

Lecture - 14 : Emotional Intelligence at Work (Cont...)

Hello viewers, welcome back to this NPTEL course on sustainable happiness. In the last class we are discussing about sustainable happiness at workplace. So, we have just started the discussion on emotional intelligence and how emotional intelligence is very important in the workplace.

So, the key concepts of emotional intelligence that we have already discussed that let that is the self awareness. That is the person the individual must be aware of what are the different types of emotions he or she is experiencing at different time and then self-regulation. Self-regulation that means, after understanding knowing that the emotion he is experiencing then what is the social desirability or approval or approved way of expressing then accordingly he or she can regulate his emotion control monitor control and regulate his emotion. Now, the next component of emotional intelligence is social awareness.

So, social awareness you know as we know or try to know we must know about our own emotion similarly. So, the individual they will be able to understand, recognize others emotions. The emotions and their you know the emotions, their perspectives, their mindset, their you know their outlook. So, that kind of thing is called the social awareness that means, how wisely, how effectively we can understand, we can analyze, we can understand, recognize others emotions, their perspectives as well as their experiences at the particular moment. So, it is again it is a part of social perception also that is social awareness, how resilient we are in perceiving in understanding others emotions they are you know going into the depth their intentions also their perspectives etcetera that is social awareness.

Next is the relationship management. Relationship management definitely it that is how that is its individuals ability to communicate effectively and communicate effectively and build the positive relationship and resolve the conflict, conflict among the colleagues with others. So, we have already discussed that in the workplace conflict is inevitable, it is bound to happen, but process related conflict. work related conflict, task related conflicts are positive, are constructive because it enhances the quality of work. Whereas, the conflict related to personal interpersonal relationship that is destructive, that is dysfunctional.

Hence, how to resolve the conflict at the inter and at the interpersonal relationship level and by building you know building positive communication, positive relationship and you know positive relation because the moment we develop emotional intelligence in understanding their moods, their perceptions, their perception, their perspective, their emotions, then automatically we can regulate our own behavior and understand to match

with their emotional experiences and as per the demand of the situations to resolve the conflict. So, relationship management primarily depends on this. self awareness and social awareness of emotional intelligence aspects. So, for building the positive relationship. Next is the resilience.

Resilience as we have already discussed, it is the ability of the individual to adopt to a new to a new situation. to any even in adverse situation also and to cope with some stress, cope with some stress, cope with the stress that has been incurred by the situation and any adversity in the workplace we are facing or else any challenging even life events in our life at different points of time. That is the resilience that means, how can we adopt our self, how can we withstand the stress and adversities and how can we resolve the issues and mitigate the challenges of that situation and come back to come back to the normalcy normal condition normal state with success. So, that is called the resilience. So, be it a be the pandemic, be it any kind of career setback, be it the any kind of adverse workplace situation whatever may be the thing.

So, it needs the skills emotional intelligence skills, social intelligence skills to adopt to to adopt and equip our self. With the ability, skills, knowledge and positive attitude to deal with that adversity, to withstand the stress, resolve the challenges of life events or whatever situation that we are dealing with right now. And then again come back to the normal state of mind with success that is resilience. And resilience has been seen as a considered as the most important factor in promoting mental health, physical health, overall well being at the workplace. Because because automatically it you know the more resilient we are we can restore our mental health mental peace that is is called in a biological condition also that is called the homeostasis.

The moment we are at peace we are we are having the cognitive consonance that means, peace of mind positive mindset in the sense that there is no conflict within our self there is no you know though no illusion no delusion nothing. So, we are at we are at peace and we are calm and poised. So, that is called so, resilience can bring back that that mental health that positive mental health mental state or can maintain the balance both physical and mental balance and that is the homeostasis in the biological term and then so, and at it and it relates to the overall workplace well being also. So, resilience is the most important again most important factor. Now, the key factors that contribute to the resilience is definitely positive emotion, because now unless until we have a for we experience the positive emotion, we enjoy our jobs, workplace, we you know positively interact with our colleagues, with our things and we can we are better equipped to withstand with deal with the stress, workplace stress or any kind of adversity or any kind of constraint in the workplace.

But, too much optimism without any realistic or practical knowledge that is called the false optimism. So, that is not healthy that means, being positive being hopeful is good. But, suppose you are being very positive without verifying the ground realities or without verifying the cause and effect factors in the real life situation. So, that type of optimism is the you know there is a fake or a false optimism that is not going to help us. So, being positive being positive optimist with practical knowledge with practical you know with ground reality.

So, that actually that strengthens our belief in ability to cope with the situation as well as our resilience that promote our resilience or confidence and skills and attitude also. Then cognitive flexibility, cognitive flexibility is now is now is the dynamicity that means, how flexible we are in thinking in adopting and you know in judging in rationalizing all kinds of things. So, flexibility in the sense that is like adoptability when you say that. Social adoptability means in the environmental, in the behavioral perspective, in the situation we are getting very well adjusted in the society, but cognitive flexibility is that is thinking flexibly. That means, suppose when we are listening to others perspective, their opinion in a discussion etcetera.

So, we must accept their perspective, we must positively take it, analyze it, its impact, its effect etcetera, not that normal. without being adamant without being arrogant. So, think flexibly adoptively with that can help the individuals to reframe the negative experiences. May be that we might have some heated arguments etcetera all kinds of, but later on if you flexibly and cognitively, then definitely we can find out the what are the loopholes or the flaws are there in our things. The experience might have been negative, but it gives us a positive feedback.

So, that we can find out solutions to the challenges, especially in the teamwork, especially in the workplace when team that in the team people are working. So, they may have different perspective, they may have some arguments and disagreements and so many things. But we should not take it, if it is related to task and process etcetera, we should not take it as a negative experience rather try to analyze it, think it flexibly, positively, constructively, so that the challenges can be mitigated. So, that is a happiness at work primarily focuses on understanding and promoting the positive emotion, positive that means, cognitive flexibility, positive emotions and similarly automatically it will be translated into positive behavior or positive behavior and the mental states also for example, being resilient, being hopeful, being optimist, being compassionate also, being gratitude, being gratitude that means, we must what you suppose like for example, it is not just about the manners and etiquettes, but it is suppose Even if whenever we receive any small help, small help or wishing somebody or receiving some kind of benefit or gift etcetera. So, it is not just only a manners and etiquette, but also we should be we should be

grateful

that

person.

So, thanking you, thanking be offering thank you or for offering thanks and all kinds of the gratitude that means, it should be reflected through our behavior. So, gratitude is also another important factor in maintaining the cordial relationship, healthy relationship and being deeply ground rooted, ground rooted and you know to maintain workplace a very positive work culture. So, automatically it spreads it percolates and all automatically whatever you offer you give automatically you will also receive the same kind of behavior. Now, experiencing positive emotion can have the numerous benefits for both for the individuals at home as well as the workplace. For example, definitely positive emotion experiencing positive emotion, enhancing emotional intelligence, a positive emotion experiencing means you are reciprocating the same positive emotions with others, strengthening the relationship, definitely it has many benefits first is improved improved well being that you himself you yourself or the person individual himself can have can get the overall well being, job satisfaction, life satisfaction, happiness etcetera in every occasion.

So, improved well-being that is positive emotion also enhances our resilience that being that our capacity to adjust to adopt in different situation conditions withstand the stress manage the stress and can contribute significantly to the workplace. Now, here I want to say something stress also stress does not mean always negative like in the work place suppose we have some challenges some challenges or some difficult task or we have some deadlines suppose we have done some deadlines we have to complete the task before this thing. So, it automatically creates some kind of pressure. We can say it as a stress is some kind of pressure that is here the if the we are under stress because we have to complete the task within the stipulated time or deadline. So, this creates a pressure.

So, the we you know we feel a little bit stress and we try to complete it, we work hard, we devote many time we devote more time and we wake up of late night and complete the. So, these kind of stress to complete the task you can see it is a positive stress it is a hence it is called the eustress. So, stress up to an optimum level is positive it because it put some pressure to mobilize our resources mobilize us our competencies etcetera to complete the task. So, that kind of stress is called the positive stress that is eustress, but when it goes beyond that optimum level. that we get nervous, we become we lose our confidence, we lose our temper etcetera that is called the negative stress that is called the distress.

So, how so enhance resilience strong emotional intelligence not only improves our well being, but also enhance our resilience. So, it contribute to the greater resilience of the workers or the employees. Then better relationship as we have already discussed, better relationship in promoting social connection, job satisfaction, increased creativity. Now,

when we exercise the cognitive flexibility and enhance social perception, social intelligence in perceiving others others perspective etcetera and along with the positive emotion we can also enhance the cognitive flexibility. to promote the creative thinking, then we then it is cognitively or mentally creatively we think of diverse solutions, diverse hypothesis, diverse you know diverse results, diverse solutions etcetera.

So, that is it enhances that creativity. So, like for most importantly whenever we are even we are listening to others and after some time we are we are relaxing our self in our own cabin that also you know all the thirds all the debates all the third that we have had. listen to listen to others in the meeting that comes to our mind come back and again we start thinking actively creatively. So, when we are you know relaxing even in our cabin that our brain also you know functions actively and ultimately sort of suddenly we get some ideas out that we feel some oh ah kind of experience because oh I got the answer I got the answer. So, that kind of in this way the it promotes the creative thinking.

So, it requires positive emotion, cognitive flexibility, healthy relationship and social perception or the emotional intelligence to the social awareness in understanding others perspective. So, that also promotes the creativity. Then interventions also. Now interventions such as the mindful meditation, emotional regulation training. Now to further enhance the emotional intelligence skills, competencies, abilities, positive attitude, etcetera of the employees.

Now, there are arrangements in the workplace like employers they actually include it as a part of their HR training programs or individually the individual employee can also make effort to attain some kind of you know workshops etcetera that is called the that is a mindful meditation. Nowadays the mindful meditation is a you know it is a very common, it is a very popular effective tool, effective way of getting the pace. Any individual can also practice it like mindful that is sitting peacefully calm with calm and quiet position and just focusing on our just may be that deep breathing. So, when we are doing the deep breathing also we are just focusing on the mind. Our breathing pattern only without thinking anything that means, being present at the moment without thinking anything without judging anything just focusing on our breathing our breathing pattern that is the mindful meditation.

Meditation is also there meditation can be an emotional regulation training. So, organizations they are also organizing HR as a part of the HR training, emotional intelligence training, emotional regulation training, how to express emotion in a very desirable way, how to deal with the different types of clients, customers or investors. without losing the temper. So, all these that is all to how to enhance emotional intelligence at the workplace, all these aspects also can be trained, can be learned through interventions, through training, through mindfulness practices, etcetera as to over to promote the overall

well-being. Now, by developing the emotional intelligence also, the individuals can improve their relationship with others, they can manage the better manage the stress, adversities, greater happiness and life satisfaction that is already we have already discussed.

Now, positive emotions are more than momentary good feelings. So, positive means emotion does not mean that we are just experience joyness, joyfulness at the moment or we are very happy because of some or other reasons because of may be some results, some positive results, some feedback, some good things that we have procured whatever may be the may be. So, when we are happy for a particular reason that happiness that may happiness may be momentary, but positive emotion is that we have maintained throughout the life throughout the period throughout the day you are maintaining that positive temper positive mood positive that means, positive state of mind. So, that is and that is that is not actually that is not the momentary good good feeling or happiness that is beyond that is Your mindset you have developed your mindset you have developed is a positive mindset ok. So, so it definitely it if you are maintaining the positive emotion positive mindset throughout the day definitely it endorse your positive work attitude, your you know your outlook, your ability to improve solve the problem, improve problem solving skills, it also strengthens the creativity, increased well being.

Not only you are caring for your own well-being, but you will be significantly contribute towards the well-being of others, well-being of the colleagues in the workplace, even well-being of the customers and you know investors. So, then now coming to the continuous professional development. So, when we talk about the happiness of the workplace definitely continuous professional development of each and every employee in the workplace is also a significant factor. So, professional development means you are engaged in a continuous process of self learning, and self learning and continuous learning and ah and even application of the new knowledge in the workplace and reflecting on our on your own own performances reflecting on how best you can apply your knowledge and strength skills and strengths in the workplace. So, what are the other opportunities are available how to how to get the opportunity to practice to learn something more.

So, primarily it focuses on gaining new skills, but it is again it is in the continuous you know continuous lifelong kind of behavior, the more the employees engage in continuous learning process. his strengths and skills knowledge outlook will be enhanced, but also he will be completely and he will be a completely engaged learner engaged employee. He is never going to he is never going to be bored or fed up with the job or you know or any work will not appear any kind of monotonous work for because he is all the time he is growing he is growing as through learning only. So, so it gaining the new skill through continuing education even also it is also a part of the career developments. career

development scheme the and how to the suppose you want to switch over the job, you want to or you are aspiring for a higher post or you are just you want to switch over to the different type of organizations.

So, that is job switching or for job switching definitely you need to not only learn the new things, but also continuously learn have the mastery acquire the mastery over that particular job skills job requirements. So, employees who show initiative in independent learning that is self they are the self-learner. Nowadays you know every adult is the adult learner is the self-learner. And nowadays we are having the more many more you know online programs courses online courses. So, many things are to to you know to enhance our professionalism to enhance our competency to enhance our domain knowledge etcetera.

And if the learner employees the independent learner and he is open to any kind of new course, new experience, he is very much enthusiastic about it, then automatically he will continue to grow in that field. Then next is a employer who encourage again their employees, their colleagues also to seek out any kind of professional development opportunities that is available. Suppose encouraging them to attend some conference, workshop, some to going to switching or going to another kind of company job or by taking leave sabbatical leave or that is to verify to just have the experience and encouraging higher productivity. that means, experience and maybe that is something new something. Suppose nowadays you know so many employees they can also take some leave ah some leave and and practice and go and join in some kind of IT firms to to acquire the knowledge of data science machine learning.

because you know this is not just a continuous learning or future learning and experience they are gaining, but they can also come back to this and their own job and practice it for the higher productivity and they can have the job satisfaction. And they may or may not leave the present job, but at the same time they can take some learn certain things and practice some things and have can acquire the work experience. Now, it also helps the employees to stay up to date definitely with the industry trained to keep up keep up the skills are. And more over now it is also professional continuous professional development you know initiatives taken by the employee often employer also provide some opportunities was if it is self employees the self learner, adults learner he himself can explore and get the opportunities and what are the available opportunities available in different industries etcetera to update his skills etcetera. So, that he can may be that he in future he want to venture into a new domain, new interdisciplinary things like a primarily suppose primarily in academia industry interface some person has already worked.

So, many years in the industry they want to come over to the academics at academic institutions to teach to do research and to you know to deliver to teach the what are the

work experiences that have that he has been and from their experience how he can deliver some practical knowledge. So, in the academy industry interface also this can professional development programs can happen also. Now, it provide the opportunities also for networking. So, through this is the platform for enhancing the networking when the individual attains the employees they attain different kinds of workshop, conferences, webinars, all kinds of things you know even all kinds of the professional programs. So, definitely it helps them in enhancing their networks professional networks.

So, professional development goals, yes, professional development goals can be short term and the long term, but that encourage the career growth, increase productivity. May be that you are in the initial stage, initial stage of your career. So, may be that now you are focusing more on the organizational things. So, you are learning new skills. skills, competencies, what your employers are expecting or expecting from you.

So, that is in that in the initial stage of your career you can focus on you know learning new skills, I have to focus on the career goals. May be then the mid level you want to know you want to do something else. So, and the different stages also your focus can be different, your goals can be different, it can be short term goal or the long term goal. After suppose after you have achieved a particular consolidated position or etcetera you have We have also contributed significantly to the organization in enhancing its productivity, reputation, brand, image etcetera. Now, you can switch over to other things or you want to be in the board of directors, you want to be the board of decision makers etcetera, accordingly you can set the goals.

So, the some of the examples of professional development goals say developing the new skills maybe it is IT skill, it is data science skill, it is AI skill, it can be you know negotiation skill, it can be decision making skill or maybe many that is developing new skills that you do not have at the moment. improving the communication, improving the communication not just communicating the things, but you know communication as it plays a very important role in decision making, in negotiation. So, then become a specialist in your own domain you want to be a specialist, definitely you want to you have to learn many many skills and very many nuances of that profession that job. So, being the to in order to become a specialist, then talk on a leadership role and then earning work for you know for enhancing or for getting a promotion. There are different ways to achieve the professional development goals.

You can say it can be they make some effort, they provide some opportunities and they provide some training etcetera. But the it is the I think as a professional if as a professional it should be the self initiative should be the employee every employee should take up the self initiative it is a self learning goal they should be there. So, taking initiative in various

aspects in various opportunities in various opportunity whatever is available within the organization outside the organization the taking the initiative. primarily by the employee himself, manage what you can take on. Again suppose many 5, 3, 4, 5 things are available, but you even if you know you feel you know you feel like that oh I should I should grab all the opportunities, but it is not manageable with you.

So, manage whatever you can do 1 or 2 right now you can take 1 or 2 things that you can manage with your time schedule etcetera and then thereafter you can next time you can proceed. So, align your actions with the organizational goals. Primarily if you want to stick to a particular organization because of you know because of its brand image, because of its you know your job security, because of its pay package, because of its position etcetera, then you have to align your goal personal professional goal, your goal with the organizational goal. It should not be it should not be in a different direction, it should not be different, it should not be if you work for the organizations. But you are for the for achieving the organizational goal at the same time it also it also fulfills your own personal professional needs.

So, that is why for the in that case you will be more successful more job satisfy you will get more job satisfaction and the the employer will also be happy. So, align try to align your actions your career goals along with the organizational goals and learn the skills and competency in that line. So, building a strong professional network that we have already discussed identifying the new career opportunities. Suppose you have already worked a lot of 5 to 10 years in a manufacturing sector, suppose you want to switch over to different sector in IT sector, service sector or any kind of or administrative whatever sector. So, you then you identify you search for the search for the new opportunities that are may be in senior position available, what are the requirements, what are the competencies and skills you need to learn, need to acquire, then prepare accordingly, prepare yourself accordingly.

Then then after having that kind of experience and knowledge and attitude yourself, then you can swiftly change over the jobs. So, better understanding of your own organization and industry. Suppose you are primarily working in suppose you are primarily working in oil and gas or gas industry or in that line. or in that sector oil and gas sector. Then you can compare you can find out the similar kind of organizations say in the same line the other oil and gas companies or the industries etcetera available.

So, you can switch out from you know from the you can say suppose from one company to another company if you are getting the different kinds of job opportunities. Like you are now you are in the suppose procurement and then in the next in different kinds of other other company similar kind of other oil and gas company that you are getting in a better opportunity research lab or maybe that in marketing or maybe that in you know training

and developments in this way. So, slowly and steadily you and try to gain the knowledge develop a better understanding of your own organization industry and the similar industry. similar type of organizations working in the market. Then fostering collaboration, yes in this way nowadays you know merger, acquisition, collaboration these are the is a very common things and it also it also it is also beneficial for employer both the for employer and the employee.

So, with the like the small organization, small start-up, some small MSM is when they are merging with the bigger brand, bigger companies, definitely the employees will be benefited you know their job security, their safety will be restored, then they also you know they can be under the banner of a big brand. So, these are the some of the positive outcomes are there for which you know you can also foster the collaboration, ask for the feedback. Now, in the workplace employer feedback mechanism is also there from time to time employer gives you the feedback through performance appraisal etcetera. But if it is not just in the formal way, informally you can also ask this feedback from your colleagues, from your subordinates etcetera. So, reassess your time commitments because in the workplace definitely you are committed to complete certain task with the time.

So, always reassess because every time we must reflect and analyze and assess. our time commitments in that way we can maintain a work life balance. So, practice effective time management skills you can also take some training on time management skills. Then learn from the learn from other departments like as we have just discussed learn from other industries, learn from other corporates or organizations in working in that line or maybe in the applied field or maybe in some other kind of related social field etcetera.

So, learn from other departments, other industries, other corporates. Further enhance your education and recent job skills etcetera. All the time you need to work on developing your own skills, competencies etcetera and being the leader you can also suggest, you can also guide, you can also mentor your subordinates. So, regularly use the progress review or progress through SWOT analysis that is self some of the self check exercises are there. mapping our strengths, weaknesses and opportunities and threats. So, that that the organizations they used to do in every individual can also do it is my to analyze to analyze my own strengths, what are my strengths, what are my weaknesses, opportunities available in the market and the threats.

So, the organization at the larger level you have to address the threats, the risks cover it and weaknesses you can you can eliminate that weaknesses by the blue components by relearning upskilling and developing the new competency. So, develop the core domain skills. Core domain suppose you are a medical practitioner or the IT professional or a civil engineer, whatever is the core domain, your core domain is you also work must work hard

to Update your core domain skills that what is the latest, what is the technology, what is latest, what is the latest practice, what is the latest research is coming coming up in that core domains you have to update yourself from time to time in core domain. And besides core domain you know there are social skills, people skills are there, non core domain skills are there, these are from time to time you can also acquire it. So, developing the professional skills like other professional skills besides your core domain skills like you know other skills like leadership skill, you can people skill that is the social skill, that is suppose you want to be that means you want you are a manager, you want to be a manager, then how to manage people, how to you know how to manage the human resource, how to work for the development of the human resource.

Then the public speaking, it is again advanced stage of communication, communication that is public speaking with public speaking and you know professional writing for negotiations for negotiation for you know for you know agreements the company law agreements. So, similarly all these incomplete how to de-stress yourself or manage the stress and conflict resolution for that kind of skill you can also learn and lifelong learning etcetera. So, all these kind of skills are also are also a part of the your professional development which also relates to the workplace happiness or sustainable happiness, because if you want sustain our happiness for the long term, then you have to sustain our performance, we have to sustain our capabilities, competencies, emotional intelligence, our mindset, our that means, should be always in the towards a growth mindset, positives way.

So, thank you very much. Now, I am just closing it here. Next class, we will discuss some other topic related to this. Thank you.