

**The Science of Happiness and Wellbeing**  
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**Lecture-31**  
**Emotional Intelligence**

Welcome again. Today we are going to discuss about a very interesting topic called emotional intelligence. Lot of us understand emotion separately and intelligence separately. And we believe that intelligence is something, which pervades everywhere; that is if you are intelligent if your IQ is very high then probably you would be able to do everything in the earth. Very recently we have come to know that no intelligence is not the only sole marker of our performance or our ability to deal with everything around us.

Emotion also plays a big role, but then we also developed emotion on emotion plus intelligence, which is called emotional intelligence. Now see emotion here is prioritized over intelligence and the role of emotional intelligence in our day-to-day decision making has been found to be extremely important. Therefore this module is devoted to emotional intelligence. And in our understanding how such construct or emotional intelligence helps in our day-to-day decision-making.

So, the question that will be putting forward are emotional intelligent people happier, because some people are more intelligent emotionally, some people are less. Question is are emotionally intelligent people more happier?

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*Are emotionally intelligent people happier?*




- What do we mean by emotional intelligence (EI)?
- Are emotionally intelligent people happier?
- How emotional intelligence affects decisions?



With this concept note we will ask here 3 questions. First of all, what do we mean by emotional intelligence? That is we know intelligence, we know emotion and we often say as I told you earlier that intelligence is something, which helps you take a decision, but whether emotional intelligence actually helps you take the decision better or not that we will try to discuss here. Then of course are these people happier those who are emotionally intelligent?


And then does it really affect our decision making? That whether logical processing or cognitive abilities via intelligence is the sole contributor to our decision making or our emotion also plays a big role in it. So, to discuss all these things, we would like to discuss certain key concepts and let us first see what are those key concepts are with us.

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- Emotional intelligence
- Ability model
- Mixed model
- Decision-making



Source: Getty image



One is of course, emotional intelligence and we will discuss and as you see in the photograph that we have a concept of IQ, intelligence quotient, but very few of us probably learn or know about EQ emotional quotient. When IQ and EQ come together it becomes emotional intelligence. There are two veryvery widely accepted models in emotional intelligence and I have referred about them. One is called ability model; other is called mixed model.

The ability model is by two theoretician called Peter and Salovey and we will discuss about them. And the mixed model is actually developed by someone who is a practitioner of emotional intelligence; a management theorist name is Daniel Goleman. So, he actually developed lot of activities around this concept, did lot of researchers published number of books and we will discuss about this mixed model.

And finally whether such kind of emotional intelligence helps us in decision making or not. These are the concepts we will be dealing. So, first let us try to understand what emotional intelligence is all about. As I said emotional intelligence is about emotion plus intelligence. So, your decision-making if it is guided by both and in combination through a complementary manner then it becomes emotional intelligence.

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The slide is titled "Emotional Intelligence" and features the NPTEL logo in the top right corner. It contains a list of three bullet points, a circular diagram, a quote, and a photograph of a man.

- It is about how we handle ourselves and each other
- It goes beyond intellectual ability and technical skills & helps in dealing with negative thoughts
- It focuses on personal qualities such as initiative, empathy, adaptability, persuasiveness

*A higher Intelligence Quotient does not guarantee happiness or success in life. To succeed, it is not IQ, but EQ plays a bigger role.*

The diagram shows a central brain icon labeled "Emotional Intelligence" surrounded by five colored circles: "Self-awareness" (green), "Self-regulation" (purple), "Social skills" (orange), "Empathy" (blue), and "Motivation" (red). The source "Source: Getty image" is noted below the diagram.

A photograph of a man with white hair and glasses, wearing a light blue shirt and a grey vest, is shown in the bottom right corner of the slide.

So, it is about how we handle ourselves and each other? Because in day-to-day affair, we have found that your logical processing, your ability to solve a problem intellectually, does not help you meeting people. Having social interactions meaningfully, getting positive people around you discussing certain things, which are away from technical matters or matters which relate to some kind of deductive or inductive logical processing.

It is not really an intellectual ability all the time. It actually helps us dealing with negative thoughts and it focuses on personal qualities which involve initiative, empathy, adaptability, persuasiveness. And in the photograph that you see there are 5 major traits of this emotional intelligence: One is self-awareness, whether you are aware about your feelings or not personally aware.

If I feel irritated, am I aware of that I feel irritated and if then I am irritated can I regulate that is self-regulation. Then comes the motivation that am I really interested in meeting people around me, because two intelligent people may remain within themselves and would only be engaged in solving problems, which are technically difficult, but those who are emotional intelligent they look around.

They talk to people, meet each other, understand the emotions in others and then regulate their behaviour for maintaining social reactions. Other empathy of course is a very important thing that by developing emotional intelligence you can develop empathy for others and we have discussed a great deal about empathy. And all these things put together give us certain social skills.


So, in nutshell emotional intelligence is all about social skills. And that skill is very important for our day-to-day life. It helps us to perceive emotion in others, to express emotion accordingly, to experience our own emotions appropriately and to interact with others based on the situation in which we belong to. So, a higher intelligence quotient therefore does not guarantee your happiness or success in life, because if you are not happy it is very difficult to be successful. To succeed, it is not always the IQ; EQ plays a very major role.

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*You find out that the promotion you were hoping for was given to someone else*

- You forget about it. You didn't want the job that much anyway
- You lock yourself in your office and cry
- You obsess over what the other person had that you didn't & compare yourself
- You continue to do your best; you know the next promotion is yours

Source: [http://quiz.hellgate.co.uk/cgi-bin/uk\\_work/tests/totest.cgi](http://quiz.hellgate.co.uk/cgi-bin/uk_work/tests/totest.cgi)



Let us find an example and this example I have drawn from his source, which is already written at the bottom. That you find out that the promotion you were hoping for was given to someone else is not given to you. Under such situation, how do you react, what would be the kind of reactions about it? I have given four options for that; in fact the person who has actually devised this situation judgement test. This is called a situation judgement test.

A situation judgement test is a test, where a situation is given to you or confronted with the situation and then you are given certain options and you have to choose one option from. And based on your choosing of option, we get to know how much emotionally intelligent you are. So, here you have got a situation. I told you that every reaction, action, interaction that we do has a context, has a content, has an intent.

So, here a context is first given and then there are a content and based on your intent, you will actually respond to this questionnaire. So, the first option given is that well the promotion was to be given to you, but it has been given to somebody else. It was actually due for you, but given to someone else. So, you may forget it. You may say that, you forget about it and you did not want the job anyway.

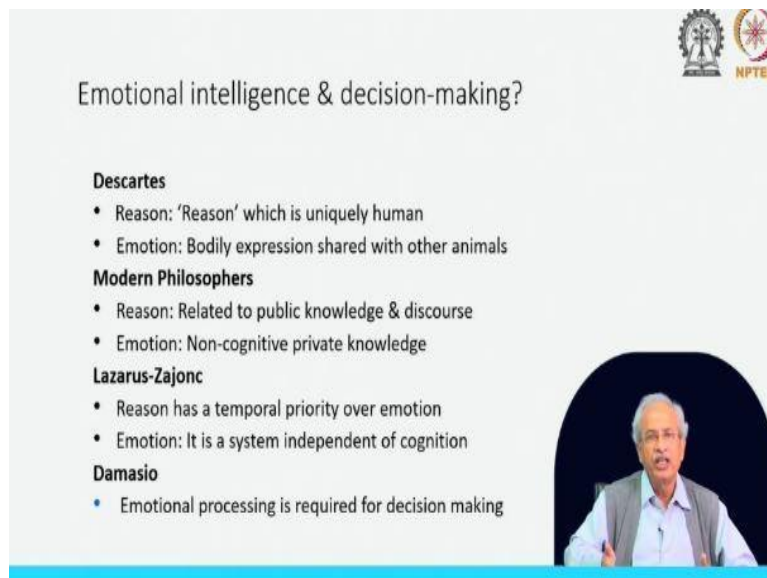
You did not want that promotion that is one option. A second option is that you lock yourself in your office and cry that well you should have gotten it; you did not get it you felt depressed about it and you start sobbing about it. A third option could be you obsess over what the other

person had in you did not. You believe that the person, who got this promotion he or she may be having something, which you did not have.

And you obsessively think about it and compare yourself with others. And the final option could be you continue to do your best and you know that next time the promotion will come to you. So, out of these four response options, if you are asked to choose a response option and if you choose any one of them, it will actually give us an idea what kind of emotional intelligence level you have.

Probably the last option will make you as a most emotionally intelligent person. Is not compromise that is you continue to do your best, you know the next promotion is yours. That is you are not losing time in obsession. You are not losing time in crying. You are not losing your time in deliberate avoidance of a situation where you are carefully careless that something has happened and you are not at all interested in that. So, all these are negatively oriented behaviour. If you are positively oriented then you will be selecting the last option.

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Emotional intelligence & decision-making?

**Descartes**

- Reason: 'Reason' which is uniquely human
- Emotion: Bodily expression shared with other animals

**Modern Philosophers**

- Reason: Related to public knowledge & discourse
- Emotion: Non-cognitive private knowledge

**Lazarus-Zajonc**

- Reason has a temporal priority over emotion
- Emotion: It is a system independent of cognition

**Damasio**

- Emotional processing is required for decision making

So, let us quickly understand the theoretical perspectives. In the following 2, 3 slides, I will be talking about two theories and of course also would like to let you know. Why emotion has become so important in decision-making? First of all from the time of Descartes, hundreds of years of ago, Descartes, a great philosopher thought that the intelligence or reasoning is purely human and emotion is purely animalistic.


Your body expression; what Darwin also said that if you are angry, your anger expression closely resembles to the anger expressions of a primate, I mean subhuman primate as well like a hurricane or a baboon or a fox or someone. So, that was our initial thought, but then later on modern philosophers in the 19th, 20th century they started believing that well. Reasoning or intelligence is something, which is required for dissemination of knowledge that is for public, absorption.

So, if you are having some kind of reason, logic, cognitive ability, intelligence, then it is for public consumption. Emotion is private; it is your own internal knowledge system. So, one is internal, other is external. Later on in 1970's onwards, there were researches on the priorities of cognition and emotion. Researchers have started arguing, that which one is more important. Two major theorists came up in this question: One was Lazarus; other is Zajonc.

Lazarus says that cognition always has a temporal priority over emotion. Therefore, cognition must have come first that is more important and emotion comes later. He did not say that emotion is not important for decision-making, but he only says that there is a cognitive or there is a temporal priority of cognition over emotion. But, the Zajonc, the other person said that cognition and emotion are two inter independent system, but they are interdependent in terms of complementary fashion, both are equally important in terms of decision-making.


So, you can understand from Decades to Lazarus and Zajonc how the role of emotion has evolved and changed. Very recently neuroscientists like, Damasio has found that emotion processing is badly required for decision making. You can have logical processing, you can have reasoning for solving a problem, but as long it is not emotionally coloured or tuned. Your decision making is never fortified. So, this is the status what we understand today about emotion on intelligence and emotional intelligence per se.

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### Salovey & Mayer: Ability Model

- **Perceiving emotions:** understanding other people's body language or facial expressions
- **Understanding emotions:** Interpreting emotions of others around you
- **Reasoning with emotions:** using emotions to promote thinking and cognitive activity
- **Managing emotions:** regulating emotions, responding appropriately and consistently



Peter Salovey & John Mayer

Source: see list



As I said, there are two major models: One model is by Peter Salovey, John Mayer. They are more theoretically derived model and they found four major verticals of emotional intelligence, that is if someone is emotionally intelligent they can accurately perceive an emotion, they can understand others body language appropriately, they can understand other facial expression accurately.

And not only that by looking at those virtual expressions or body language, they can also understand the emotions. May be very brief emotions have come up in the other person's body language, but you should be able to understand and interpret that. And then you can add your reason why that person has shown that kind of body language. So, reasoning with emotion is another vertical based on which the emotional intelligence is developed.

And finally, if you can reason, if you can understand, if you can perceive you should be able to manage your emotion as well. The whole theory of Peter Salovey and John Mayer is based on a theoretical construct on emotional intelligence and based on a statistical procedure called factor analysis. These four major elements have been derived out of the construct of emotional intelligence.

But as I said, later on Daniel Goleman came up with a mixed model. And Daniel Goleman's model is not about the theory; he wanted to make use of this theory in practice. So, he wanted to translate this knowledge into our day-to-day affair. Mostly in our social interaction, in our business environment, in our management of personal relationship and everywhere and he found five major verticals in his understanding of emotional intelligence.



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The slide is titled "Daniel Goleman: Mixed Model". It features a list of five components of emotional intelligence, each preceded by a bullet point and a small orange icon. The components are: Self-Awareness (confidence, recognition of feelings), Self-Regulation (self-control, trustworthiness, adaptability), Motivation (drive, commitment, initiative, optimism), Empathy (understanding others' feeling), and Social Skills (leadership, conflict management, communication skills). To the right of the list, there are two images of Daniel Goleman. The top image is a portrait of him smiling, with the text "Source: see list" below it. The bottom image is a video frame showing him speaking, with his hands gesturing. In the top right corner, there are two logos: the Indian Institute of Technology (IIT) logo and the NPTEL logo.

- Self-Awareness (confidence, recognition of feelings)
- Self-Regulation (self-control, trustworthiness, adaptability)
- Motivation (drive, commitment, initiative, optimism)
- Empathy (understanding others' feeling)
- Social Skills (leadership, conflict management, communication skills)

He says that, well self awareness is a very important aspect, as I told you in the beginning. Its a very important aspect that you know what kind of feeling is going on. You are intentionally aware of the fact that well this particular kind of feeling is going on. And if it is a negatively oriented feeling you should be able to regulate it as well. So, self regulation has come as a next point.


And then, if you are aware that these are the kind of situation where you develop these emotions and you can also regulate it. Then, you have got enough control and motivation to develop initiative, optimism, drive, commitment, because you know that you can control yourself. And then, you realize that in order to develop that social reactivity. You need to develop empathy as well.

Because, if you do not learn from other person's perspective or point of view, you probably would not be able to sustain that relationship, you may be aware of yourself; self regulation, self-awareness, motivation are completely with you but, your understanding about others emotion requires empathy. If you remember, we have discussed about empathy, sympathy compassion, apathy. These concepts we have already developed about it, is about understanding others feeling from their point of view.

And if all four are with you, then you develop the social skill. And that social skill will help you developing leadership trait, managing conflict, you develop communication skill everything for yourself. So, Daniel Goleman's mixed model of intelligence is really about how


we can practice emotional intelligence in our social interactions by perceiving others emotion, by experiencing your own emotion and also expressing your own particular expressions as well as regulating the behaviour in ongoing social interaction.

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Persons with Low EI

- I am too sensitive; take everything personally
- I don't know as to why I become depressed at times
- I believe I have suffered most in the workplace
- I am not sure what my boss feels about me
- I express my feelings awkwardly in social situations
- I find it difficult to handle pressure adequately
- I find it difficult to interact with people of opposite sex




So, let us try to understand in a Layman's point of view. Somebody who has got low emotional intelligence, what kind of statement they make? Those who are less emotionally intelligent, they say that I am very sensitive and take everything personally. This is not a mark of high emotional intelligence, because you are aware of your own emotions, but you cannot regulate it.

Those people say I do not know why I become depressed at times; some people say that well I develop some kind of anxiety and depression and I do not know what is the reason behind it? It means you are not self-aware; you cannot regulate anything for yourself. So, they are not emotionally intelligent people. Some people say that, I have been doing so much for the organization and I believe that I have never been recognized.

So, I suffered most in the workplace. The belief that others do not understand me I have been trying to understand others. Now, that is also not a mark of emotional intelligence. I express my feeling awkwardly in social situation, is a statement given by people with low emotional intelligence, because they cannot express it properly. In a social situation, they become very shameful; they cannot express their own feeling appropriately in appropriate places.


Knowing the context, having the content and then adding it with the particular right kind of intent is a correct mix for emotional intelligence, which they cannot do and they cannot adequately handle the pressure as well. And they find it difficult to meet with a stranger, particularly, if they belong to opposite sex. So, these are the persons who actually have got low emotional intelligence.

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Persons with High EI

- I can sense the feelings of others.
- I get pleasure in challenges and try to solve them
- I am quite sensitive to how relationship goes on.
- I can easily make acquaintances and friends.
- I point to the behavior and not to the man during critical comments.
- I know how to make a positive emotion last when I experience it.




If we get to know about people with high emotional intelligence, they say something like this. I can sense the feeling of others, because they are very keenly aware of the emotions, which are going in others mind. They find pleasure in challenges and try to solve them, they are not afraid of actually taking up the challenges. They can easily meet strangers, friends, acquaintances; they do not mind talking to someone whom they never know.

When they discuss certain things, they always discuss which is issue-based, not a person-based. They know that the personal relationship cannot be managed well if they make a comment, which is person based. So, they always discuss an issue-based manner. So, they are emotionally intelligent people. And they also know if they are happy at a particular moment how to last, how to help it last?


So, happiness may come from memory as well as for moment. We understand about it. But, if it is just a moment, then we will lose happiness quickly. So, those who are emotionally intelligent people they know how to last their emotions.

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### Why is knowing 'self' is hard?

- **Blind ambition** : Tendency to win at all costs
- **Unrealistic goals**: Setting up goals that are unattainable
- **Relentless striving**: Working hard in a compulsive manner
- **Insatiable need for recognition**: Being addicted to glory; tendency to blame others for own mistakes
- **Preoccupation with appearances**: Being overtly concerned about public image
- **Need to seem perfect** : Inability to tolerate failure




So, why knowing self is so hard, because ultimately, emotional intelligence requires understanding of yourself and since we do not understand ourselves properly, we fail to understand others as well. Now, why do we fail to understand it? Let us try to understand certain such situations. People who have got blind ambition that I have to win at all costs, I do not bother what others are feeling, then they become a person who do not have any realization about their own self.

They set very unrealistic targets; they try to achieve the goal at any cost. They are not flexible at all, they are very rigid. They try to achieve something in a compulsive manner. They have got a insatiable need for recognition, they believe that their appearances should be very good, they are preoccupied with the appearances and they always feel that they must be very perfect. So, people who try to develop such kind of tendencies they really do not realize what is the self all about.


So, they have got hardly a tendency to understand others first and then try to understand themselves. Instead, they try to only understand themselves and overemphasize their personal threats, which ultimately results in not understanding others and as a result of which they find these kinds of tendencies to actually extend over a period of time.

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### Knowing 'self' better...

- **Self-awareness:** Knowing how you feel in 'real time'
- **Emotional literacy:** Being able to label emotion precisely
- **Empathy and compassion:** The ability to feel and understand the emotions of others
- **Balance:** Being able to take decision striking a balance between emotion and reason
- **Responsibility:** Taking primary responsibility for your own emotions



But, those who understand themselves better, as self-aware we have discussed about it. You know, how you feel in real time? If you face a situation, which is very stressful or a social situation, which is very awkward, how do you feel? So, if you know well in ahead of time, that how do you feel at that point of time probably you would be able to control yourself better. Therefore, they have got emotional literacy.

Those who do not have emotional literacy, they can say that well they are disturbed, but they will not be saying what kind of disturbance it? Is it a problem internal to them, is it a problem external somewhere else, is it a temperamental problem, what kind of emotion it is, it happiness, sadness, fear, anger, surprise discussed what kind of emotion it is? So, emotional literacy is a very important thing.

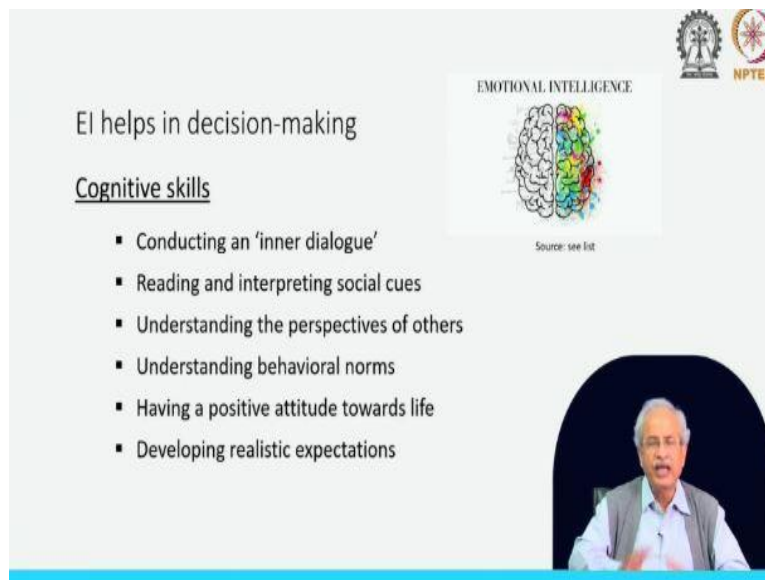
Empathy and compassion is another thing, if you know yourself better you would be able to develop empathy. You would be able to develop compassion. Empathy, as I said you should be able to understand others from their point of view and it is a tendency also to suffer together that is if others are in pain, you are also ready to suffer that pain, which is compassion. So, empathy and compassion actually helps your develop self better.

Though you are trying to understand others; though you are interested in suffering with others in a connected matter but, in that process you are actually knowing yourself better. So, balance is another thing, that you can strike a balance between your emotion and reason. Some people have a tendency to give only to prioritized reason; some people have a tendency to

prioritize only their emotion. If you find a perfect balance between these two you would be able to actually develop that emotional intelligence.

So, the responsibility is very important that if you have developed some negative emotions and if you take that responsibility, probably it would not be deflected. If you are angry you know why you are angry. You would not try to compensate for your lack of understanding about yourself onto others. You will not blame others; you will not be very defensive for that particular purpose.

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The slide is titled "EI helps in decision-making". It features a list of cognitive skills under the heading "Cognitive skills". To the right of the list is a diagram of a brain with different colored regions, labeled "EMOTIONAL INTELLIGENCE". Below the diagram is the text "Source: see list". In the bottom right corner, there is a video inset showing a man speaking. The slide also includes logos for IIT Bombay and NPTEL in the top right corner.

EMOTIONAL INTELLIGENCE

Source: see list


Cognitive skills

- Conducting an 'inner dialogue'
- Reading and interpreting social cues
- Understanding the perspectives of others
- Understanding behavioral norms
- Having a positive attitude towards life
- Developing realistic expectations

So, what are the factors that help in developing decision-making? So, if we have to develop emotional intelligence, as I said, this is not a genetic trait anybody can develop it. The cognitive skill, the emotional skill and the behavioural skill, 3 kinds of skills should be developed. So, we should be able to conduct an inner dialogue, we should be able to interpret and read social cues.

We should be able to understand the perspective of others, we should be able to understand behavioural norms, we should have positive attitude toward life and we should develop a realistic expectation. We should not dream about something what we are going to achieve. Any dream without a strategic plan is nothing but illusion. Likewise, we should have emotional skill as well and behavioural skill as well.

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Emotional skills

- Expressing, Identifying and labeling feelings
- Managing feelings, impulses
- Delaying gratification & reducing stress
- Knowing the difference between feelings and actions

Behavioral Skills

- Nonverbal skills (facial expressions, paralanguage, eye contact, gesture, etc)
- Verbal skills (responding effectively to criticism, resisting negative influences)



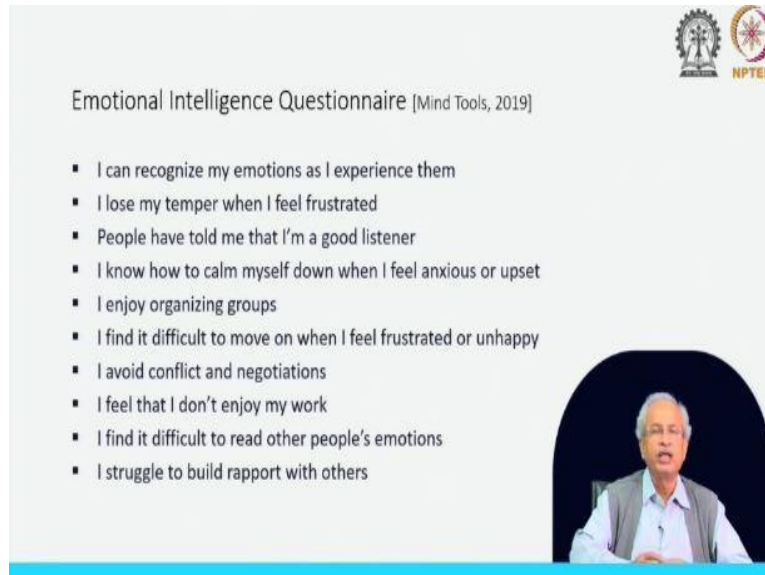
The emotional skill is about how we express, how we understand, how we perceive? That labelling of feeling is very important, it is a skill. We should be able to also manage our feeling. If we are angry, we are not expressing our anger anywhere. Delaying of gratification will also be important, which is uncertainty management and ambiguity tolerance is a very important emotional skill. And we should also know what I feel and how I act.

Therefore, having this emotional skill and cognitive skill if added together, we would be able to develop our behavioural skills as well. And the behavioural skill comes out of your ability to express yourself. We have already discussed about it. How we express emotion, how we develop our vocalization, how we sustain our eye contact and gesture and gaze direction, how we develop our proximal, behaviour, gesture, kinesics, occulemics, proxemics everything is very important non-verbally.

Non-verbal skills is also very important, that if somebody is criticizing you, how to respond to that with a sense of humor. How to resist negative influences? So, we often say, somebody who has got emotional intelligence, they avoid social rating and social venting. Social rating means, you should not try to judge others, through their perspective by commenting on their behaviour, so, social rating and social venting both needs to be avoided, if we have to develop emotional intelligence and behavioural skills accordingly.

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The slide features a light blue background. At the top right, there are two logos: the Indian Institute of Technology (IIT) logo and the NPTEL logo. The title 'Emotional Intelligence Questionnaire [Mind Tools, 2019]' is centered at the top. Below the title is a bulleted list of ten statements. On the right side of the slide, there is a circular inset video frame showing a man with white hair, wearing a light blue shirt and a grey vest, speaking. The bottom of the slide has a solid blue horizontal bar.

Emotional Intelligence Questionnaire [Mind Tools, 2019]

- I can recognize my emotions as I experience them
- I lose my temper when I feel frustrated
- People have told me that I'm a good listener
- I know how to calm myself down when I feel anxious or upset
- I enjoy organizing groups
- I find it difficult to move on when I feel frustrated or unhappy
- I avoid conflict and negotiations
- I feel that I don't enjoy my work
- I find it difficult to read other people's emotions
- I struggle to build rapport with others

So, I can give you a standardized questionnaire, which is developed by mindtab who I have given you some of the items, if you want to test yourself. What kind of emotional intelligence you have? You can respond to that and if you go to the references, you will get to know what kind of score you actually achieve like having these questionnaires answered for that. I can recognize my emotion and experience at them.

I lose my temper when I feel frustrated you all have to give a rating for each of this questionnaire. And if you go through this questionnaire, you will find that everywhere it is your ability to perceive emotion, ability to express emotion, ability to understand others emotion and ability to regulate your emotion and finally manage and execute accordingly behaviour on the basis of the kind of emotions you have.


So, all these concepts of emotional intelligence are related to your ability to perceive, identify, manage and regulate emotions in our social interactions or day-to-day behaviour.

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## CONCLUSION

- Emotionally intelligent people read & interpret better
- They are good at managing feelings & impulses
- They communicate better in social interactions, verbally & nonverbally



Source: see list



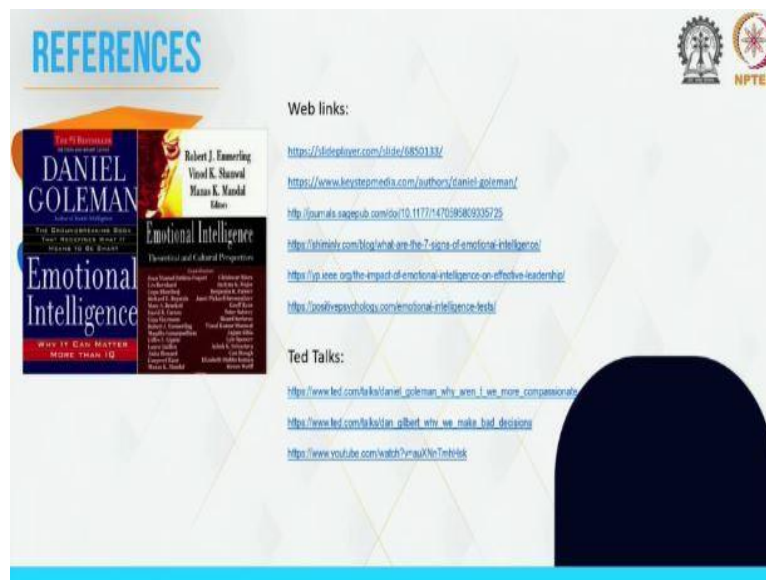
So, finally we understand that those who are emotionally intelligent, they read and interpret better about others. Not only they read and interpret themselves better, they can read and interpret others better. And since they read and interpret better, they are good at managing their feelings and impulses. Many of us often say that when I become emotional I cannot control myself. So, impulse control is a very important thing.

And if you develop the skills of emotional intelligence, you will be able to control your emotions. You would develop self-awareness, you would be able to manage yourself properly and you can maintain the relationship also very nicely. So, those who are emotionally intelligent, they can communicate better in social interaction both verbally and non-verbally.

Put together it is the emotion and intelligence, which together come to us as emotional intelligence as a construct is a scientifically validated construct it does not wholly depend on your ability to process information intellectually or logically or by reasoning it is also about how you understand your emotion, other emotions and then manage it through your intellectual processes.

So, emotional intelligence is a construct which has come through certain form of togetherness and it has got great implication in developing some kind of happiness, because if you are not emotional intelligence you are bound to get some kind of deflections from the populations. If you are emotionally intelligent and if you can regulate your emotions appropriately in situations you would always get a feedback, which will give you some degree of happiness.

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So, there are two books, I would refer: One of course is by Daniel Goleman, the emotional intelligence. The other book is also an edited volume on emotional and intelligence, where you will get lot of input about this perspectives both cross cultural as well as within the culture that you would like to understand how it is to be done, because it is important to understand the culture specific ways of dealing with things.

Therefore, I would suggest you to get a cross-cultural view, as well as a culture specific view to understand emotions, because an emotion depends on the situations, the taboos, the cultural predispositions and cultural precipitations. With all this I would like to thank you for listening to this.