



# The Role of Emotional Intelligence in Change Management

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**KEYWORDS**

Emotional Intelligence, Emotional Quotient, Personality, Resistance to change, Sociometric Approach.

**Introduction:**

The evolution of organizational management has moved through a lot of phases. The first phase of management was to treat the employer and employee relationship as a master and servant relationship. The justification given for this philosophy was that, the employees were in need of job and wages where by the employers used to take a risk of developing a business and earn profits. However with the industrial relations coming into force, the management style changed into scientific management style which was followed for a very long time period.

Scientific Management hold good because of the notion that there will be work for everyone and everyone will be given a piece of work which he or she will have to do on a monotonous manner for which he or she will be paid accordingly. This phase is also called as production phase whereby the manufacturers who used to produce more were able to sell more and earn more profits.

However with the change in the employee education, more and more skilled employees started joining the organizations. Also the market dynamics were such that the employer with innovative ideas and products used to earn more profits. At this point of time, scientific management of division of work did not hold good. With this the concept of "Human Resource Management" came into existence. HRM is an art and a science to deal with the psychology of the employees and to treat them as an assets to the organization

This concept of HRM is evolving with time and currently a new dimension of it has evolved. This dimension is called "Emotional Intelligence". The word Emotional Intelligence or Emotional Quotient is given due importance by the corporate world now a days. This paper focuses on the role of Emotional Intelligence in dealing with a specific HR problem which is "Change Management".

**Meaning of Emotional Intelligence:**

Emotional Intelligence refers to the set of competency of a person referring to one's control over his moods and impulses and molding them according to take the best benefits of the situation. In other words, emotional intelligence" is considered to involve emotional empathy; attention to, and discrimination of one's emotions; accurate recognition of one's own and others' moods; mood management or control over emotions; response with appropriate (adaptive) emotions and behaviors in various life situations.

**Difference between Emotional Intelligence and Personality:**

Personality refers to a the overall mental and physical build of a person. Broadly, personalities are divided into four categories, Dominant, Influential, Static and Cautious. The level of personality of a person is generally measured by the Intelligence Quotient i.e IQ. However, as EQ can identify both the biases and clarity in one's thinking patterns that allow them to make good sound decisions, personality only refers to the biases in the behaviors themselves

Managers wonder a lot on the reasons why certain employees create more mistakes then others, why some prefer their self interests more on organization interests and others do vice versa, why certain employees ignore rules of the organizations even after knowing the consequences. The answer lies not in their personality traits but in the difference of their EQ.

EQ is how a person controls his impulses and how well he can analyze the situation and turn it to the optimum use to himself or to the organization.

**The role of Emotional Intelligence in Change Management:**

"Change" is virtually the most feared word when it comes to organization. On one hand, every organization knows very well that change is inevitable and sooner or later, whether they like it or not, change is to be made still whenever an organization moves around in a changing phase, there happens to be havoc among the employees. Adaptive organizations have conducted change management studies whereby many techniques are used to overcome the resistance to change among the employees. In spite of doing these many things, the organization still suffer and instances have shown that many bigger organizations have failed miserably when they initiate change.

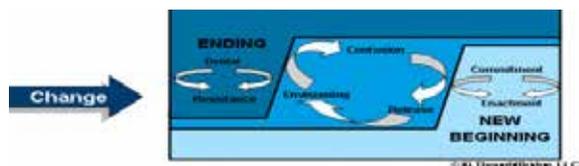
This is the reason why most of the organizations are now trying to use people with high emotional quotient as change agent to lead and manage change. The idea is these people can analyze the situation very well, and with the control over their own impulses and behaviors, they will first understand the aspect of change and will convince their own resistance, these people if are the with "Influential Personality" can influence this change very easily among the employees.

This paper takes aid of two models of change to define the role of Emotional Intelligence in Change Management and they are

- 1. Change Model developed by KI ThoughtBridge, LLC
- 2. Socio Metric Approach to change as developed by Donald Brown.

**Change Model developed by KI ThoughtBridge, LLC**

KI Thoughtbridge LLC has developed a change model which defines that whenever change is introduced in any organization, it moves into three stages which are as follows



**Stage One – Ending :-**

Stage one starts with the initiation of the stage which literally means end of the old culture, values and procedures that were followed. This involves a lot of denial and resistance to change. Employees will start denying to change will ask ques-

tions regarding the need of the change in the organization. This involves a great usage of people who have emotional superiority. Leaders who can show an authoritative leadership and at the same time empathy towards the employees will succeed in turning the resistance into acceptance.

### Stage Two – Gap:-

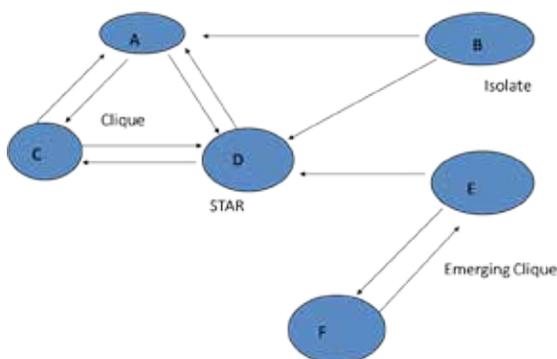
In Stage Two, is called as *The Gap*, change agents should anticipate the emotional responses associated with confusion as individuals move away from the old patterns but have not yet established new behaviors or certainty of their next steps. As individuals begin to release and envision the positive results of the proposed change, new practices emerge. In this important second stage, the focus begins to shift toward possibility thinking and creative visioning. The leader need to show emotions like energy and excitement and believing in change in order to lead right from the front.

### Stage Three – New Beginning

In this stage the experiments with the new changed environment starts. Leaders start experimenting and implementing the new activities, new vision and objectives in the organization. A renewed sense of hope and excitement should be made felt along side all the employees

Managing the diverse emotions and behaviors that result at each stage is a significant challenge. Author Peter Senge writes that most organizational change initiatives will fail.<sup>2</sup> Our belief is that the failure results, in part, from the leader's inability to first recognize and understand the emotional impact of change, and also the failure to adapt one's leadership style to what's needed at each juncture of the change process

### Sociometric Approach Model to change:-



This concept assumes that in most of the organization, the employees and their groups are categorized in certain manner. When change is introduced, each of these employees behave in a different manner.

There might be certain employees who behave and act by forming a strong cartel. These employees have certain characteristics in common and they have a tendency to do the things united. This kind of a group is called a Clique.

On the other hand there might be certain employees who like to work in isolation, who do not like to interact with others and there might only be one or two person in the organization with whom they might interact and trust. These are called Isolates

There might be a small group of employees who might want to form a new cartel against the strong cartel in the organization and they might be open for new employees who might share their kind of characteristics to form this cartel. This is called an Emerging Clique.

Lastly, there will some employees who interact with everyone, rather to say, every employee interact with them. These employees have a tendency to maintain emotional balance and keep everyone around them happy. These employees are called Stars.

It is not necessary that the concerned departmental supervisors could be the stars of the organization. It could be anyone.

This concept leaves us with an idea that if an organization wants to bring in change in it and it predicts that there will be a strong opposition and resistance to change among the employees due to it, the best option with the organization is to appoint these Stars as the change agent. The basic characteristics of these Stars is that they can easily maintain an emotional balance, they can have a control over not only their impulses but on others too. These people generally develop an influential personality and can easily bring about the change. They can be the best change agents.

### Conclusion:-

In conclusion, the research evidence to date has demonstrated that emotional intelligence has the potential to predict a range of behaviors in the workplace, but its impact during organizational change is still to be tested. By linking emotional intelligence to the learning organization principles and other interpersonal skills needed by management and employees' in the workplace during organizational change, we may gain a deeper insight into how to make these change programs successful.

In a nutshell, Emotional Intelligence is an attribute which is required essentially in order to bring and manage change in an organization. The days could not be very far when the organizations will start measuring Emotional Quotient along with the Intelligence Quotient and at the same time weigh it far more than any other attribute like personality or smartness in recruitment procedure.

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