

Emotional Intelligence
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Module No # 7
Lecture No # 34
Emotional Intelligence and Happiness Positive Psychology (Contd.)

Well given this situations there may be possibility that one may hang up, means it does not pay it, does not pay to take abuse from anyone. Number two listen to the client and rephrase what you gather. His feeling then choice C explains to the client that he is being unfair, that you are only trying to do your job and you would appreciate it if he would not get in the way of his.

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3. You are a customer service representative and have just gotten an extremely angry client on the phone. What do you do?

- A. Hang-up. It doesn't pay to take abuse from anyone.
- B. Listen to the client and rephrase what you gather he is feeling.
- C. Explain to the client that he is being unfair, that you are only trying to do you're your job, and you would appreciate it if he wouldn't get in the way of this.
- D. Tell the client you understand how frustrating this must be for him, and offer a specific thing you can do to help him get his problem resolved.

Of this number four tell the client you understand how frustrating this must be for him and offer a specific thing you can do to help him get this problem solved. So if you look and analyze each one of them you know where you starting from A B C to D. I think gradually if you move from top to bottom each and every answer seems to be, you know better.

So if you look at the choice four tell the client you understand how frustrating this must be for him, and offer a specific thing that you can do to help him. To get his problem solved so this might be the ideal answers and pathetic answers for this given situations if you move towards the next situations.

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4. You are a college student who had hoped to get an A in a course that was important for your future career aspirations. You have just found out you got a C minus on the midterm. What do you do?

- A. Sketch out a specific plan for ways to improve your grade and resolve to follow through.
- B. Decide you do not have what it takes to make it in that career.
- C. Tell yourself it really doesn't matter how much you do in the course, concentrate instead on other classes where your grades are higher
- D. Go see the professor and try to talk her into giving you a better grade



You are college students who had hopes to get an A in a course that was important for your future career aspirations. You have just found out you got a C minus on the midterm. What do you do sketch out a specific plan for ways to improve your grade and resolve to follow through, decide you do not have what it takes to make it in that career.

Tell yourself it really does not matter, how much you do in the course. Concentrate instead on other classes where your grades are higher. Go see the professor and try to talk her into giving you better grades. So which one would be the better answer .Sketch out it is a very you know very intellectual answer. Sketch a new plan to improve, but this side you do not have what it takes to make it in that career. But that will may disturb you more or may not help you to reach at you career destinations.

But yes to some extent A is okay. But if you look at C tell yourself it really does not matter and how much you do in the course. Concentrate instead on other classes where your grades are higher .This is also another possible to compensate your loss in one subject, but you know at interpersonal level if you want to manage your career its better way.

This is what we call an empathic approach or interpersonal approach. This a sign of you know how emotional. You are studying you are now trying emotional black mail the Professor Sir my career is at stake. Is it possible to enhance my grade to A? You know, yeah certain things are also possible at many not certain things. Most of the things are possible at interpersonal level number five

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5. You are a manager in an organization that is trying to encourage respect for racial and ethnic diversity. You overhear someone telling a racist joke. What do you do?

- A. Ignore it. The best way to deal with these things is not to react.
- B. Call the person into your office and explain that their behavior is inappropriate and is grounds for disciplinary action if repeated.
- C. Speak up on the spot, saying that such jokes are inappropriate and will not be tolerated in your organization.
- D. Suggest to the person telling the joke he go through a diversity training program.

This is also another situation you are manager in an organization that is trying to encourage respect for racial and ethnic diversity. You overhear someone telling a racist joke. What do you do? Ignore it, the best way to deal with these things is not to react is ignoring the situation, is the right answer or right reaction. Number two call the person into your office and explain that their behavior is inappropriate and is grounds for disciplinary actions if repeated. Number C speaks up on the spot saying such jokes are inappropriate and will not be tolerated in your organizations. Yes this could be a possible better behavior to reshape.

You know the behavior of the person who has given racist comments. Suggest the person telling the joke he go through a diversity training program may be the better answer or the best answer among all.

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6. You are an insurance salesman calling on prospective clients. You have left the last 15 clients empty handed. What do you do?

- A. Call it a day and go home early to miss rush hour traffic.
- B. Try something new in the next call, and keep plugging away.
- C. List your strengths and weaknesses to identify what may be undermining your ability to sell.
- D. Sharpen up your resume.



You know you look at the six situations you are an insurance salesman calling on calling on prospective clients you have left the last fifteen clients empty handed. What do you do call it a day and go home early to miss rush hour traffic. Try something new in the next call and keep plugging away list your strength weaknesses to identify.

What may be determining sorry undermining your ability to sell sharpen up your resume. So what will be the correct answer you are an Insurance salesman calling on prospective clients. You have left the last fifteen clients empty handed. What do you do? Call you call it a day off that you go home early to miss rush hour traffic. So yeah this see number three is seems to be a good answer list your strength and weaknesses to identify what you may be undermining your ability to sell.

Yeah but another way to, you know you can rephrase it by modifying your CV. That yes, you are capable of doing your making your CV more impressive and attracting to you, know clients organizations to getting shortlisted.

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7. You are trying to calm down a colleague who has worked herself into a fury because the driver of another car has cut dangerously close in front of her. What do you do?

- A. Tell her to forget about it—she's OK now and it is no big deal.
- B. Put on one of her favorite tapes and try to distract her.
- C. Join her in criticizing the other driver.
- D. Tell her about a time when something like this happened to you, and how angry you felt, until you saw the other driver was on the way to the hospital.



You are trying to calm down a colleague who has worked herself into a fury because the driver of another car has cut dangerously close in front of her. What do you do? Tell her to forget about it she is okay now and it is no big deal. Yeah that is possible put on one of her favorite tapes and tries to distract her. Okay, join her in criticizing the other drivers.

Tell her about the time when something like this happened to you and how angry you felt until you saw the other driver was on the way to the hospital. Yeah so this seems to be the most you know emotional savior smart answers in this given situations. May be you know this kind of answer always changes the whole perspective of the other persons.

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8. A discussion between you and your partner has escalated into a shouting match. You are both upset and in the heat of the argument, start making personal attacks which neither of you really mean. What is the best thing to do?

- A. Agree to take a 20-minute break before continuing the discussion.
- B. Go silent, regardless of what your partner says.
- C. Say you are sorry and ask your partner to apologize too.
- D. Stop for a moment, collect your thoughts, then restate your side of the case as precisely as possible



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9. You have been given the task of managing a team that has been unable to come up with a creative solution to a work problem. What is the first thing that you do?

- A. Draw up an agenda, call a meeting and allot a specific period of time to discuss each item.
- B. Organize an off-site meeting aimed specifically at encouraging the team to get to know each other better.
- C. Begin by asking each person individually for ideas about how to solve the problem.
- D. Start out with a brainstorming session, encourage each person to say whatever comes to mind, no matter how wild.



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10. You have recently been assigned a young manager in your team, and have noticed that he appears to be unable to make the simplest of decisions without seeking advice from you. What do you do?

- A. Accept that he “does not have what it takes to succeed around here” and find others in your team to take on his tasks.
- B. Get an HR manager to talk to him about where he sees his future in the organization.
- C. Purposely give him lots of complex decisions to make so that he will become more confident in the role.
- D. Engineering an ongoing series of challenging but manageable experiences for him, and make yourself available to act as his mentor.



So like this there are many other situations. You can look into and check how it is happening know the idea of giving this decisions, that these are you know emotionally fully turmoil situations and how exercise our mental prospective to deliver. You know cognitively appropriate answer to satisfy our emotional ego then may be probably the emotional training would enhance the better understanding such kind of situations.

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What is Emotional Intelligence?

Emotional intelligence is not about being nice all the time.

So then what is emotional intelligence? Emotional intelligence is not about being nice all the time you are not here to make people happy always at the cost of yours.

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What is Emotional Intelligence?

It is about being honest.

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What is Emotional Intelligence?

Emotional intelligence is not about being “touchy-feely.”

So it is about being honest many times what happen people say no I can take all the pain to make happy the world around me know it is not.

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What is Emotional Intelligence?

It is about being aware of your feelings, and those of others.

Emotional intelligence is not about being touchy feely. It is about being aware of your feelings and those of others.

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What is Emotional Intelligence?

Emotional intelligence is not about being emotional.

Emotional intelligence is not about being emotional.

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What is Emotional Intelligence?

It is about being smart with your emotions.

So it is about being smart with your emotions, not hurting yourself neither other it is how you manage your emotions that are a sign of yours emotional intelligence.

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"We are being judged by a new yardstick; not just how smart we are, or by our training and expertise, but also how well we handle ourselves and each other."



Daniel Goleman, Ph.D.

*Working with
Emotional Intelligence*

Goleman says that we are being judged by a new yardstick nowadays. It is not that the IQ that will make you over smart, not just how smart we are or by our training and expertise. But also how well we handle ourselves and each other's how we handle ourselves and each others that summarizes all about the need of emotional intelligence.

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Emotional intelligence will be an
important key to leadership in
the future.

Emotional intelligence will be an important key to leadership in futures.

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BUT!
This conclusion is more a
function of
belief and values, than based
on traces of what we can see
today.

Why because this conclusion is more a function of beliefs values than based on traces of what we can see today.

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Fundamental Questions

1. What emotional resources do leaders need to thrive amidst chaos and turbulent change?
2. How do leaders create an emotional organizational climate that fosters creative innovations, change, performance, or lasting relationships?



So these are some of the fundamental questions, we ask. What emotional resources do leaders need to thrive amidst chaos and turbulent change? How do leaders create an emotional organizational climate that fosters creative innovation change performance or lasting relationship?

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Yeah today's business or public environment and people issues are far too complex to return to a top down or power based style of leadership.

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But we still tend to use the old language to describe leadership:

- bold,
- brave
- tough
- a strong sense of purpose and resolve.

But we still tend to use old language to describe leadership be bold, brave, tough, a strong sense of purpose and resolving the issues but is it possible?

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These Attributes Do Not Fit Today's Needs

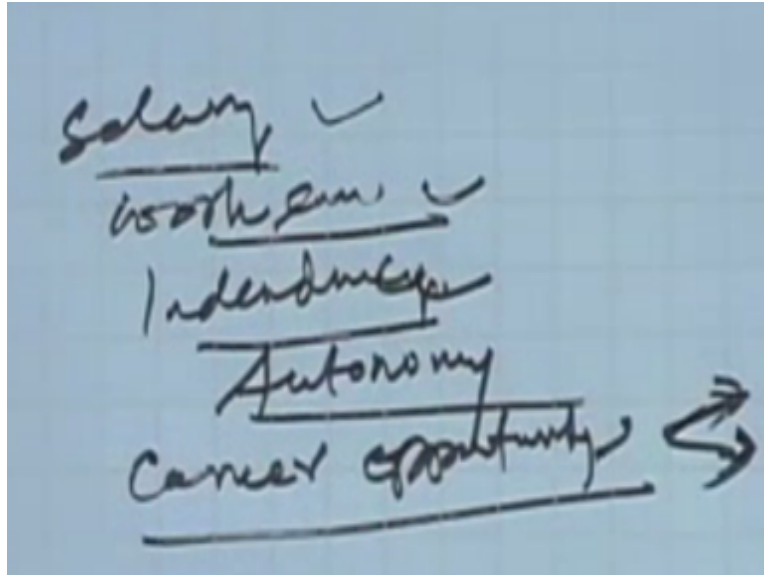
- Today's workforce does not accept the autocratic style often adopted by leaders following historical models of leadership.
- Leadership has had to evolve to match a growing sense of democracy and independence in the workforce
- Employees now have far more options and choices than the foot soldiers of yesterday



These attributes do not fit in today's needs. You know today's workforce is much more diverse does not accept the authentic style of often adopted leadership styles, following historical models of leadership. You look at you know Stalin, Lenin, Hitler Mussolini you look at anybody else they all exercise autocratic leadership of you know leadership styles, and those times are gone now.

You know people are just you know pressing the button everything are delivered at your door step so leadership is not required even in many spears. So leadership has had evolved over a period of time to match a growing sense of democracy and independence in the workforce. So people often sounded, what condition a man can perform the maximum?

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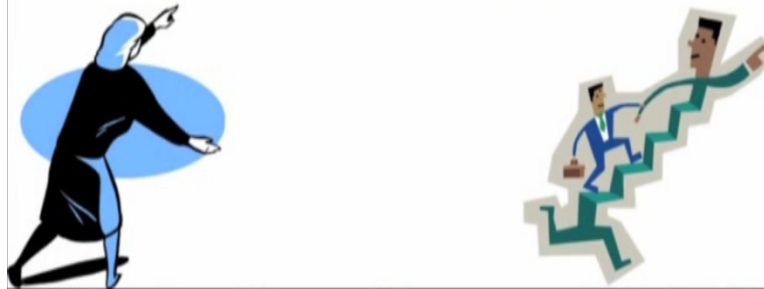
You know I used to ask this questions, some people says salary, some people says work environment. I do not need much salary I need a good pleasant work environment. Somebody says I need independence I do not want to be ruled by others. I do not want others to disturb me. So autonomy is at most important. Some people says sir I always look for career opportunity, no leader can hold me longer than two years, if I do not see any career growth.

So that is why it is one of the biggest challenges in today's organization in IT sectors particularly, when more than you know forty percent you know turnover. So people are leaving you know organization even paying high salaries, people are still not taking because they are not happy with the work they are doing. So career opportunities, autonomy, independence, work environment etc.

So this has become problems for leaders. Leadership has evolved to match the growing sense of democracy and independence in the workforce. Another issue is that the employees now have far more options and choices than the foot soldiers of yesterday. You know in earlier times job prospective were very limited now when after globalizations you know the world has become a free trade zone number of job opportunities for job.

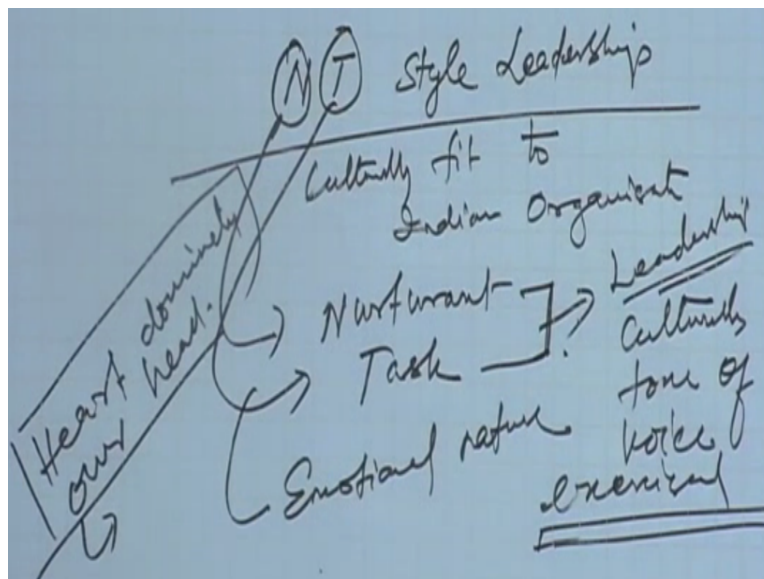
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Leaders now need to manage and lead an *empowered* workforce and go beyond the consultative, co-operative and democratic styles of today. These new demands include:



So leaders now need to manage and lead an empowered workforce and go beyond the consultative co operative and democratic style of today's leadership. So leaders now need to manage and lead an empowered workforce and go beyond the consultative co - operative and democratic style of today's leadership. These new demands include you know, consultation and involvement. So that is why in India you know in mid-nineties, one new leadership style evolved out of leadership research that is called you know

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NT style of leadership so this is culturally fit to Indian context to Indian organization so what is NT style of leadership N stands for nurturing and T stands for task. So one side in nurturing people with empathy attitude, other you become a heavy task master. Then you can be effective

in very simple. You know local town in India people often say beta thoda yae kaam kar dho or one when I come to Bengal if you call somebody dada mera kaam ho gaya ?

So that meant some dada concept has some extra impact on imp leased behavior that if he is something emotional impact is there. So similarly in all other culture so there are some cultural specific you know tone of voice needs to be exercised and that will bring extra influence on the job level of employee. So leadership this kind of leadership is more effective in Indian context why because Indians are basically emotional in nature.

You know little bit of emotional appeal will bring change in their heart so their hearts works, you know heart dominates over head. So that is why heart always dominance over head and that is why many Indians carry lunch box to their workplace. When there is better canteen and better lunch is available and offered by the company. So this shows that in consultation and leaders wants involvement with people but leaders still get criticized for not having and communicating a compelling vision or purpose.

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Autonomy And Freedom

*but leaders are still expected to
take full responsibility when
things go wrong.*



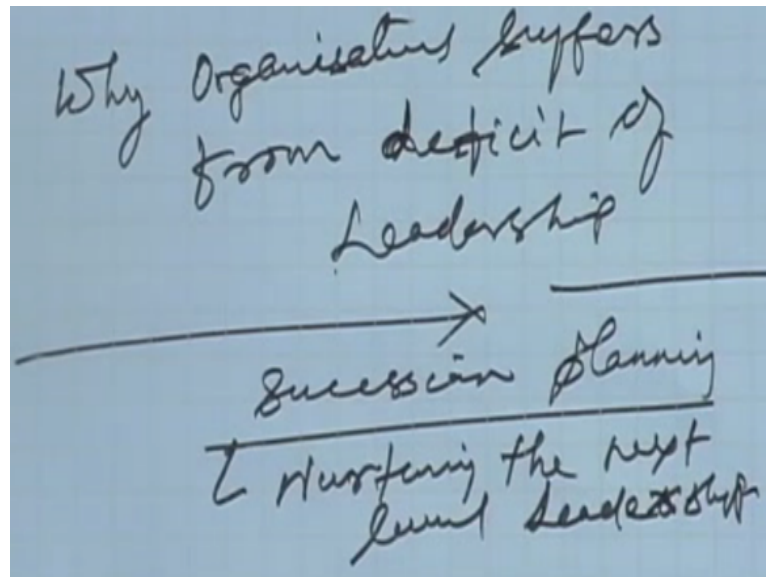
So that is where the leader needs to reframe its approach autonomy and freedom have to be two important, you know areas that leadership or leaders should look into. Leaders should give autonomy to its people but leaders are still expected to take full responsibility when things go wrong. Yes that should be if you as leader are the head of the team you should do not take

responsibility then will your team leader will feel frustrated then you are blaming them. Opportunities for growth and challenges and glory, but leaders must not be on hand to coach and mentor us so that we develop our potential.

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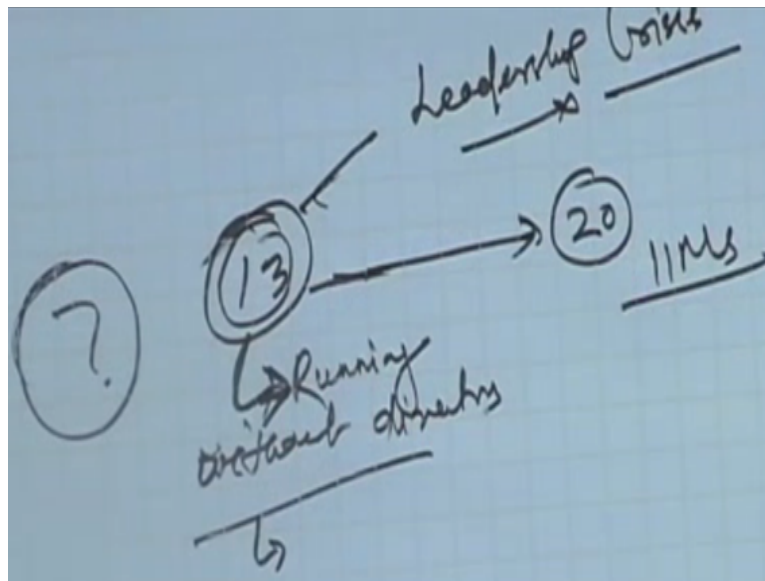


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So what is why organization suffers from deficit of leadership, you know many times they are unable to nurture the next level of leadership so that is why they the answer lies in succession and planning so as a leader of the organization. You should nurture the next level nurturing the leadership next level leadership will bridge the leadership gap. So that is what you call say for example day before yesterday I was reading newspaper there are you know

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Thirteen IIMs out of twenty are running without and it was reported in Indian Parliament, so the Ministers answer was that you know they are in the process of doing it and they have given the senior most professor of this Institute has taken over as in charge or act indirectly to think the person is competent enough to lead that institute or organization. Why to make him as director? Or is there any question mark to his leadership.

So that is a big question to be answer. Then how this then what would be the fate of this organization? Who do not have leaders to lead them or where will they go .So that means the organizations are suffering from leadership crisis. So now opportunities for growth and challenge and glory are equal importance for its followers. There are people those who are in the organizations. So leader as leader one must take care of those things for growth and development for its followers for next level leadership you know inclusion

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Inclusion And Team Spirit

*but we **still** want our leaders to
give us individual recognition
and acknowledgement.*



And team spirit one should not feel that he is isolated, he is not part of the team, he is not part of the organization. So this needs to be encouraged needs to be nurture team we are working as a team not as individuals that sense of belongingness you know will hold each other together.

But we still want our leaders to give us individual recognition and acknowledgement so till the time the leaders does not recognize your talents does not acknowledge your group contribution may be, that is where the leaders loose its effectiveness. But yes if you are performing as a team member or even contributing towards them there is a thumbs needs had to be shown yes well done.

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The “nice-is-good” theme.



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Remember!

Emotional intelligence is not about being nice all the time.

The nice is good theme was that is not enough inner good to be nice you know remember. Again emotional intelligence is not about being nice all

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Remember!

It is about being honest.

It is about being honest it is not about touchy feel it is

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Remember!

Emotional intelligence is *not about being “touchy-feely.”*

About feelings your feelings and those of others

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Remember!

It is about being aware of your feelings, and those of others.

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Remember!

Emotional intelligence is *not about being emotional.*

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Remember!

It is about being smart with your emotions.

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It is no longer
enough to lead by
virtue of power
alone.



So as readers you need to understand the both side self and others emotional intelligence is not about being emotional, it is being about smart with your emotions how you are managing people in organizations. So it is no longer enough to lead by virtue of power alone. You cannot says that I am the head of the institute I have a lot of power to sack you, to throw you out of the organizations. How far you will go on saying this?

How many you will sack the organization? How many people you will suspend with your power? But the real command and control comes out your authenticity, your generosity, your empathic concern, to persuade your people to work, to follow you. But the batch of power alone cannot argue you may kneel down a person for few minutes but the moment the person gets up you know peoples anger goes from in bottom to top to fight against you to create a revenge for state of affairs.

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DISCUSSION

“In politics, it is much safer to be feared than to be loved.”

• Machiavelli – *The Prince*



Do You Agree?

But that is not the true character of the good leaders. But when you talk in terms or discuss in terms of Machiavelli, you know the Prince who always tries to dominate with rational power that those days are gone in politics, it is much safer to be feared than to be loved. But do you agree those days are now gone?

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Look at there are many leaders, who have created their own impact in their own ways. If you look at know Pope John Paul the very emotionally intelligent leader, empathic leader, you know expressing care, concern, and empathic, to yourselves the Mandela has a charismatic leaders, Gandhi a non violent leader, if you are (()) (22:41) of ahimsa or non violent leaders, need more than ever to appear nice and renewed leadership agendas, are needed.

How long you can hold the nice concepts of the leader? Because leaders are always confronted with toughest task so it is always better you true to yourselves and whatever you are doing you are doing for the benefit of others. But emotional intelligence does not fit the classical historical models of leadership. You can drive your forces by command and control it is not always possible.

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Today's Training Will Help You

Understand emotional intelligence and why it is
important to personal and professional success.

But today's training will help you to understand emotional intelligence and why it is important to personal and professional success. You know I used to tell in this class

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Today's Training Will Help You

Recognize five competencies you can work on to increase your level of emotional intelligence.

When I conduct any exercise you know recognize the different competencies of whether it is five competencies or fifteen competencies. One should follow any model whether it is Baron's model or Goleman model or Cooper and Sawaf model. You can recognize, identify the core emotional competencies that work on and increase your level of emotional intelligence. Second listen to and employ your emotions for better decision making. Show your care and build trust by displaying sensitivity and concern so this very important and

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Today's Training Will Help You

Listen to and employ your emotions for better decision making.

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Today's Training Will Help You

Show you care, and build trust by displaying sensitivity and concern.

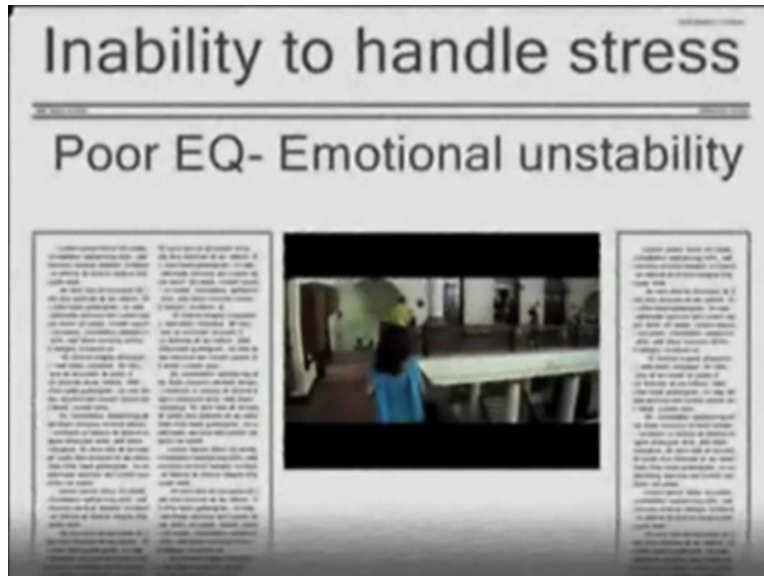
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Today's Training Will Help You

Use your energy and enthusiasm to motivate others.

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Use your energy and enthusiasm to motivate others. So let us see a small video clip how emotional intelligence training has been practice in organizations and that will benefit many others in organization. So this is disgust and distress he as expressing now Sanjay Dutt, being hero of this movie try to express his empathy concern and after the concern empathy and after the concern empathy he hugs and change whole perspective this is acknowledging your service orientations contributions towards the organization.

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See the change in
the same person
after High EQ plays
its role.
A much more relieved and
emotionally balanced
person.

This is what you call as organizational awareness the leader should be aware who needs what; a simple hug can send a whole behavior of the influence and see the change in the same person. Now he has now forgotten all his pent of anger so this kind of you know situations if practiced in organizations. May be will be able to train our people to emotionally assertive and we will be able to nurture. You know empathy within the employees.

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(Emotional Bank Account)	
DEPOSITS	WITHDRAWALS
Seek First to Understand	Seek First To Be Understood
Keeping Promises	Breaking Promises
Honesty, Openness	Smooth Manipulation
Kindnesses, Courtesies	Unkindnesses, Discourtesies
Win-Win or No Deal Thinking	Win-Lose or Lose-Win Thinking
Clarifying Expectations	Violating Expectations
Loyalty to the Absent	Disloyalty, Duplicity
Apologies	Pride, Conceit, Arrogance
Receiving Feedback and Giving "I" Messages	Not Receiving Feedback and Giving "You" Messages

So this slides also shows that you know your emotional bank accounts your emotional deposits and withdrawals, seek first to understand what is happening in this situations. Keep promises do not only commit promises, you have to keep the promises inner to prove yourself, you are authentic, honesty with lot of honesty. You should practice openness kindness you should be

courts. You should create a win win situation, both you and your counterpart. Otherwise other people will feel that, you are very he or she being cheated.

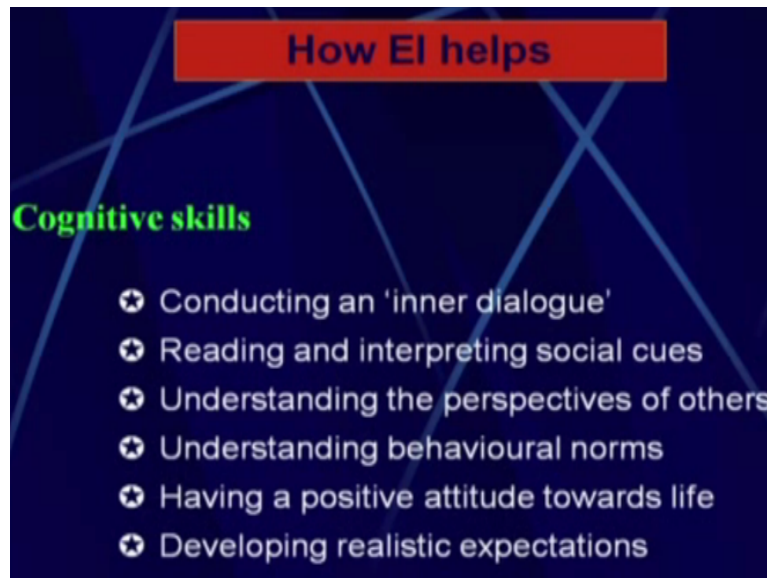
No deal thinking knows clarifying expectations. What is it, what do you expect from others loyalty to the absent? If you are committing some errors immediately apologies extend apologies receiving feedback and give message. I admit I committed it so you know that means you are taking responsibility. For your own mistakes or when you are doing something good also. Yes I have also done this in the past, so you know this kind of interactions or this kind of attitude and behavior will bring lot of change.

But when you talk about withdrawals seek first to be understood always open scope for interaction. You know this is called what openness of experience unless and until keep open your horizons in wide suggestions, make use of it breaking promises. You know breaking promises will sometime hurt others. You know you will not be trusted anymore. You know smooth manipulation this is also sometimes great if you are manipulating you should manipulate not in a hard core way.

Unkindness, discourtesy, win loose or loose win, thinking these kind of thinking you know it will not build trust anymore in the minds of others. Or in your surroundings violating expectations sometime creates disloyalty; you know duplicity is easily recognized in people's behavior, pride, conceit, arrogance. Not receiving feedback you know people say easy man of so authority, you know arrogant he does not listen anybody else so always try to accept, accommodate others opinion into your view.

So that there will be improvements in your behavior not receiving feedback and giving you know message always try to pass on advise it seems that you only the right person in this world, nobody else. Whatever you say that is correct, but apart from these is there any other way to enhance leadership in organizational affairs. So that one can enhance leadership potentialities there are many

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Other ways also to enhance ones emotional intelligence, like you know restructuring cognitive skills. You know cognitive conducting an inner dialogue. Suppose we have made mistakes, just ask yourselves why? What is the source of the mistakes? Why you have done this how it can be solved so this kind of its nothing inner dialogue is nothing but introspection.

So that is why I always say that nobody can change unless until you want to change yourself. So introspection is the best solution for changing ones prospective, say for example reading and interpreting social cues you say for example you have enter into situations that is quite unfamiliar to you, like say for examples you have gone to a five star hotel. You have never come across such foods in your lifetime. But how you will eat them? You do not even know the particular style of eating is used over there.

But a person whose emotional intelligence will observe and imitate others and suddenly take clue out of that to manage the situations that is how we develop you know understanding about the situation understanding perspective of others. You can restructure your cognitive skills when you try to understand from others point of views. Understanding behavioral norms what are the exact norms that are being followed in a present situation in a given situations

So that is why you know if you are able to tap to the situations then that will be equivalent to you know you are behaving like a hypothec situation having a positive attitude towards life. You

know when you take everything positively, many be the negative side of everything situation will be minimized. So that is the advantage of thinking or taking positive in life. Developing realistic expectations you do not create much bigger goals that are unattainable and unachievable.

So this is some of the ways that one can restructure his cognitive skills to enhance his emotional intelligence. We will come back again to examine the other domains of emotional intelligence skills.