

Emotional Intelligence- an Essential Business Skill



Commerce

KEYWORDS : EI, EQ, Empathy, Self Management, Self Regulation, Social skills.

MANJIT KAUR

Professor-in-Commerce at Shaheed Kanshi Ram Memorial College, Bhagoo Majra, Kharar, SAS Nagar, Mohali, PUNJAB, INDIA

ABSTRACT

Intelligent quotient is all the more important in business. But today, when one has to face ever changing business environment, it is not enough for success. One needs to be intelligent in understanding persons he/she comes in contact with. Ability to understand others' views, beliefs, emotions is emotional intelligent. Emotional intelligence can be practiced, developed and improved. EQ can be improved through a process of self awareness, self management and social awareness which may start with self assessment. Persons with introvert orientation i.e. having spiritual inclination are generally emotionally intelligent. They are empathetically good and thus have a strong intuition power. In business, human behavior is of utmost importance and so is the emotional intelligence. This paper is aimed at describing the meaning and importance of EI in business and is based on secondary sources of information.

Emotional intelligence is a combination of two words i.e. emotional and intelligence. Emotions such as happiness, sadness, anger and fear refer to feelings that signal information about relationships and intelligence refers to the capacity to carry out abstract reasoning, recognize patterns and compare and contrast. Being emotional and intelligent are two different things. But when a person manages to be intelligent emotionally, the world becomes easy and comfortable place for him/her.

Emotional intelligence is the ability to understand and manage one's own and others' emotions. Being emotionally intelligent helps one to have better understanding of difficult situations.

Emotional intelligence is the skill to understand

- That one's actions are determined by his/her emotions, feelings, thoughts and beliefs.
- How this works and effects
- That this applies to everyone else too and
- How to manage and act accordingly

The picture here shows the four branch model of EI given by Mayor Salovey. The first two branches perception and facilitation are termed as 'experiential EI' because these are related to feelings i.e. perceiving others' emotions and then to use emotions to enhance own thinking. Third and fourth branches are called 'strategic EI' because these are relating to calculating and planning with information about emotions. Understanding emotions involve how emotions change people and their behavior over time. Forth branch of management involves integrating emotion and logic for better and effective decision making.



Source: Ivey business journal

Emotional intelligence in business

The term 'emotional intelligence' gained scholars' attention in 1990s and the business leaders adopted the concept quickly. In ever changing business environment where there is always a room for new technologies and innovations, the quality of being emotionally intelligent has become increasingly important. Persons with high EI are always better able to work in teams, adjust to change and flexible. Study of human behavior is of utmost importance in business. So to be effective in management, sales and all other areas of business, one has to involve emotionally with the concerned parties.

Emotion is a primary driver of human behavior. Everyone cares about his/her wellbeing on and off the job and uses emotions as they come, but there is always lack of awareness of self and others' emotions. According to Arnold Bennet there can be no knowledge without emotion. In business to be more effective, it is required to have improved relations, better mental and physical health and minimum stress level. For all this, one needs to practice self motivation, self awareness, self regulation, spiritualism and empathy, i.e. emotional intelligence. When a person is there for a good cause, is it a social life or business, emotional intelligence plays a great role directly and indirectly. EI helps people to understand why what they do works and thus enables them to consciously improve. People with high EI build real social network within an organization and between the organization and its stakeholders. Characteristics of people with high EI are:

- Increased self awareness which leads to efficiency
- Greater empathy and social awareness
- Ability to get along and work with others.

But persons with lower EI create problems in the workplace due to their personal behavior. High emotional intelligence is reflected in self awareness, self management and motivation, empathy and social communication skills. In business emotional intelligence means to understand and deal with: how we assess the people, how relationships develop, how our beliefs generate our experiences, what is and why there is resistance to change, power struggle, competition, judgment, leadership, success and many more. Emotionally intelligent personnel are the asset to an organization. Emotional intelligence is essential for excellence.

Being emotionally intelligent is never meant to favor sentimentality over logic. As far as business is concerned it can never be so. When it is really an emotionally intelligent approach, it can never be irrational. What matters is the intent working behind any behavior and being emotionally intelligent cannot be in any sense sentimentality and/or manipulation with others' emotions.

In fact this the skill to be aware of emotions of themselves and others so as to smoothen out the behavioral difficulties and experience the soul.

Business skills such as intelligence, determination, decisiveness and vision are not enough for success but EI is all the more important. Studies show that EI is as important as other business and personal behavior skills. Emotional intelligence is applicable to every human interaction in business: from personnel motivation to customer service and from brainstorming to corporate presentations. Emotional intelligence is not required at top level only but at any level where there is human interaction but being a leader need to listen, learn and communicate across diverse groups, internal and external set ups. Leaders have to

- facilitate environment for the workers to work with motivation,
- Deploy precepts and principles of strategic leadership with a good understanding of them and of how to use this understanding to be useful to and influential with other people in the organization.
- Coach others so to enable them to work themselves
- Create leaders so they take risk and go first. They lead by example.

EI is a precursor and requirement of leadership.

Lack of EI and communication skills results in turmoil. It results in job dissatisfaction and thus to labor turnover. But EI helps in handling conflicts at workplace. EI requires a balance of firmness, (consistency) and caring (consideration), authenticity and empathy. These skills are to be developed and owned. Daniel Goleman calls it 'a different way of being smart.'

Improving Emotional Intelligence:

An inner desire to learn and improve is required to practice EI. Emotional intelligence training should not be confused with psychotherapy. It focuses on powerful and practical skills that anyone can use to improve their personal and professional lives. To improve emotional intelligence one has to:

Practice and develop self awareness: self awareness is the ability to know, identify one's own moods, inner drives and emo-

tions and their impact on others. People who are self aware are more confident and have a realistic assessment of themselves and their thoughts and behaviors. This enables them to have self deprecating sense of humor without losing their sense of inner self worth.

Practice self regulation: it is the ability to control or redirect the impulsive actions and emotions that may negatively impact one's potential for growth. Self regulated people have trustworthiness and a high degree of integrity.

Improve motivation: motivation is one's passion and enthusiasms for his/her work beyond their position, status or income. Motivated persons are optimistic, inspiring and motivating to others.

Lose judgment of others and let go off the need to be right: people with high EI are open to change and willing to accept any discomfort and uncertainty. They accept others as they are and try to manage accordingly. They find the ways to success while being and making others comfortable intelligently of course emotionally intelligently.

Improve ability to show empathy: empathy is the ability to understand and respond well to the emotions of other people. An empathetic person has the ability to identify with and understand the feelings, needs and viewpoints of others around him/her.

Improve social skills: having social skills means to be persuasive, proficient at building and managing relationship networks. A person with social skills is always a good team player, good communicator and don't always puts his/her personal interest ahead of others.

Conclusion

Developing and improving EI takes time and is a committed task. EI is an essential quality for personal and professional success. When developed and applied well, it responds well. One can notice the change in the way others start treating him/her on being emotionally intelligent.

REFERENCE

• www.usf.edu | • Mayer and Caruso, Ivey Business Journal, 'improving the practice of management' Nov. 2002. | |