

EMOTIONAL INTELLIGENCE AND DEVELOPMENT

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Abstract :

Emotional Intelligence is connective and affective abilities. Consideration, mutual trust, respect, warmth rapport with others, ability to manage feelings, empathy etc. are the factors for success in work and life. This paper has discuss for how one can develop emotional intelligence within himself/herself.

Key Words : Emotional intelligence, Motivation, Self awareness, Self motivation, Relation management, Emotional coaching, Worry buster technique, Freeze - frame technique.

Introduction :

Emotional intelligence is important for success in work and in life. Salovey and Mayer coined the term emotional intelligence in 1990. They described emotional intelligence " as a form that of social intelligence that involves the ability to monitor one's own and other's feelings and emotions, to discriminate among them. and to use this information to guide one's thinking and action."

In the early 1990's Daniel Goleman a science writer for the New York Times. whose beat was brain and behavior; had wrote book on this concept. Goleman and Mayer, Salovey & Caruso have told that emotional intelligence probably is not a strong predictor of job performance. Rather it provide the bedrock for competencies that are. Goleman has tried to represent this idea by making a distinction between emotional intelligence and emotional competence. Emotional competence refers to the personal and social skills that leads to superior performance in the world of work. "The emotional competencies are linked to and

based on emotional intelligence. A certain level of emotional intelligence is necessary to learn the emotional competencies."

How one can get the concept of emotional intelligence ?

The ability to recognize accurately what another person is feeling enables one to develop a specific competency such as Influence. Similarly, it is easier to develop a competency such as Initiative or Achievement drive. Ultimately it is these social and emotional competencies that we need to identify and measure if we want to be able to predict performance.

What is emotional intelligence ?

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 diffuse conflict. Emotional intelligence impacts many different aspects of your daily life, such as the way you behave and the way you interact with others. If you have a high emotional intelligence you are able to recognize your own emotional state and the emotional states of others and engage with people in a way that draws them to you. You can use this understanding of emotions to relate better to other people, form healthier relationships, achieve greater success at work, and lead a more fulfilling life.

Emotional intelligence development plan 5 steps to develop an emotional intelligence :

1. Self awareness
2. Emotion management
3. Self motivation
4. Relationship management
5. Emotional coaching

The Five Steps to Emotional intelligence :

Step 1 : Self – Awareness :

Self-awareness is the ability to see ourselves with our own eyes, to be aware of our ...

- Goals, immediate and long-term
- Beliefs, about ourselves and others

- Values, those things we hold dear
- Drivers, that affect how we work
- Rules, that we live by, the *should*, *musts* and *ought*
- Self-talk, the inner voice that tells us we *can* or *cannot* do something

and the ways in which these impact on what we do and contribute to our *map of the world*.

Often, some of our inner drives are hidden from our consciousness. Emotional intelligence enables us to access this information by helping us to tune into our responses and identify our *hot buttons* – those core beliefs and values – which, if pressed, evoke the *flight* or *fight* response, trigger an emotion, How can you begin to identify the filters (hot buttons) that trigger your emotions, and use this information positively to change events (such as those in our example) and achieve a more positive outcome ?

You can identify your emotional responses by :

- Tuning into your senses
- Getting in touch with your feelings
- Knowing your goals

Within psychology there has been a great deal of debate about the exact nature of an emotion. For our purposes, an emotion can be seen to consist of four elements:

1. **What we think** – Our interpretation of events that produces a particular emotional response or thought
2. **What we feel** – A label that we use to describe a particular state
3. **How our bodies react** – Eg: racing heartbeat, feeling tense
4. **How we behave** – Eg: running away, hitting out or hugging someone

It is generally accepted that an emotion is not simply an automatic physical response to a situation, but our interpretation of bodily changes and information available to us.

Setting your goals :

Steps to setting exceptional goals and finding your path with a heart :

1. State your goal in the positive (what you want rather than don't want)
2. Own it

Step 4 : RELATIONSHIP MANAGEMENT

Defining a relationship: The coming together of two or more people for their mutual benefit.

Types of relationship :

- Personal partnerships
- Friendships
- Relationships with work colleagues

Reasons why we get together :

- Companionship
 - Sense of belonging
 - Establish a support system
 - Build our identity
 - Personal development
 - Love
 - Enhance a sense of common purpose
 - Develop a sense of teamwork
 - Produce a product or service
- What makes an effective relationship ?

1. Reciprocity :

This means meeting each other's needs: *You support – I support*. For example, if you repeatedly ask colleagues for help, advice or information, but do not find time to respond to their enquiries, eventually they will withhold their know-how and support. (Think how devastating this could be at an organisational level.) Often it is only in repeated interactions that we can begin to identify the real needs of an individual. Check out your perceptions (remember Leeper's Ambiguous Lady ?).

2. Skills :

- Dynamic listening: Actively listen by paying attention to both verbal and non-verbal cues to identify what is really being said/or not said.
- Establish empathy: Step into their shoes and tune into their language to access their map of reality.
- Use questions: Directly ask what an individual's needs are. Don't mind-read.

Remember, to **ASSUME** is to make an **ASS** out of **U** and **ME** !

3. Relating over time :

- **Continuity :**

Build up a picture of the other person. See them in different situations and different contexts in order to gather clues about who the person is, their beliefs, values and hot buttons. This will help you to relate better.

- **Build trust :**

Establishing rapport involves trust and comfort, both of which need to be nurtured. Learn from each interaction and use this new knowledge to ensure subsequent interactions are positive and productive.

4. Engage in exchange :

To build an effective relationship, exchange factual information, thoughts, feelings and ideas. It is an interactive process: what you disclose has an impact on the other person, which affects how you respond. Remember, the ways people treat us are reflections of the ways we treat ourselves. Relationships are not made outside, they are made inside.

Tips for sharing thoughts, feelings and ideas: Six steps to building effective relationships:

1. Know the boundaries of the relationships (what can and can't be said or done; behaviors that are acceptable outside of work may be inappropriate within the workplace)
2. Check out expectations (respective needs and wants)
3. Review your perceptions (avoid making assumptions on basis of little evidence)
4. Review the other person's perceptions of you (take a risk, ask yourself what is the worst that can happen – use the worry buster to help)
5. Examine interactions (consider what worked well or not so well, and why this might be the case)
6. Determine the desired outcomes (set exceptional goals that have **power**)
 - Be in a good frame of mind
 - Tune into how the other person responds
 - Set a positive tone to the discussion
 - Check out any feelings of discomfort

Remember, when we communicate our emotions : 55% is non-verbal (through our body language) 38% is the tone of voice 7% is dependent on the content (the actual words we use)

Top ten tips for building exceptional relationships with colleagues at work :

1. Appreciate their individual skills, knowledge and capabilities.
2. Make time to get to know them and actively listen to what they have to say.
3. Remember, you can have a good relationship without having to be their bosom pals.
4. If you have a disagreement with someone, look for an early solution
5. Spend some social time as well as work time with them.
6. Give positive feedback for a job well done (as Manuel London of AT&T once said, 'without feedback there is no learning ')
7. Seek their advice and opinions whenever you can.
8. Support them through the tough times.
9. Recognize individual uniqueness, be flexible in your style and approach, understand their map of reality.
10. Use common courtesies and friendly greetings (research shows that leaders have a powerful impact on the emotional climate within a workgroup; being miserable can be contagious!)

Most people who work have to work with other people. No matter how enjoyable a job is, it can become stressful and unfulfilling or downright miserable if human relationships break down. The first thing to realize and accept is that you cannot change other people. All you can do is to change yourself.

When someone says or does something to annoy you, *the annoyance is not in the thing being done, but in your response to the thing that is being done.* Things and actions are not in themselves annoying: the annoyance lies within ourselves, in the response.

If you keep on doing what you have always done, you will keep on getting what you have always got !

Step 5 : Emotional Coaching –

The fifth and final step: learning to become an emotional coach (E-coach), an important Ei capabilities. The person who want to be an e-coach or guide for emotional management should have some peculiar capabilities.

E – Coach capabilities : To become an exceptional E-coach you need to know :

- What coaching means (as distinct from other learning roles)
- What the coaching process entails and what relevant models to use
- How to manage the relationship and agree the boundaries
- Where coaching fits within the overall scheme of things (if part of an organizational programme)
- How people respond to change and how to overcome resistance to change
- How people learn and how to assess differences in learning styles
- How to apply different psychological models and ways of assessing values, beliefs, motivation, personality (and emotional intelligence)
- **What competencies need to be developed, either personally or for a specific job role :**
 - Resolve differences
 - Solve problems
 - Communicate effectively
 - Become motivated One research has shown that developing Ei capabilities is best achieved What *behaviors* do you need to demonstrate ? You need to:
 - Demonstrate empathy and capacity to build rapport
 - Act as an Ei role model
 - Be non-judgemental
 - Maintain confidentiality
 - Signpost learner to other sources of support (recognizing your own limitations and gaps in learning)
 - Continually engage in a critical evaluation of your own performance and take action
 - Be committed to your own personal and on-going development
 - Continually seek to build learner's confidence and self-esteem, to open their horizons with a learning partner, so you can use this step as a useful benchmark against which to choose and measure your own E-coach!

What skills do you need to be an exceptional E-coach ?

You need to :

- Actively listen (to what is being said and not said – use your intuition)

An explanation of the eight steps follows.

- Confidence in your own abilities
- Passion when embracing your role as E-coach
- Capability to be congruent, journeying along your path with a heart
- Emotional intelligence !

The changing shape of society means that we need new types of teachers as leaders . As society needs emotionally intelligent teachers, who will help to develop the competencies and commitment to work together in the new knowledge creation.

In terms of Ei, being an E-coach means helping others to :

- Develop their emotional capabilities.

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