concept had been performed since at least the 1800s, the terms "emotional quotient" and "emotional intelligence" did not become popular until the 1980s, when psychologists Peter Salovey of Yale and John Mayer of the University of New Hampshire began conducting research into it. The concept was further popularized by Daniel Goleman, another well-respected psychologist who wrote many books on the subject and has served as co-chair of The Consortium for Research on Emotional Intelligence in Organizations. Although these and many other psychology experts view emotional intelligence measurements as scientifically valuable studies of social behaviour and relationships, the science behind these measurements are often questioned.

## **Definitions**

Emotional intelligence is defined as a set of skills or competencies, which provide human resource professionals, managers, and anyone in the world of work, with a comprehensive tool to define measure and develop emotional skills'. Emotional intelligence can also be defined as the capacity to recognize our own feelings and those of others for motivating ourselves and managing emotions well in our social interactions.

## **Emotional quotient consists of five important dimensions**

1. Knowing one's emotions.
2. Controlling one's emotions.
3. Recognizing emotions in others (empathy).
4. Controlling emotions in others.
5. Improvement in emotional control.

## Measurement

A person's EQ can be measured using any of various assessments, including one developed by Salovey and Mayer. Some assessments use self-given responses, and others are based on peer-given responses. Although a single test might give some insight into a person's personality and psychological make-up, discovering the true value of EQ and its relationship to and impact on a person's life might take years and multiple studies.

## Benefits of Emotional Intelligence

Measurements of people's emotional intelligence quotients are used in many settings. The idea is very popular in the corporate world, where many businesses use EQ tests to help their employees determine and measure their emotional responses to various situations. Most such tests are administered with the idea that this factor can be modified or increased, but there is dispute about whether a person's emotional intelligence is something he or she is born with or if it can be changed. Judicious applications of emotional intelligence can lead to the following results:

1. Understanding and enhancing emotional intelligence enhances management skills.
2. It can provide team effectiveness.
3. It assists managers to have flexible planning.
4. Emotional intelligence assists managers in motivating others.
5. Better decision-making comes from a balance between head and heart.
6. It can help a person achieve a whole range of career development factors such as leadership, decision-making, open communication, trusting relationship and customer loyalty.

## Application

Studies have been done on possible ways that a high or low EQ might affect a person's abilities to perform under pressure, resolve conflict, and cope with challenges. For example, someone who has a low EQ might lack self-confidence and be pessimistic, both of which might affect his or her performance when doing certain tasks. People who are not proponents of the concept believe that things such as confidence, self-esteem and attitude are simply a matter of personality, which cannot be measured or modified. Other studies have linked this measurement to communication skills and other social skills that people either lack or possess.

## Practical Session

### Emotional Intelligence: A training game for emotional awareness My Colored Hat

**Preparation:** Make paper hats of different colours. There should be as many hats as there are participants. You can choose to have anywhere from four to six colours. So if you have chosen to have six colours and there are thirty participants. There will be five hats of the same colour in the stack of hats.

In this training game each colour is designated to represent a feeling. For instance, if you have decided to play with feelings, you can have white for peaceful/tranquil, blue

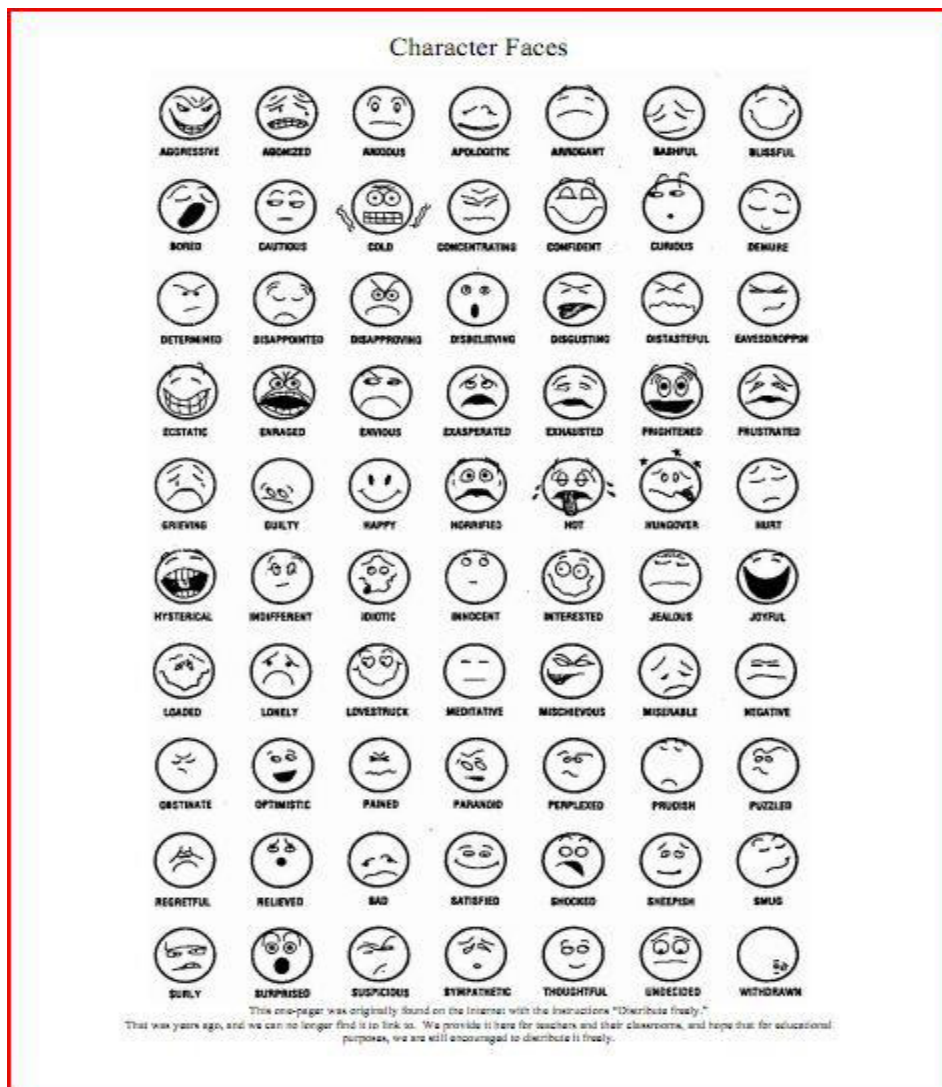
for joyful, green for envy/jealousy, red for irritation/anger, purple for rich/plenteous, orange for creative.

Emotional Intelligence, Process of this training game: The participants have to be told the meaning of each colour. Then they pick up a hat of their choice and stand in a circle. Once each of the participants is wearing a hat, they are expected to describe their feeling.

If it is a positive feeling they express it and give themselves permission to enjoy it.

If it is a negative feeling, they acknowledge it, and decide to bag (bracket) it for the present. They also decide to pick it up after the sessions are over and do something positive to deal with it. The objective of this training game is to replace the negative feeling with a positive one.

Emotional Intelligence - Game 2 - My Emoticon: Project the following handout and ask participants to identify how they are feeling that day from the handout. Emoticons then let them pair-up with their partner and make their face to look like the emoticon that they have chosen.



## **Debrief**

1. It is harder and more stressful to make a face resembling a negative emotion. It is easier, relaxing and much more fun to copy a happy face.
2. You usually feel the emotion that is expressed on your face.
3. You can control your emotions and so determine the manner in which you will spend your day - with ease or with stress, the choice is yours

## **Activity Corner -Lessons Learnt**

1. What are the Intrapersonal and Interpersonal emotional intelligence
2. What are the benefits of Emotional Intelligence
3. Name the five important dimensions of Emotional quotient