

Emotional Intelligence – An Overview

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ABSTRACT: This paper deals with the concepts related to how the Emotions will be controlled in front of others. It is described as the ability to monitor and manage the emotions of one's self and others. Business owners, especially during the initial stages of development, are prone to immense emotional stress and pressure. Each day may bring along with it new and unforeseen problems. Under such situations, it is extremely important that one does not lose his cool. Equally important is the way one deals with such situations and finds solutions to them. They are not only responsible for their own actions but also for the actions of their employees. It is their duty to have a positive influence on co-workers and employees to ensure maximum productivity.

INTRODUCTION:

Emotional intelligence (EQ) is the ability to identify, use, understand, and manage emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges, and defuse conflict. Emotional intelligence impacts many different aspects of your daily life, such as the way an employee behave and the way he/she interact with others.

SIMPLE DEFINITION - Ability to manage oneself and in others in order to reach desired outcomes (Achieve your goals).

CONCEPT OF EMOTIONAL INTELLIGENCE (COME FROM)

YEAR	RESEARCHER	THEORY
1983	Howard Gardner	Multiple Intelligence
1988	Reuven-Bar-On	Personality Theory
1990	Peter Salovey and John Mayer	Emotional Intelligence
1995-2003	Goleman	Theory of job and Work Performance

GARDNER'S SEVEN INTELLIGENCES:



Linguistic - using words effectively. These learners have highly developed auditory skills and often think in words. They like reading, playing word games, making up poetry or stories. They can be taught by encouraging them to say and see words, read books together.

Tools include computers, games, multimedia, books, tape recorders, and lecture.

Logical -Mathematical - reasoning, calculating. They like to experiment, solve puzzles, and ask cosmic questions. They can be taught through logic games, investigations, and mysteries. They need to learn and form concepts before they can deal with details.

Musical - show sensitivity to rhythm and sound. They love music, but they are also sensitive to sounds in their environments. They can be taught by turning lessons into lyrics, speaking rhythmically, and tapping out time.

Tools include musical instruments, music, radio, CD-ROM, multimedia.

Bodily-kinesthetic - use the body effectively, like a dancer or a surgeon. They like movement, making things, touching. They communicate well through body language and taught through physical activity, hands-on learning, and role playing.

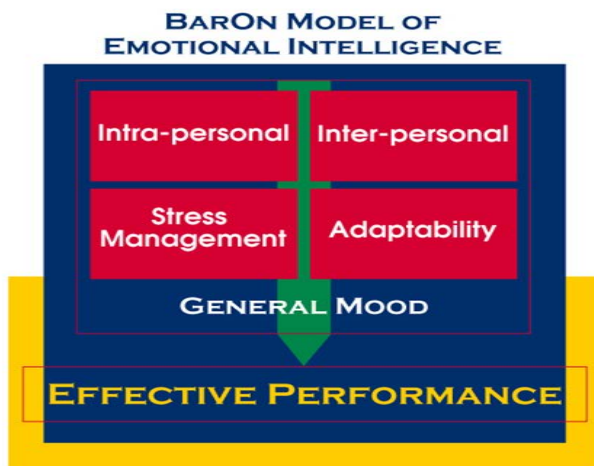
Visual-Spatial - think in terms of physical space, as do architects and sailors. They like to draw, do puzzles, read maps. They can be taught through drawings, verbal and physical imagery. Tools include models, graphics, charts, photographs, drawings, 3-D modeling, video, videoconferencing, television, multimedia, texts with pictures/charts/graphs.

Interpersonal - understanding, interacting with others. These students learn through interaction. They have many friends, empathy for others, street smarts. They can be taught through group activities, seminars, and dialogues.

Intrapersonal - understanding one's own interests, goals. These learners tend to shy away from others. They're in tune with their inner feelings; they have wisdom, intuition and motivation, as well as a strong will, confidence and opinions. They can be taught through independent study and introspection. Tools include books, creative materials, diaries, privacy and time. They are the most independent of the learners.

REUVEN BAR-ON EMOTIONAL INTELLIGENCE:

The Bar-On Emotional Quotient Inventory (EQ-i®) is the first scientifically developed and validated measure of emotional intelligence.



Reuven Bar-On is an internationally acknowledged expert and pioneer in emotional intelligence and has been instrumental in defining, measuring and applying various aspects of the concept since 1980. He coined the term "EQ" ("emotional quotient") in 1985 to describe his approach to assessing emotional and social competence and created the

EQ-i, which was the first test of emotional intelligence to be published by a psychological test publisher (1997).

The EQ-i provides information for each individual on five composite scales and 15 subscales:

1. **Intrapersonal Scales:** self-regard, emotional self-awareness, assertiveness, independence, self-actualization
2. **Interpersonal Scales:** empathy, social responsibility, interpersonal relationships
3. **Adaptability Scales:** reality testing, flexibility, problem solving
4. **Stress Management Scales:** stress tolerance, impulse control
5. **General Mood Scales:** optimism, happiness

The EQ-i can be used by organizations as part of the recruitment screening process to assist in identifying potentially successful employees. It can also be employed in identifying emotional and social skills for employee training programs, teambuilding and enhancing leadership capabilities in the workplace.

MAYER & SALOVEY

"Emotional intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth."

- Mayer & Salovey, 1997

The Four Branches of Emotional Intelligence by Mayer-Salovey:

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

- **Perceiving Emotions:** The ability to perceive emotions in oneself and others as well as in objects, art, stories, music, and other stimuli.
- **Facilitating Thought:** The ability to generate, use, and feel emotion as necessary to communicate feelings or employ them in other cognitive processes



- **Understanding Emotions:** The ability to understand emotional information, to understand how emotions combine and progress through relationship transitions, and to appreciate such emotional meanings
- **Managing Emotions:** The ability to be open to feelings, and to modulate them in oneself and others so as to promote personal understanding and growth

GOLEMAN OF EMOTIONAL INTELLIGENCE

Emotional Intelligence is “the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.”

- Daniel Goleman (1998)

All current emotional intelligence models share a common core of basic concepts:

- **RECOGNITION**
 - Identifying and Perceiving Emotions
 - Using Emotions to Facilitate Thoughts
 - Understanding Emotions
- **REGULATION**
 - Self-Management
 - Relationship Management

Emotional intelligence consists of four attributes:

- **Self-awareness** – It recognize his/her own emotions and how they affect their thoughts and behavior, know their strengths and weaknesses, and have self-confidence.

- **Self-management** – The ability to control impulsive feelings and behaviors, manage their own emotions in healthy ways, take initiative, follow through on commitments, and adapt to changing circumstances.
- **Social awareness** – The ability to 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** – To know how to develop and maintain good relationships, communicate clearly, inspire and influence others, work well in a team, and manage conflict.



The above attributes are also identified by the following domains:

1. Knowing your emotions.
2. Managing your own emotions.
3. Recognizing and understanding other people's emotions.
4. Managing relationships, i.e., managing the emotions of others.

PERSONAL BENEFITS OF EMOTIONAL INTELLIGENCE

- ✓ Greater career success
- ✓ Stronger personal relationships
- ✓ Increased optimism and confidence
- ✓ Better health

PROFESSIONAL BENEFITS OF EMOTIONAL INTELLIGENCE

- Effective leadership skills
- Improved communication
- Less workplace conflict
- Better problem solving skills
- Increased likelihood of promotion

CONCLUSION

Emotional Intelligence makes an employee to feel comfortable within their own skin and with people around them. Also an employee **understand what makes his/her incompatible with certain people or jobs** and learn ways to deal with the emotional difficulties ease. It facilitates to understand the specific feelings that cause them to become stress and learn ways to become more at peace.

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