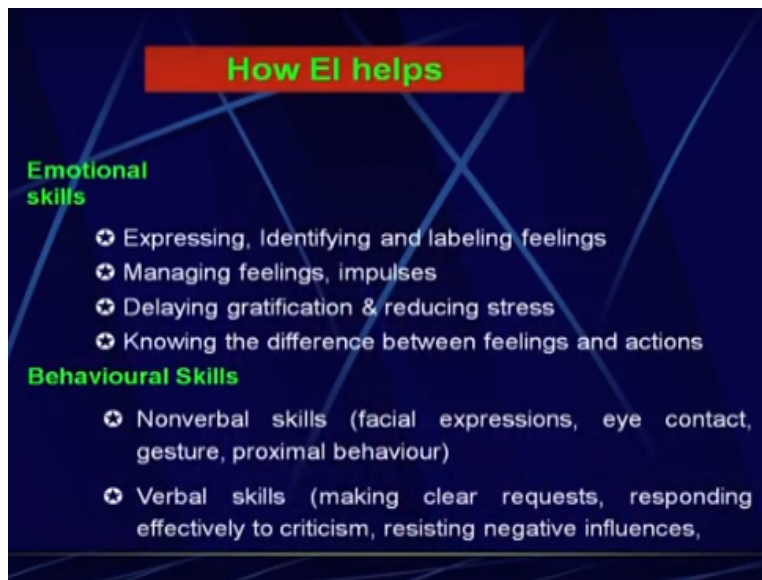


Emotional Intelligence
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Module No # 7
Lecture No# 35
Emotional intelligence and leadership

Coming back to the emotional skills how we can enhance ones emotional intelligence. So emotional skills in the sense how accurately and appropriately we are able to express. Expressing and identifying and labeling ones feelings both in self and others. Say for an example, somebody is feeling very sad are able to exactly identify and study in yes that person is trouble. So that is how we enhance the label of emotional awareness managing feelings and impulses.

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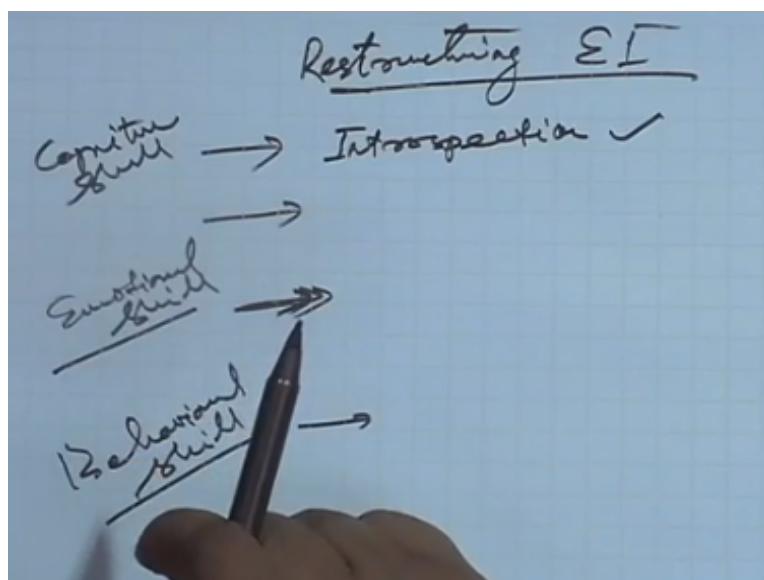
You know say for an example somebody has humiliated you and your temper is going up and up and up you are going towards a very emotional reactions. So but by knowing that you are over reacting or you are going over react then you will start coming down slowly. So that is why you often say that when you are emotionally you know hot or feeling very anger just look down little bit then you will find fifty percent of your anger goes down and that helps in controlling ones temper and impulse.

So that is how one can you know manage his feelings and impulses and delaying gratification and reducing stress the moment you know you delay your gratification needs that means you

always feel that there is always a scope for improvements you know say for repeatedly you are experiencing failures while trying or attempting to do something that will build up stress. But if you know the attitude of expecting again and again or trying and trying that yes something good will happen then you know that is why you often say that failure is the pillar of success.

You know out of failure if you can turn it to your positive zone that yes these are the ways that I cannot try again to make my mistakes again and again. Knowing the difference between feelings and actions, we often know that our actions are always the product of our feelings.

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So we should not mix with them a feeling is feeling a emotional feeling always you know compounded with lot of reactions so those reactions are we call as behavior.

But yes they are temporarily so we should not make them into practice so that they become our usual pattern of behaviors like say for examples I often used to say the lying is ok sometime. But when you make it practice then in the process you become a liar you know, so anger when somebody is doing some bad work but do not make it a practice as a result that you become a angry man in the process. So that is how one should know to distinguish between this feeling and behavior, angry and anger behavior

So that needs to be separately practiced and perceived then behavioral skills. Many times we know we create awkward situations that we do not know how to express our behavior as per our

perceptions. In the many times our nonverbal skills are so awkward to our behavioral expressions and people then guess that this person is not in a right kind of mood to express his thoughts

Say for examples like you know facial expressions, eye contact, gestures, proximal behavior. You know eye contact means you know while you are sitting in a interview your eye contact should be face to face somebody is asking questions you are looking here and there and five people are sitting in front of you and they are taking interview your focus should be first the person who has asked the questions.

Then you should not at the same time you should not ignore the other four people who are sitting you must also give attention to them that is how your eye contact should be so that they feel that they are also not being neglected and second thing you know gestures and proximal behavior. These are also very important to communicate our emotions a many times what happens you know proximal behavior we do not care about others sometime who allowed their personal space.

You know we become so close and interact verbally with them as if you know some people when they talk to other people they go so close to the person as if they spitting on the face of others. So which creates a very unpleasant expression of one's behavior, gestures means you know for expression of a simple word they create so many nonverbal actions like these like that many people say you know you know.

Why people say you know you know? Because they struggle to express their right kind of word in a right kind of mode of behavior so when they struggle to find out that the right kind of word to express their behavior till that time say you know. So it is a break or a pause that a take to find out that word appropriate word to express themselves.

So if a person is not having a good sense of vocabulary to express his behavior or her behavior will struggle a lot to represent his non-verbal actions then verbal skills making a request Who are you or what for you have come here simply say sir I came here today to make a request for hmm

you know taking urban say for work you need urban from our office and you want to make a request to your people.

Do not say hello sir how are you how do you do sir actually you know I had come here with some expectations your boss is saying why do not you come down to the real point so do not move all on the ground. So if this is your nose tell this is my nose do not say move around here and there and say yes this is my nose make clear request.

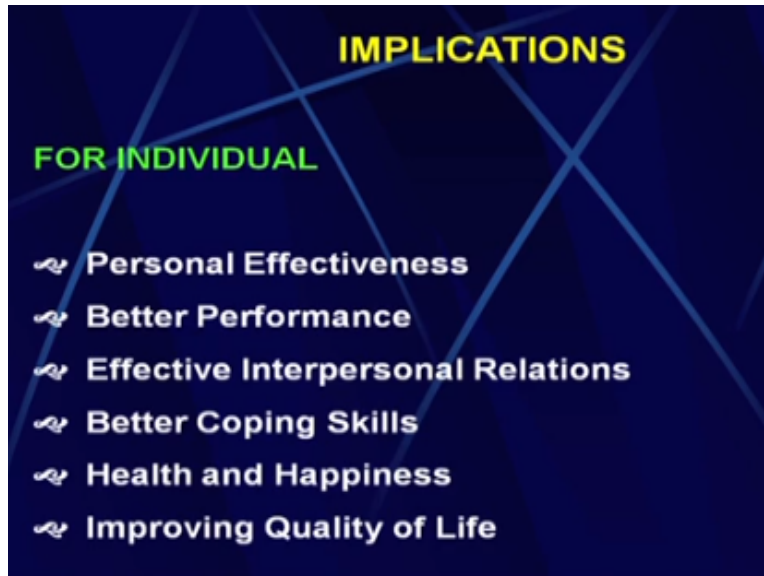
Sir in fact you know my daughter is getting married I am in shortage of money I need to take some advance from office fine. If there is possibility the boss will approve it so that is why making clear request you will you know save your time as well as others times.

Responding effectively to criticism do not take criticisms are humiliations always criticisms sometimes a reflection of deficit something within yourself. So try to incorporate them for your personal growth and development that is very important you know. And yes resisting negative influences yes anytime whenever something you know affecting your self-image intentionally you know people intentionally try to turn you image by making wrong projections.

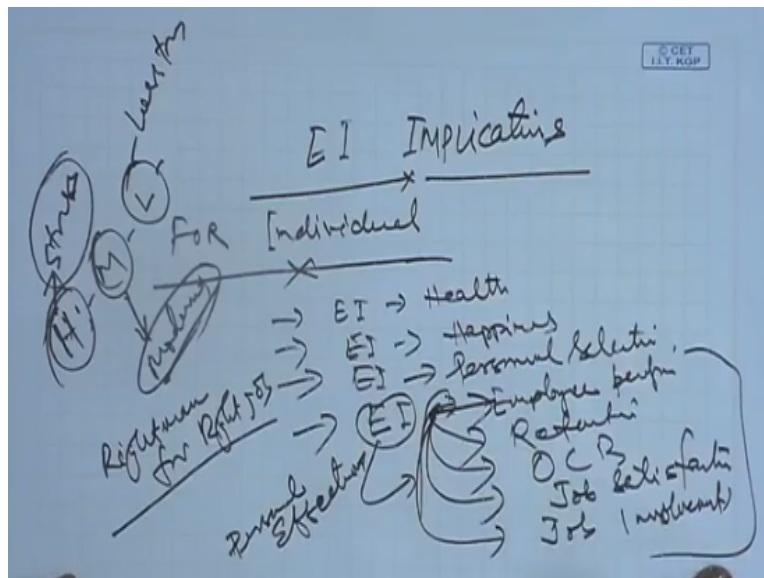
You must reserve this never say boss is always right always try to speak out your mind yes that is very important. Otherwise overnight you have developed certain characteristics and competencies and people summarize in one word as if that you are dumped in those (()) (07:57) as if you do not know anything else so one has to be very clear about that also.

How people project yourself and you need to take care of also those things? One need to also sometimes resist but do not resist too much that you do not have any negative qualities at all that is also very important to know.

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Yeah and yes as per as implications EI for implications for organizations and individuals this is very important to know say let us begin with for individuals how beneficial is emotional intelligence we have already seen that.

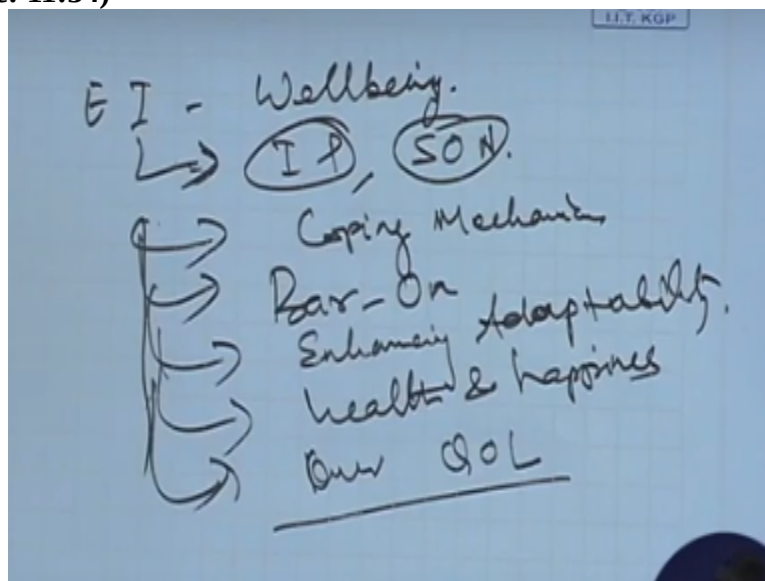
Personal effectiveness how a person would be effective in terms of his in daily behavior EI we have seen EI has direct relationship one's health happiness, EI and happiness. EI can be also used in personal selections you know we can administer emotional intelligence scale and map people and put them on different categories high, medium and low.

You know why it is important you know organizations have different kind of jobs some jobs are very stressful, some jobs are less stressful and some jobs are just moderate level. So on the once you map the EQ profile of the people you can understand who is fit for what? So challenging and stressful jobs may be given or alerted to people who are high on their emotional intelligence. You know that is why we often say that right man for right job.

We will discuss in organizational when we will discuss organizational implications yes as you discuss that EI is directly related to employee performance there are evidences that it also employee retention it is nurtures OCB organization citizenship behavior it makes people good citizen of organization.

It also enhances job satisfaction and it also enhances you know job involvement so these are different areas that EI has a big role to play. So therefore it enhances employees personal effectiveness the second one is yes it enhances produces better performance effective interpersonal relation

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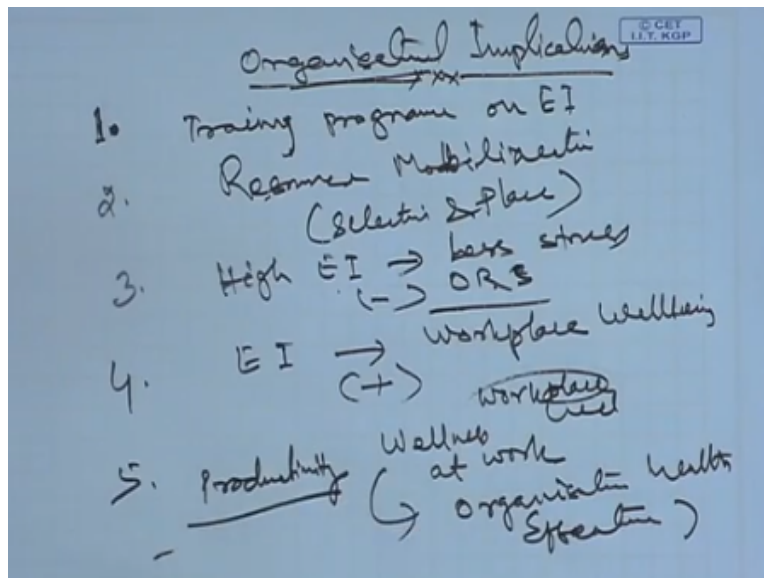
Yes this is we discussed in fact EI and wellbeing context. While talking about social networking interpersonal relation, social networking so this directly send message that people who are high on their emotional intelligence are likely to maintain better or healthy interpersonal relations.

They will be able to cope up better so EI sometimes not sometimes most of the times it acts as a coping mechanism and exactly this is what Bar-on talks about that EI has an ability to cope with

different environmental situations. And we will also be examined how this is also enhancing ones adaptability and cross cultural adaptability in next class adaptability. Yes it also takes care of one's emotional health and happiness like today we discussed about how it takes care of your positive emotions you an in case upon this emotions by enhancing your health and happiness.

Once it takes care of health happiness and your well being you know the overall quality of life improves. So these are in a nutshell how emotional intelligence is important for individual for their ones survival both at home, school as well as in organizational context. But what are the implications for organizations although we have discussed many things so let us summarize the developing competencies.

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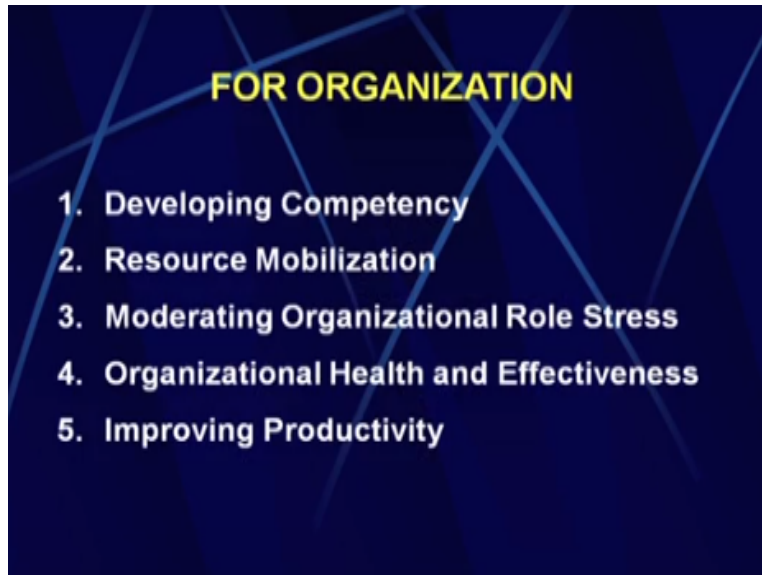


How we can make people competent organization and implications making people emotional competent, social competent, interpersonal competent so that you know they can perform their duties. So this can be developed by you know by training practical training conduct training program on EI. Identify people who are within their emotional skills assess them and then advice them how it can be done in a better way.

Resource mobilization this is another implications of emotional intelligence for organization what do you mean by resource mobilizations? This is called you know selection and placement in terms of people for right kind of job in organizations. So which fit for what so that will be

taken care of by alerting looking at the level of emotional intelligence who is fit for stressful job or less stressful job or moderate level of job.

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We have also seen that people you know those who are high EI experience less stress or ORS organizational role stress because this organizational roles stress are often comes out interpersonal roles in organizations. So people those who have better interpersonal relations in organizations are likely to possess high level of emotional intelligence. So therefore there is a negative relationship between EI and ORS.

Number four organizational health and effectiveness yes recently we conducted a survey on you know EI and workplace wellbeing. So we have found that there is a positive relationship directly emotional intelligence directly influence work place well being this will help organization to create workplace wellness or wellness at work. We otherwise call it as you know wellness at work and this has a direct effect on organizational health and effectiveness.

A climate of wellness always create good atmosphere for work and its employees so people feel to work people feels to be committed towards their work place and this in direct improves productivity. So in nutshell that you know emotional intelligence takes care of people health, happiness and productivity.

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Some Common Methods for Enhancing EI

Good role models -- teachers, trainers, parents, leaders, inspirational people (which could include politicians especially our freedom fighters) By observing these role models, children, students as well as adults learn gradually how to analyze and cope with life.

So as we were discussing about these are some common methods by the help of its in general emotional intelligence can be enhanced but you know organizational fear there are certain examples now I would like to quote how if emotional intelligence is not developed it you know put people in very difficult situations.

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Some of the actual life situations, which resulted in sorrow ending of precious lives

1. One person was appointed as the Vice President of a prestigious software company died the night after his father's death.
2. A company forcibly retired its President and on his way to airport he died of cardiac arrest.
3. A 38 years old father collapsed and died when he failed in his efforts to revive his two year old daughter who had fallen into a pool

Yes these are some of the you know examples I would like to say these are some actual facts of life situation which results in sorrow ending of you know precious lives if emotion is not controlled properly these are what you call as side effects of emotion.

You know one person was appointed as the vice president of a prestigious software company died the night after his father's death can anybody imagine a person who has been promoted to

the level of vice president. We often promote such people whom we find who are stable, social outgoing you know their conscientious. But he can also face the dark consequences of death the night after his father's death so that means this is also a sign of the impact of negative emotions.

He could not tolerate the sad news of his father's death and that took away his life. A company forcibly retired its president and on his way to airport he died of cardiac arrest. This is also a negative of you know negative life events he was perceivably tired. Is that the end of life? this happens due to you know lack of cognitive skills we just discussed about us this he should have asked is it my end of life if I have been sacked from this death.

Is (()) (19:11) going to commit suicide because TATA has now sacked him no if you are competent plenty of opportunities are available in the market. You can create jobs if you are competent that kind of hope that kind of it should be you should have within yourself. A thirty eight year old father collapsed and dies when he failed in his efforts to revive his two year old daughter who had fallen into a pool this is also too much emotional.

See that is why I said emotional intelligence is not being emotional do not get emotional try to manage emotions in a smart way. So this is a part of life you know a thirty eight year old father collapsed and dies when he failed in his efforts to revive his two year old daughter who had fallen into a pool. This is again an a negative emotional event has taken place for which you do not have control on it. So why to blame yourself and take into so deep into a heart then your hearts stops functioning.

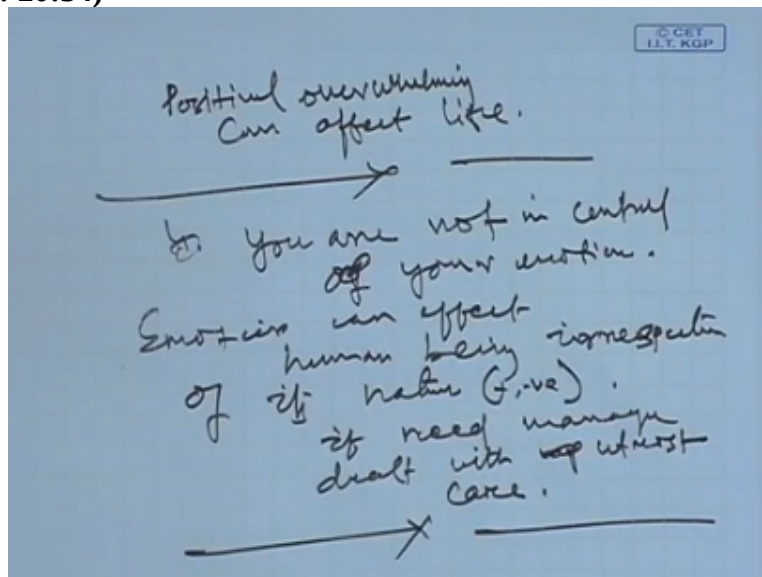
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Some of the actual life situations, which resulted in sorrow ending of precious lives

4. A 49 years old man died two hours after hearing that his 22 years old daughter had been killed and his two grandchildren seriously injured in a traffic accident.
5. A 55 years old man died of over joy as he met his 88 years old father after a 20 years separation
6. A 75 years old woman died suddenly after a happy week of renewing ties with her family, which she had left behind 60 years earlier.

These are also some of the other situations that you know once I we examine three negative emotional situation.

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Is it also possible that overwhelming situations like positively overwhelming situation can affect our life. We often say that only negative emotion impacts our lives it is no even if you are too happy you can commit so many errors.

Say for examples like number four a forty nine year old man died two hours after hearing that his twenty two year old daughter had been killed and his two grand children seriously injured in a traffic this is also negative one. A fifty five year look at the number or the incident that happened

here a fifty five year old man died of over joys as he met eighty eight year old father after twenty years of separations.

Can you imagine he is so happy this man is so happy you know they are uniting their relationship after a gap of you know twenty years of separation. So much happy so much of over joys and it goes beyond the boundary line. A seventy five year old man died suddenly after happy week of renewing ties with her family which she had left behind sixty years earlier you know this is just like you know typical situation has that happens in Bolly wood films.

You know hero heroines are separated for fifteen years twenty years and when the movie is going to end and they are meeting each other's and they are coming to each other with slow motions. Before they met one collapses so this is you know there is a very popular saying in Hindi that you know bohot dino ke baat mile sanam milne sak pehle katham soo this is just like you know you are reuniting you know renewing your relationship after a long gap.

But you are so happy you are happiness goes the beyond the boundary line and you experience cardiac arrest. But why does it happen because it happens you know you are not control in of your emotions so emotion can affect anytime of other it is emotion can affect human being irrespective of its nature that is positive or negative so it needs to be managed or dealt with utmost care.

So this the lesson learned from even a highly experienced person who is seventy years, sixty years they can also be made a emotional fool of this situation so emotion plays a very important role. So that is why everyone needs to be emotion savvy for their survival both in personal and in professional context. So the question is if you are a high level professional you know you probably need an IQ of one twenty or one thirty ever one ten at least

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SO!

If you're a high level professional, you probably needed an IQ of 120 or so simply to get educated and get your job. But now it is more important to be able to persist in the face of difficulty and to get along well with colleagues and subordinates (Emotional Intelligence) than it is to have an extra 10 or 15 points of IQ. This holds true in most professional occupations.

So simply to get educated and get your job but now it is more important it has highlighted that. So that is why the example I saw that a person who has been promoted to vice president level of a company, but when he hears the death of his father he collapsed. It seems that his IQ factor is very high but due to low level of EQ factor he collapses simply to get educated and to get a job you need IQ.

But now it is important to be able to persist in the face of difficulty and to get along well with your colleagues and subordinates. You need to have high level of emotional intelligence, so this holds true in most professional occupations.

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Assignments

- Q.1. Can you relate your EQ skills with your leadership skills???
- Q.2. identify top 10 EQ skills necessary for effective leadership.
- Q.3. How does EI nurture motivational Leaders?

So these are some of the assignments that I would like to give to the participants of this course that can you relate your EQ skills with your leadership skills. So in this frame work I would like to elaborate how can we relate our IQ skills with leadership skills. So let us have a quick look at.

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	Leader	Relationship	Follower	Environment/ Situation
What is leadership?	Behaviour of a person in leader role: attributes & EI	Trust, respect and mutual obligation that generates influence between parties	Ability and motivation to manage one's own performance	Appropriate action in accordance with mission and vision
What behaviours constitute leadership?	Establishing and communicating vision; inspiring, instilling pride	Building strong relationships with followers; mutual learning and accommodation	Empowering, facilitating, coaching, giving up control	Scanning the social, economic and legal environment and taking strategic action, innovation
Advantages	Common understanding of mission and values, can initiate wholesale change	Accommodates different needs of subordinates; can elicit superior work from different types of people.	Development of follower capabilities; free of leader for other responsibilities.	Business survival in competitive environment

Yes probably this will summarize is how we are trying to relate our EQ skills to leadership behavior. In terms of leaders what kind of leaders will display behavior of a person in leadership role its attributes and EI. What kind of EI? Like you know trust, respect and mutual obligations which generates influence between parties once ability and motivation to manage one's own performance and environmental influence in terms of appropriate action in accordance with mission and visions. That is how the leadership behavior goes on.

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	Definition	Hallmarks
Self-awareness	The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others	Self-confidence Realistic self-assessment Self-deprecating sense of humour
Self-regulation	The ability to control or redirect disruptive impulses and moods The propensity to suspend judgment to think before acting	Trustworthiness and integrity Comfort with ambiguity Openness to change
Motivation	A passion to work for reasons that go beyond money or status A propensity to pursue goals with energy and persistence	Strong drive to achieve Optimism, even in the face of failure Organizational commitment
Empathy	The ability to understand the emotional makeup of other people Skill in treating people according to their emotional reactions	Expertise in building and retaining talent Cross-cultural sensitivity Service to clients and customers
Social-Skill	Proficiency in managing relationships and building networks An ability to find common ground and build rapport	Effectiveness in leading others Persuasiveness Expertise in building and maintaining networks



But when we compare them in terms of emotional intelligence competencies who is the person who can have maximum influence on the environment will discuss about this after a short break.