

Soft Skills Development
Prof. D. Suar
Department of Humanities and Social Sciences
Indian Institute of Technology, Kharagpur

Lecture - 21
How Emotionally Mature Are You

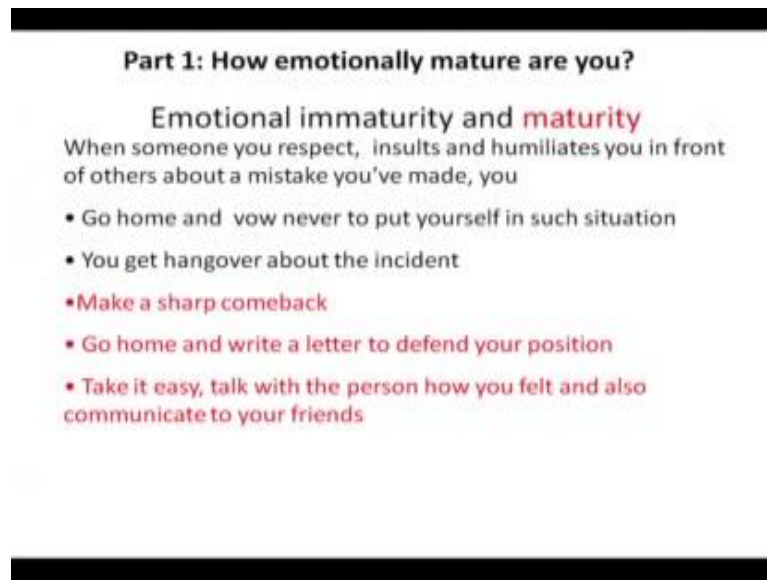
Friends, in this session, we will be discussing about 2 topics. One is on how emotionally mature are you, and the second one is increasing or improving, improving your emotional intelligence. And you can understand from this that how this emotional intelligence is also emotional maturity. And there are 2 sides of it, one is called the personal competence, another is called social competence in emotional intelligence, what I see and what I do. In personal competence, it deals with the self-awareness and self-management; in social competence, it deals with social awareness and relationship management. And these in various terms are called the emotional intelligence.

(Refer Slide Time: 01:47)



To go to the details, you look at this figure. You see look at it. This is the dark side, and this thing happened in the 2006, World Cup final. The French's player hit Italy's player. And do you see, can you conclude that the person who is hitting the other person with his head; is that person emotionally mature, definitely your answer will be no. And therefore, we say that the person lacks emotional maturity or emotional intelligence.

(Refer Slide Time: 02:45)



Part 1: How emotionally mature are you?

Emotional immaturity and maturity

When someone you respect, insults and humiliates you in front of others about a mistake you've made, you


- Go home and vow never to put yourself in such situation
- You get hangover about the incident
- **Make a sharp comeback**
- **Go home and write a letter to defend your position**
- **Take it easy, talk with the person how you felt and also communicate to your friends**

And here I ask you some, when someone you respect, insults and humiliates you in front of others about a mistake you have made, you go home and you say that you put yourself in such situation, let us say that I have not met that person. You get a hangover about the incident. Make a sharp comeback. Go home and write a letter to defend your position, then gradually you take it easy, talk with the person how you felt and also communicate to yourself, communicate to your friends about the incident. So, here if you see, if the person takes these steps, like go home and vow never to put yourself in such situation and you get a hangover about the incident, then in that case you show the emotional immaturity. But if you comeback, if you sharply comeback, go home and write a letter defending your position and take it and talk with the person how you felt and communicate with friends and you are no more bother about the situation and that shows you are emotional maturity and emotional intelligence.

(Refer Slide Time: 04:06)

This emotional maturity is emotional intelligence (EI)?

- Emotional intelligence was developed by Salovey and Mayer (1990) and popularized by Goleman (1995) as a “competency” model. It is the ability of a person to cognitively assess emotions within oneself and recognize them in others, so as to modulate behavior (Salovey & Mayer, 1990). Simply, it is the use of emotions intelligently. EICs incorporate (a) self-awareness, (b) self-management, (c) social-awareness, and (d) relationship management (Boyatzis et al., 2000). The former two entail personal and the latter two interpersonal/social competencies.
- How it relates to IQ and age? Do emotion and cognition relate? Both are necessary allies?



This emotional maturity is emotional intelligence, yes, it is so. But we use the word emotional intelligence not the word emotional maturity; that means, he has a required emotion to understand himself as well as to understand others and to showing response accordingly in a particular situation. And emotional intelligence was developed by Salovey and Mayer and popularized by Goleman as a competency model. And what it is speaks that it is the ability of the person to cognitively assess emotions within oneself and recognize them in others, and so as to modulate behavior; that means I will understand myself, my emotions as well as the other persons with whom I talk. And then understanding this, I will modulate my emotions so as to fit with the context. Therefore, it is basically a process where you are aware about yourself, about others and the context and accordingly you are displaying your responses.

And simply, it is the use of emotion intelligently is emotional intelligence; it is the use of emotion intelligently; that means, you understand about yourself, about the others with whom you are interact, and then accordingly you are showing a responses which is fitting to the context. And EIC or the emotional intelligence competency when we speak it has different components, but one point of important is that whether it is motivation or emotions or it is a inspiring somebody or it is the leadership, it passes to the other person there is in the context through some sort of verbal and non-verbal communication. It passes to the other person in a particular context, whether it is a motivation, whether it is

a leadership, or whether it is emotional intelligence, it passes to the other person in a specific context through verbal and non-verbal communication.

And this emotional intelligence as I mentioned that it has different components. It is a self-awareness, self-management, social-awareness, and relationship management. And this is one of the classic articles in HBR where Goleman mentions about these attributes of emotional intelligence. If you look at the self-awareness and self-management basically these is the personal competency. If you look at the social-awareness and relationship management these are basically later on it was converted to empathy and social skills, these are basically the personal and social competencies. Then the question was to coming to our mind, what is the relationship between intelligence and emotion.

As you know and I discussed earlier, all intelligence test, they meant, they measure your analytical skills, logical ability and the creativity, they measures your divergence thinking. And if the curve is that the intelligence increases up to 17 or 18 years or 20 years then it maintains a parallel, then it maintains a particular level. Then after 60, it gradually declines little declines. And it remains constant throughout the life, but increases up to 20 years, because of the (Refer Time: 08:51) of the brain cells.

The emotional intelligence with your experience, with your changing prospective, with getting, with your maturity, with your development in life, your emotional intelligence will show a straight linear curve with your age, which is not so in case of IQ, which is not so in case of intelligence quotient or IQ or intelligence. Because intelligence increases up to 17 years of age or 20 years of age with the (Refer Time: 09:32) of the cell, then it makes a constant then remains more or less constant up to 60 years of age. And after 60 years, because there is a dryness of certain brain fluids and all that, it will gradually little decline not much but whereas, emotional intelligence increases throughout your life.

One is concerned with logical thinking; another is concerned with interpersonal skills and social skills. It is difficult to differentiate between the 2. It is difficult to differentiate the 2, because recent literature plenty of literature is there that emotion and cognition are related. Cognition refers to higher mental processes like thinking, decision-making, perception; these are the higher mental processes. And emotion and cognition are necessary friends, they are not separate, extensive evidence is there.

Suppose, I dislike a particular person, my liking and disliking is my emotional part of it. If I dislike, it is a negative emotion; if I like the person, it is the positive emotion. And in that case, what will happen, suppose I like the person, I will perceive that the person is very sharp and he is very cordial, very sharp and his thinking power is improved, and he has improved thinking power; and at the same time, he is a good decision-maker. If I dislike the person, then the reverse perception will come that is poor in thinking, he has poor decision-making ability and so on. Therefore, it is very difficult to say emotion will drive the cognition or cognition will relate to emotion, it is very difficult, it is not yet settled. But one point is sure that emotion and cognition are related, and both are the necessary friends, they are not separate.

(Refer Slide Time: 12:05)

Five components of EI at work (Goleman, HBR, 1998).
Perceive and identify emotions in faces, eye contact, tone of voice, and body language of others and modulate your emotion accordingly.

	Definition	Hallmarks	Examples
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 humor	Tight deadline of a manager, and plan in advance
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	when a team spots a presentation, leader screams, considers possible reasons for failure, explains the consequences to the team, and explores solutions with them
Motivation	A passion to seek 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	when company fails to implement the pay hike, HR manager based on his experience devise a new formula for the turn around
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	Reading body language and negotiate
Social Skill	Proficiency in managing relationships and building networks An ability to find common ground and build rapport	Effectiveness in leading change Persuasiveness Expertise in building and leading teams	When grievances are unsettled, the chief manager of the company sent for a "Khola darbar" to settle the grievances as in South-Eastern Railway Kharagpur

And when Goleman, he published is an article in HBR, 1998. He identified the different dimensions of emotions, and these are the he believed in competency model, and these are the different dimensions that we mentioned earlier. And when we perceive and identify emotion of other persons, who identified through seeing the face, observing the eye contact, hearing his tone or voice, and are through other body languages. And then once we understand that this person is this sort of emotion then understanding that I am aware about my own emotions, I modulate my emotion accordingly so that it will fit to the appropriate context that is what emotional intelligence is.

It has various dimensions like self awareness, the ability to recognize and understand your moods, emotions and drives, as well as their effects on others. And the hallmark is that those who are self aware, they are very confident, they have sense of humor, and they have a realistic self-assessment.

And in a meeting, even if you mention about their weakness and strength that they do not feel much, because they are aware about themselves; they do not feel so hot. And they at the same time, they have a sense of humor. Suppose, a manager has a tight deadline, therefore, having self-aware and knowing that there is a tight deadline for a job to be completed or an assignment to be completed. He will make a plan in advance so that the job will completed in time. If the job is bigger then it will take more time. Even if the job is bigger, you will plan in advance being aware of the job so that he can meet the deadline and complete the assignment.

Similarly, self-regulation; this is the ability to control and redirect disruptive impulse and moods; that means, the person has the ability to control his impulses and moods, that is the self-regulation. And it increases the trustworthiness of the person, the integrity of the person, what he says and what he does. And this person having the self-regulation, they have a comfort with the ambiguity. Even if there is ambiguity situation, they can tolerate the ambiguity and they are openness to change. When team fails a presentation, the leader fears; and considers possible reasons for failure then explain the consequences with the team and explore the solution with them, because the leader has a sense of self-regulation.

Another is motivation; motivation as you know it is the passion to do the work is motivations that go beyond money and status. As I mentioned earlier, if you look at the life status of Mother Theresa and Gandhi or some of the great personality in the World, they driven by a ideology or driven by a (Refer Time: 16:03) not by the money. And it is the propensity to pursue the goal with energy and persistence. And this person stay strong drive to achieve, they are optimistic. And in the face of failure, what they can easily bounce back from the failure, and they have commitments towards the organization.

Say for example, I said the case of a person in Kinbrigs who was a sales person and he was promoted to the position of area sales manager, because in the position of sales

person, he performed very well. And he was selling the stocks of the company, he was surpassing the target frequently and that took him to the position of area sales manager. When you went there you found yes he was doing when he was a sales person he was trying to do everything by himself, he was never delegating the responsibility to subordinates. And he was trying to do everything by himself, which is next to impossible. And the office was looking chaotic and he was not bothering about the people those who are working with him.

As a result, the subordinates - they felt demoralized. And he could not, because in the area salesmen, area sales manager position, one is to coordinate the activity of the sales persons, he was not good in communication, he was not able to coordinate, he was himself who trying to do everything by himself, what he was doing as a sales person. And at the same time, he was not bothering about others. He has the power, but he has a personalized phase of power, not idealized, socialized phase of power that he was bothering, delegating the response to others and coordinating the activities and getting the job done through them. As a result of which, after sometime, he could not accomplish a job, and he persuaded the management and again with the persuasion of the management and with the approval of management, he again returned to his first love that is sales, and he again sold the old stock of the company.

What this incidence speaks? That if the person has the motivation, he can do, but at the same time, when you are working an organization, if you are charged, or you are motivated, you have to motivate others also to go with them. If you do not accomplish that goal, you cannot motivate others then in that case the goal cannot be accomplished. When a company fails to implement the pay hike, HR manager based on his experience, devise a new formula to bring about a turn around and gave estimation to a company, how the pay hike can occur and that can sustain the financial strength of the company and it will be beneficial of the company. Because he has the motivation to do it, and at the same time, he understood the different facets of the business, and he coordinate with the different parties and the data, then he devised the formula in the basis of which the pay hike can be there. What are the demands of the employees?

Empathy is the ability to understand others. And it is the skills to treating people according to their emotional reactions. And empathy is one of the expertises in building and retaining the talent. And empathetic people are cross culturally sensitive, and they

give better service to the clients and customers. And empathetic people, they all the time show a concern for the others; as a result of which when they try to understand another person, the empathetic person put himself in other person's shoes, then only he or she tries to understand the other persons, taking the context and the situation of the other persons into account. Having high empathy means, you have high interpersonal sensitivity, and this is a signal that you can sail the boat. And you can also having empathetic concern, you can also get the other employees into the boss, and they can travel with you towards the destination.

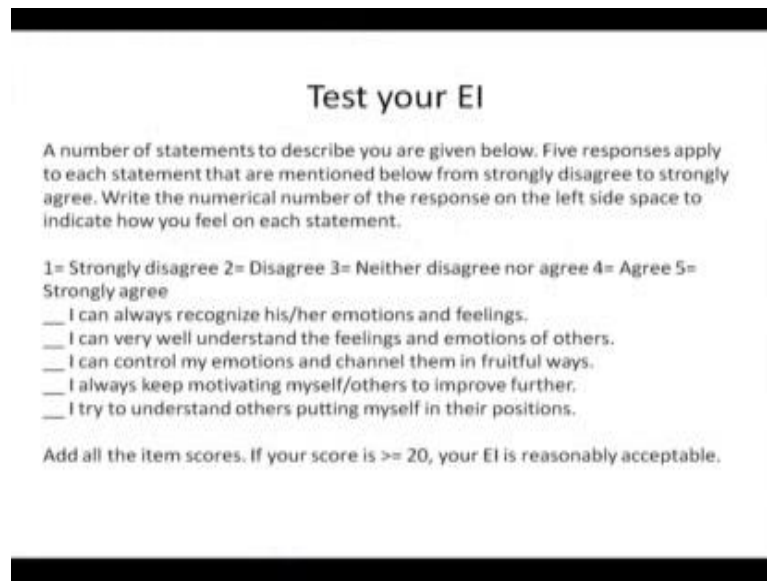
And last one is the social skills. And social skills, it is proficiency and managing relationship, and building networks. It is an ability to find common ground and build rapport. Effectiveness in leading change, it is associated with persuasiveness, these are the hallmarks and expertise in building a leading teams. Social skill is simply bonding with others. This does not means that the executive and the managers and the employees in the organization will establish bonds with the others in order to or network with others. Because nobody has that luxury of time, so they establish the bonds with others, whom they see that their goals can be achieved. They establish the bonds with others, understanding that when there will be in crisis or the organization will be crisis, they will be the persons who will come to their rescue. Therefore, they establish bonds with others with a purpose in mind; without purpose, without any aim, that does not mean that they are establishing bonds with others.

In a company, there are many grievances. And the grievances are not settled in time. So, the chief personal officer of the company decided that he was good in interpersonal skills, so he decided that we can have a (Refer Tim: 23:21) as it is in southeastern railways works. In a particular day, the employee will come, the personal manger or the executive will visit and at the same time, the employee and the employee representative will be there. More or less, a number of people from different segments are present then the dialogue continues. And in the process, it expedited and quick in the process of grievance settlement because the person has the social skills, the personal manager and executives has the social skills, he was able to settle the grievances by satisfying others parties very soon. Because he know succeed in business, one has to know the different, different aspects of business. One has to know the marketing, one has to understanding the finance, one's operation, IT, HR, everything, most be in the fingertips, so that you

can relate a particular grievance to a particular context and you can find out a better solution, if you are good in a human relations.

These are some of the, if you look into self-awareness, self-regulation and motivations, these are the personal competencies and the part of the individual. If you think of the empathy and social skills, these are basically the interpersonal competency or the social competency that make of that intelligence, that make of that emotional intelligence.

(Refer Slide Time: 25:00)



Test your EI

A number of statements to describe you are given below. Five responses apply to each statement that are mentioned below from strongly disagree to strongly agree. Write the numerical number of the response on the left side space to indicate how you feel on each statement.

1= Strongly disagree 2= Disagree 3= Neither disagree nor agree 4= Agree 5= Strongly agree

- I can always recognize his/her emotions and feelings.
- I can very well understand the feelings and emotions of others.
- I can control my emotions and channel them in fruitful ways.
- I always keep motivating myself/others to improve further.
- I try to understand others putting myself in their positions.

Add all the item scores. If your score is ≥ 20 , your EI is reasonably acceptable.

And lastly, you can test understanding that what is your emotional intelligence, so you have prepared five statements and the response is given, and it is from strongly disagree to strongly agree. And there is a right side; there is a bar where you can fill your answers. And it is one of our publications, recent publication. I can always, (Refer Time: 25:27) the statements are very simple based on the same five dimensions of intelligence, emotional intelligence given by Goleman.

I can always recognize his or her emotions and feelings, the first component. I can very well understand the feelings and emotions of the others, self-regulation. I can control my emotions and channel them in fruitful ways. I always keep motivating myself and others to improve further motivation. I try to understand others putting myself in their positions, empathy. Therefore, if you critically analyze this, this five statements represents the five dimensions of emotional intelligence is mentioned by Goleman. And here, you will see the score on all items; if your score is greater than or equal to 20 or 80 percent of the

score you have secured, because the maximum score will be 25, your EI is reasonably acceptable and good. Otherwise, you try to improve your emotional intelligence; that will talk in the next part.

Thank you.