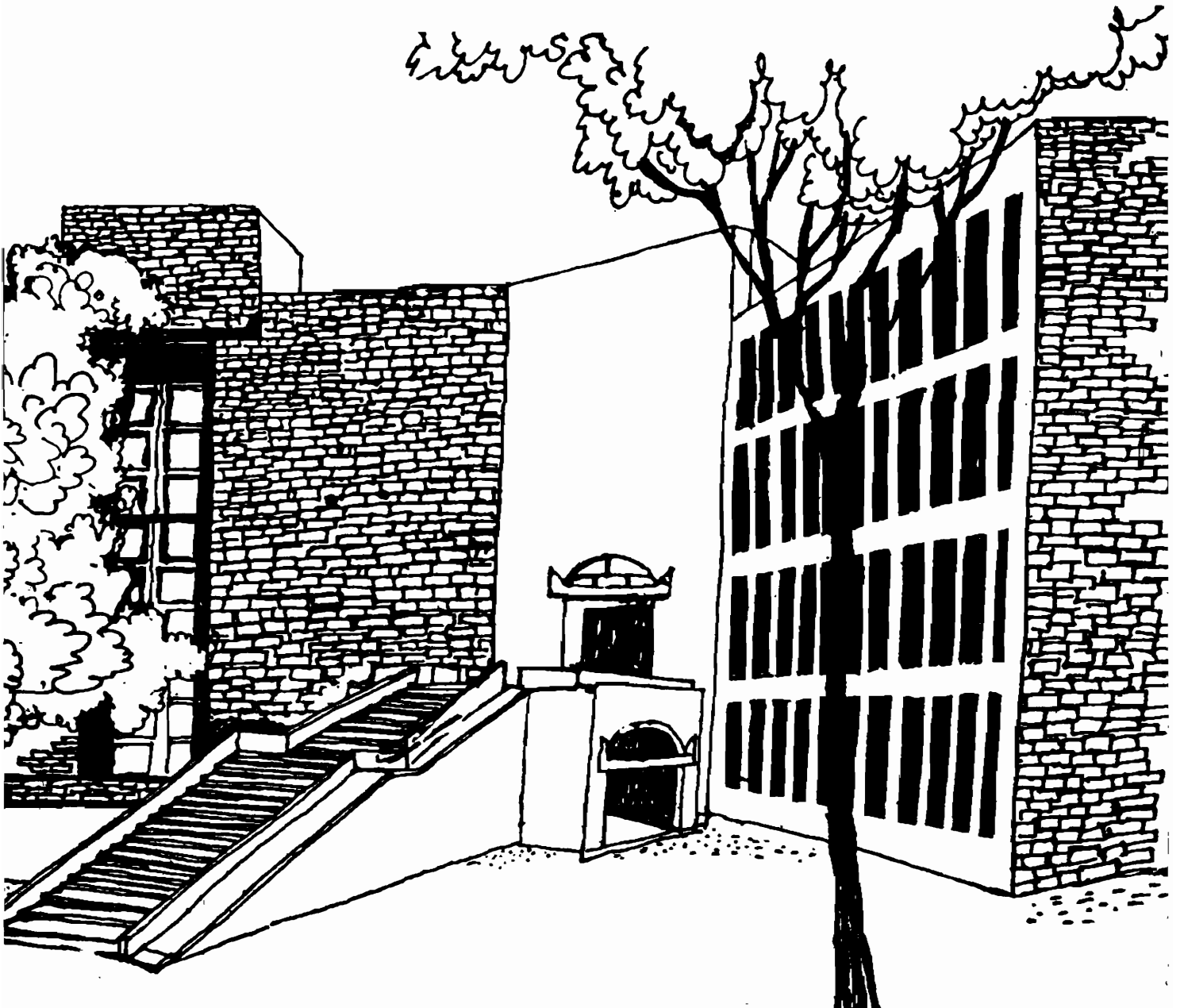




Working Paper



EMOTIONAL INTELLIGENCE

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ABSTRACT

We, as individuals, would have often felt that there is something much more than our 'traditional intellect' or IQ, which opens the *golden gates* of success. This paper has attempted to answer as to what is this 'something'. It is the 'intelligence of the heart' or EQ - "knowing how you and others feel and what to do about it". An understanding of the components of Emotional Intelligence enables us to appreciate the importance of our feelings. By managing our feelings and taking charge of our lives, we can integrate our intelligence (IQ) and our emotions (EQ) to provide ourselves with directions. The paper then goes on to include some Research Findings of various studies done on EI, thereby bringing home the advantages of high Emotional Intelligence.

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Jigisha Dholakia

1. INTRODUCTION

We, as individuals, often find ourselves sometimes winning and sometimes losing out in the 'rat-race' for power, success or money. Only a few of us pause to really think and go down to the roots and find out 'why did we win or why did we lose out', most of us don't bother and shrug it all off as fate or '*kismet*'.

Our traditional beliefs considered a high IQ as the ultimate test of a person's capabilities. Emotions and feelings were all considered as excuses of the weak, the incompetent and the unintelligent. Gradually, over a period of time, people are realising that a high IQ *per se* is not sufficient to ensure a truly successful life, there is something much more to it, something very basic, very crucial, very radical called EQ, which is the emotional intelligence counterpart to IQ.

According to Cooper and Sawaf's description from physics, if we consider the overall intelligence capacity of a human being as a force field, then, IQ and EQ interrelate with each other as constituents of this field, and this creates a dynamic tension from one to the other, stabilising their respective energies. If IQ and EQ are relatively equal, their interaction creates an upward motion, *a lift in intelligent energy*.

2. CONCEPT OF EI

In one line, emotional intelligence means *knowing how you and others feel and what to do about it*. A more formal and comprehensive definition as given by Robert Cooper and Ayman Sawaf, in their book titled 'Executive EQ' is as follows:

Emotional intelligence is the ability to sense, understand, and effectively apply the power and acumen of *emotions* as a source of human energy, information, connection, and influence.

According to Jeanne Segal¹, emotion and intellect are two halves of a whole. That's why the term recently coined to describe the intelligence of the heart is EQ, which is deliberately reminiscent of the standard measure of brainpower, IQ. IQ and EQ are synergistic resources, without one the other is incomplete and ineffectual.

EQ's domain is personal and interpersonal relationships; it is responsible for our self-esteem, self-awareness, social sensitivity and social adaptability.

¹ Jeanne Segal : *Raising Your Emotional Intelligence*

3. COMPONENTS OF EI

Some specific components of emotional intelligence adapted from Mayer and Salovey's work² are as follows:

- *Self-awareness* - Being aware of your own emotions as they are occurring.
- *Emotional Literacy* - Being able to identify and label specific feelings in yourself and others; being able to discuss emotions and communicate clearly and directly.
- *Empathy and Compassion* - The ability to feel, understand, validate, motivate, inspire, encourage and soothe others.
- *Balance* - The ability to make intelligent decisions using a healthy balance of emotion and reason. Being neither too emotional nor too rational.
- *Responsibility* - The ability to manage and take responsibility for one's own emotions, especially the responsibility for self-motivation and personal happiness. Not saying that others 'made' you feel that way.

² <http://eqi.org/>

4. MANAGING OUR FEELINGS

It is only when our emotional needs are satisfied that we feel better and it is only when we feel better, that we are an asset not only to our organisations but also to our near and dear ones and ourselves. A very basic method of managing our feelings³ is asking the following questions:

- How do I feel? (Identify the cause) Is it healthy?
- How do I want to feel?
- What would help me feel better? (That I can control)

Now list your options and choose the one that is most likely to lead to your long-term happiness.

We often end up depending on what others expect us to do or on our belief of what others are expecting of us or what we feel we want to do, which is more often than not coloured by what is expected of us. How many of us stop to ask ourselves the question - what is it that we really want or need? What is right/wrong? What is it that should be done? WHY?

There is an old saying that there are always two ways in life, the tough/hard and the easy/smooth. It is our inner conscience that guides us and helps us in our day-to-day decision making. What is required is that we learn to

³ <http://eqi.org/busi.htm>

recognise this and understand and appreciate our wants and needs as without this we can never be truly happy and at peace with ourselves. This realisation is our guiding light in life.

We all have our gut feeling or intuition, which guides us through the thick and thins of life. Our inner voice, our feelings and our emotions give us that added edge over others and help us to take charge of our lives. Once we take charge of our lives we can integrate our intelligence (IQ) with our emotions (EQ) thereby providing ourselves with directions.

According to Jeanne Segal, while intellect can tell us many things objectively, it can't tell us how we feel and it's our feelings that make our decisions wise. It is our emotions that release us from paralysis and motivate us to act. In fact, the more passionate we are about something, the more we are apt to act on it.

5. RESEARCH FINDINGS

Research tracking over 160 high performing individuals in a variety of industries revealed that Emotional Intelligence was *two times* as important in contributing to excellence than intellect and expertise alone. Also, research based on hundreds of top executives from some of the world's largest corporations showed that close to 90% of leadership success is attributable to EQ (Goleman, 1988)⁴.

Reuven Bar-On's analysis⁵ of emotional intelligence in thousands of men and women found that women, on average, are more aware of their emotions, show more empathy and are more adept interpersonally. Men are more self-confident and optimistic, adapt more easily, and handle stress better. In general, however, there are far more similarities than differences. In terms of total emotional intelligence, there are no sex differences.

According to Dr. Thomas Achenbach's study of American children, age seven to sixteen, spread over the 1970s 1980s decade and a half, found that there was a steady worsening of children's emotional intelligence. On average, children are growing more lonely and depressed, more angry and unruly, more nervous and prone to worry, more impulsive and aggressive.

⁴ <http://www.ihhp.com/eq.cfm>

⁵ Daniel Goleman : *Working with Emotional Intelligence*

Collaboration with other colleagues on similar assessments in other nations revealed that this decline in the children's basic emotional competencies seems to be worldwide. The most telling signs of this are seen in the rising rates among young people of problems such as despair, alienation, drug abuse, crime and violence, depression or eating disorders, unwanted pregnancies, bullying, and dropping out of school.

Most of the children studied in the late 1980s will be in their twenties by the year 2000. The generation that is falling behind in emotional intelligence is entering the workforce today⁶.

According to Goleman, our level of emotional intelligence is not fixed genetically, nor does it develop only in early childhood. Unlike IQ, which changes little after our teen years, emotional intelligence seems to be largely learned, and it continues to develop as we go through life and learn from our experiences - our competence in it can keep growing. There is an old-fashioned word for this growth in emotional intelligence: *'maturity'*.

⁶ Daniel Goleman : *Working with Emotional Intelligence*

6. ADVANTAGES OF HIGH EI

Robert Cooper and Ayman Sawaf, in their book titled 'Executive EQ' enumerate the following advantages of a high EQ:

- With a high IQ you may get hired by a reputable company, but with a high EQ you will get promoted
- With a high IQ you can become a whiz at the daily work routine, but with a high EQ you can thrive during times of change and uncertainty
- With a high IQ you can be an efficient professional or manager, but with a high EQ you can become a great leader

According to Jeanne Segal, expecting to ride through life on the coattails of a high IQ alone is like expecting to be handed your first driver's license after only a written test. IQ predicts only how we'll do on paper, how we measure up to standards set by someone else. EQ helps us set our *own* standards.

7. CONCLUSION

Today's leaders, from top executives to line managers, must have more than just the right technical skills and IQ. They must possess the right values, behaviour and emotions. It is when our emotions are acknowledged and guided constructively that they enhance our intellectual performance.

Saint Teresa⁷ of Avion, recognised as one of the greatest mystics of the Middle Ages, defined a genuine mystical experience as one that improves your relationship to yourself and others - the same way that you use EQ to determine whether anything is genuinely good for you. Those who live passionately in relationship to themselves and others, live close to God. Emotional intelligence acts as kind of sixth sense with which you can link personal well-being to community, national and global well-being⁷.

For the individual, the organisation and the country to grow; the family, the culture and the society must provide support for a child and therefore a manager and a leader to grow healthy with both intelligence (IQ) and emotions (EQ).

⁷ Jeanne Segal : *Raising Your Emotional Intelligence*.

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