

**Soft Skills**  
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**Lecture - 59**  
**Emotional Intelligence & Critical Thinking**

Good morning friends, you are listening to online lectures on Soft Skills and you have been listening since long. Now we are in the last phrase of our lectures and today I am going to talk about something which is very interesting and very close to all of you, but before I deal deep into my topic let me raise the few questions how many of you at times becomes emotional, how many of you at times feel that it could have been better had I not to do this task, how many of you really feel disgusted at times emotionally search charged at times at your work place when things do not go your way.

I think majority of us will answer in the affirmative because most of us have emotions and every now and then things cannot go our own ways, now what happens is once you are at the work place you actually have to make certain compromises at times for a high means at times you have to become low also in terms of controlling your emotions.

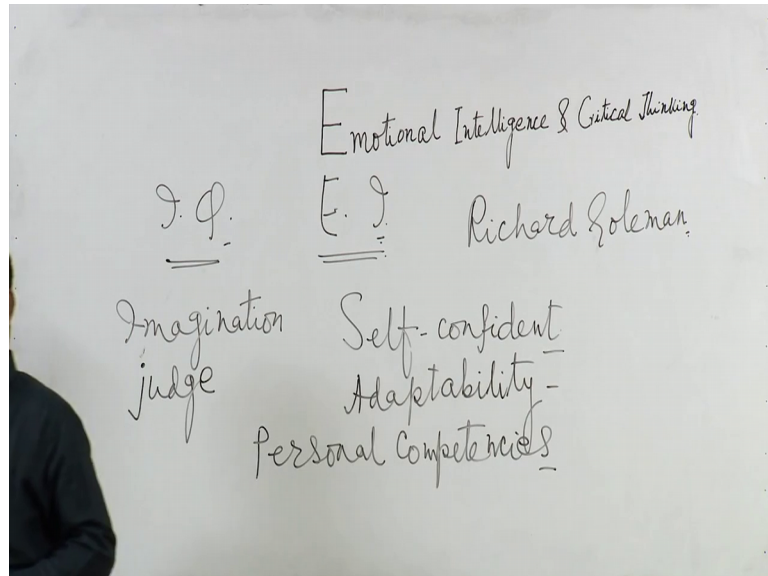
Today we are going to discuss emotional intelligence and critical thinking. My dear friends most of you who have come to this earth have an urge to work and when you work you are actually associated with an organization and institution a company or what so ever and you feel that all around us are people. All around us are our colleagues sometimes Senior to us, Junior to us, Superior to us and all these people they are people or men and women like us and all of them are having emotions.

Now when we start or undertake a task you come across several situations where some amount of emotion in you or in other people can create a sort of disturbance in carrying out deal in performing the task, but then all of us rather find if we are driven by our emotions works or tasks will not be completed. Now there is another question though that many of you might be asking or might be haunted by what is that when we talk about emotional intelligence.

Another, intelligence also comes to hammer your mind and that is which you might have heard earlier also and many people saying because all of us in some way or the other

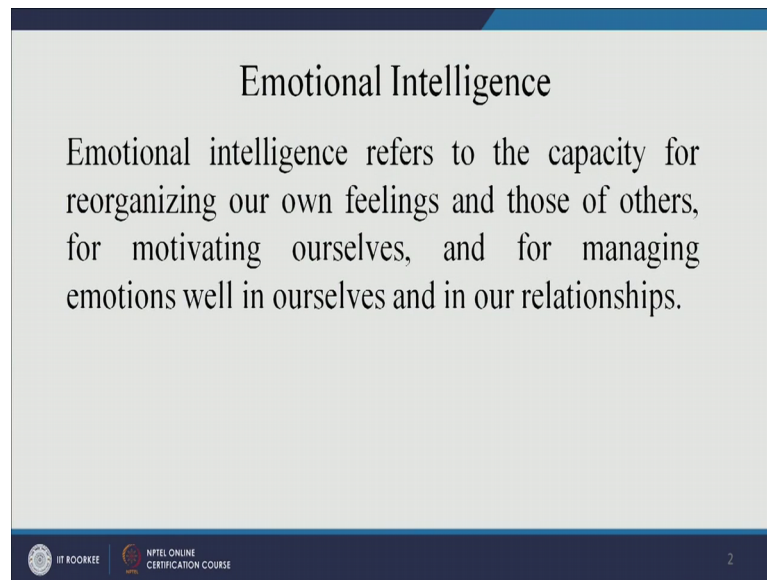
have got some amount of intelligence. So, people you might have heard often saying you have to get a job you have to have a very good intelligence quotient that we call IQ.

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We at times have heard people saying the IQ level is not good imagine somebody is very intelligent and somebody gets the job because of intelligence because of his intelligence rather, but when he comes to a work place it is not only that his IQ will work rather he will have to have a sort of emotional intelligence which we call EI; EI emotional intelligence. Now in order to be successful we have to curve a balance between these 2, but before that let us try to understand what is emotional intelligence and how did it come into our thinking it was actually Richard Goleman who in his book working with emotional intelligence gives a lot of attention on this term emotional intelligence.

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**Emotional Intelligence**

Emotional intelligence refers to the capacity for reorganizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.

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Now this Emotional Intelligence refers to the capacity for reorganizing our feelings man as I said earlier is a pack of emotions is a bundle of emotions you know what if a man does not have emotion can we ever think of such a man who does not have any emotion all of us have got emotions. So, emotional intelligence is a sort of ability or a sort of capacity to reorganize our feelings and also those of others he does not talk only about our feelings, but it also talks about others feelings for motivating ourselves, and for managing emotions well in ourselves and in our relationships. Where ever you work whatever assignment you have whatever job you are performing you will find the job cannot be done successfully unless and until you have a sort of balance between your emotion and others emotion.

We here had several such situations while discussing while talking about in some of our previous lectures we have said that even when you work in a group you will find that the group members they also have some emotions and it actually is a very challenging task to create a balance between every ones opinions emotions and finally, come to a judgment. Because in every job you have to have some judgment you have to take some decisions my dear friends you might be very intelligent, but do not you think that if we simply rely on our intelligence our decisions may not be always correct that is why we call meetings, that is why we discuss things in group and finally, try to create a sort of consensus and in all these we find emotions also have got a sort of control.

Because when you are in an organization or in a job you find the nature of the jobs today have changed it to an extent that at times it becomes very demanding and if it affects your emotions and you are pulled by your emotions and you do not want to work naturally there will be a sort of emphases.

If such a situation is there the progress of any organization any institution will come to a halt that is why it is very essential to create, it is very essential to control and also to have a sort of balance, also to have a sort of regulation, also to have a sort of motivation in order to make our task better in order to make our task important.

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Now let us have a look at this clip and then you will find how at times emotions hamper the smooth flow of communication, smooth exchange of ideas, also proper delineation of task.

Now if you find in this clip it is actually between 2 or 3 or more people and they are discussing the first one you know at times because you are working in an organization, you have to have a sort of Coherence among the group members, among other people, and it is not that you can work on your own at times, you may have to communicate, you may have to exchange, you may have to ask and in all these things if emotions comes in and between it becomes a sort of stumbling block.

Let us read it I need this room for my meeting somebody wants this room for my

meeting would not it make more sense for you to get a different room since we are already here, all of the conference rooms are booked, then I guess we should compare the importance of your meeting verses this one. Now see both these people require the same room at the same time and then nobody is willing to withdraw and the meeting has to be conducted in this room that is not how it works conference rooms go to the highest ranked manager.

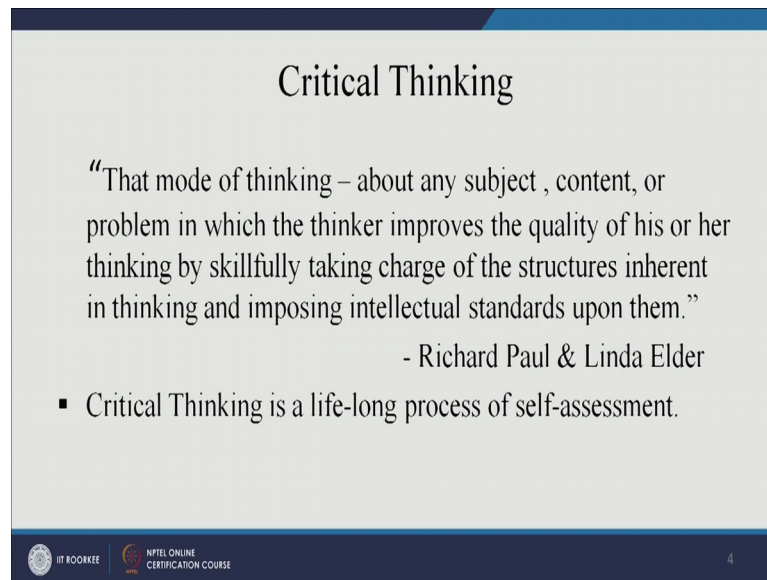
Now when such a situation arises and when such a statement is passed naturally it will hurt the other party it took me months to schedule this meeting somebody becomes very angry. So, you will find that at times angle outburst these feelings create a sort of enmity also and people start taking it too much to their heart and finally, they say the goal of this meeting is to figure out why nothing ever gets done around here.

Now, through this what we want to understand it if emotions criss cross, if emotions actually become the issue things would not proceed further that is why we find that it is quite important that our emotions have to be controlled we shall see in the next our slides how we can control our emotions, but before that let us also because another term that we have taken here is critical thinking now all of you when you are in jobs when you have started your jobs you will find in order to carry out your task you have to have a sort of quality and that is called critical thinking.

Because whenever you are going to take a decision my dear friend all you need to have is to have a sort of critical thinking because a situations are varied things are changing, peoples have different mindsets, and the tasks some of the tasks are very immediate, some of the tasks are very urgent, now during all these things you will have to come out with a sort of major and for that you actually require a sort of critical thinking. Critical thinking has been defined by many people in many ways, but let us try to work out on a working definition of what critical thinking is because nowadays all the organizations they actually work and the basis of this work is communication, because it is not only the men who work, but it is mens communication which actually work.

So, critical thinking is a mode of thinking about any content about any subject in which the thinker improves the quality of his or her thinking by skillfully taking charge of the structures inherent in thinking.

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**Critical Thinking**

“That mode of thinking – about any subject , content, or problem in which the thinker improves the quality of his or her thinking by skillfully taking charge of the structures inherent in thinking and imposing intellectual standards upon them.”

- Richard Paul & Linda Elder

- Critical Thinking is a life-long process of self-assessment.

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You know we are thinking machines men are, but thinking machines, but every now and then we do not think exactly is not it.

So, sometimes there maybe floss in our line of thinking as you might have seen when we are having a group discussion when we are talking about the group discussion we could see that one person may not agree with others views or some person maybe very lopsided some person may be very biased, now during this situation all the people of the group they actually have to improve in there thinking and in a in a way they have to impose intellectual standards upon them.

So, such is actually a power of critical thinking every now and then we are learning as a young person who joins in an organization or an institute or workplace or a company or for that matter any professional institute or what so, ever you find every now and then we are trying to learn. You have learnt a lot, but at times you have to (Refer Time: 14:54) because all that you have learnt may not be the only correct thing to do that is why all we need to do is; we need to create a sort of desire for self assessment for self learning throughout.

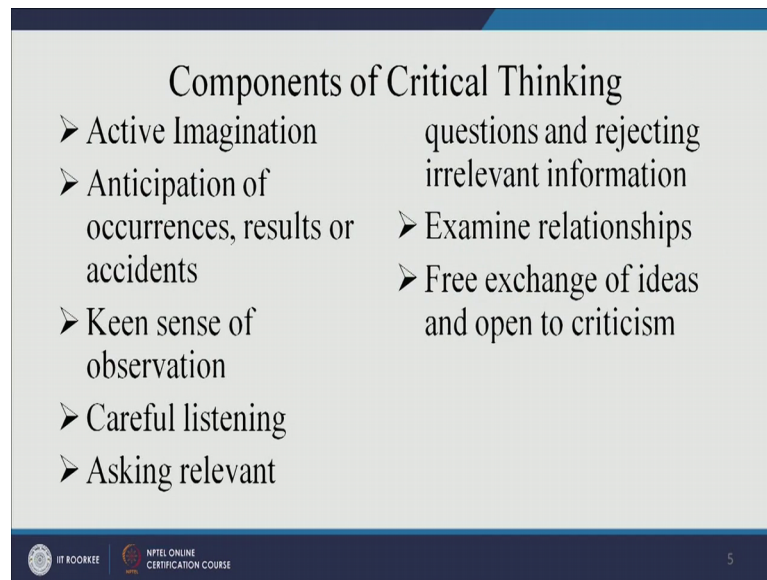
Now there are certain a components of critical thinking that you should always keep into consideration first is imagination all of us have got imagination now no man is without imagination.

So, whenever a task comes before us all we need to do is we need to imagine very actively, you need to think about what may happen for example, you are going to the meeting you simply know the agenda, but do you not think about what will happen, what can be discussed on this matter, what points I do have, how it will be to give a better or a balanced view point, how I should have a proper sense of observation or keen sense of observation, and how if other people are talking, how by your creative listening you can also extract some of the ideas and some of the points on which you can debate or discuss and come to a final conclusion or solution and then are you in a position to ask a relevant questions. Every individual is curious enough to know a lot of things, but then the question is are we having the capacity to ask the right question, at the right time, because things may go wrong if the right questions are not asked at the right time.

Because you are there not only to see what people say, but you are also there to see how an improper line of thinking suddenly is brought to the notice of everyone. So, asking the relevant question and if you find there is some sort of Hallacy in the statement some sort of lapse in the statement you are there to guide you are there to put forth your own views at times it has also been seen that people become very judgmental, you need not to be judgmental if you are a critical thinker; if you are a critical thinker you must not judge people because if you judge without having proper observation your judgment may be wrong.

So, never judge very in a short time or a hurried judgment is always frightening.

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**Components of Critical Thinking**

- Active Imagination
- Anticipation of occurrences, results or accidents
- Keen sense of observation
- Careful listening
- Asking relevant questions and rejecting irrelevant information
- Examine relationships
- Free exchange of ideas and open to criticism

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So, ask relevant questions and if you find that there are certain irrelevant questions or irrelevant statements you are having every liberty to discard, but before discarding you should ask yourself are the point that you are raising how valid it is of course, it will take time for you because in the initial stages you do not have that much of experience is the better teacher my dear friends. So, keep or learning from your experience and then at times when somebody says something at the workplace whether it maybe your boss, it may be your colleague, it may be somebody, who is a your peer group person. So, you have also to see what a sort of relationship is there relationship not between the statements not between the view points, but relationships also between people because at times decisions can be taken based on the relationship also.

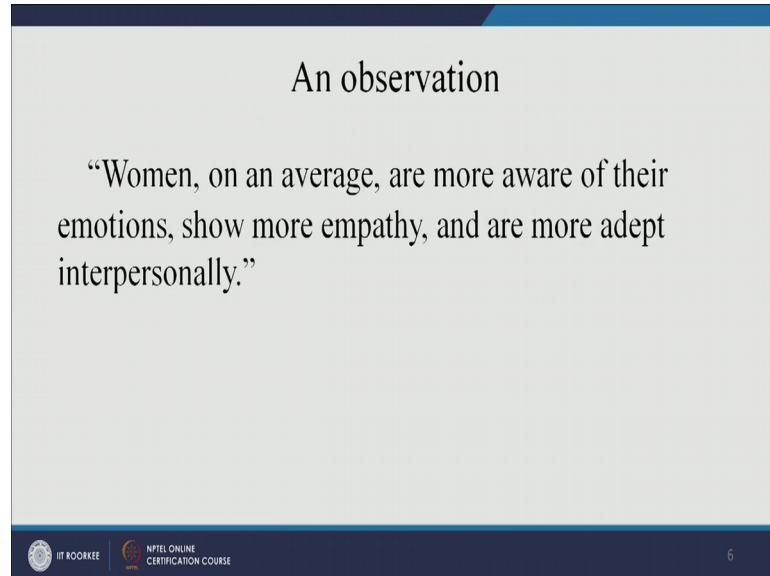
So, examine the relationships and one should always try whether you are in the capacity of a leader as we have already discussed in leadership skills, if you are in the capacity of a leader you have to see how every ones points are assimilated, how everyone is given a proper room to justify his or her line of thinking. Because Neutrality is the Hallmark of a leader though of course, you may have to take an extra step at time if the need be, but if you assimilate all these things perhaps you are developing yourself as a critical thinker and in order to survive today you need to have a sort of critical thinking my dear friends.

Now let us once again come to the emotional intelligence part because unless and until you are going to control your emotions you cannot become a critical thinker and



observations says that most of the “Women on an average, are more aware of their emotions, show more empathy, and are more adept interpersonally.”

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So, when we are talking say we are having a sort of conversation I mean to people having a sort of conversation, 4 people having a sort of group discussion. So, you will find that at times somebody said something maybe are the view is immature, but then you need to think it in a different manner, you need to have a sort of empathy, if you are speaking too much and your not allowing room to the other person perhaps you are trying to improve your own views you are perhaps not considerate a enough about others.

So, that actually makes a difference let us also show and throw some light on the differences between emotional quotient that can be judged based on emotional intelligence and then intelligent quotient. So, when we judge emotions we call that emotional quotient for both for EQ and IQ there are certain tests. So, if you go deep into it and you may read further you may find out what tests are there since the term emotional intelligence has got emotion of course.

It is confined more to emotions where as emotion intelligence quotient is based on your mental ability or intelligence.

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Differences between EQ & IQ	
EQ	IQ
Emotional	Mental
Understanding one's own and other's emotions	Academic abilities
Helps in promotion	Helps in hiring
Team Leadership	Professionalism

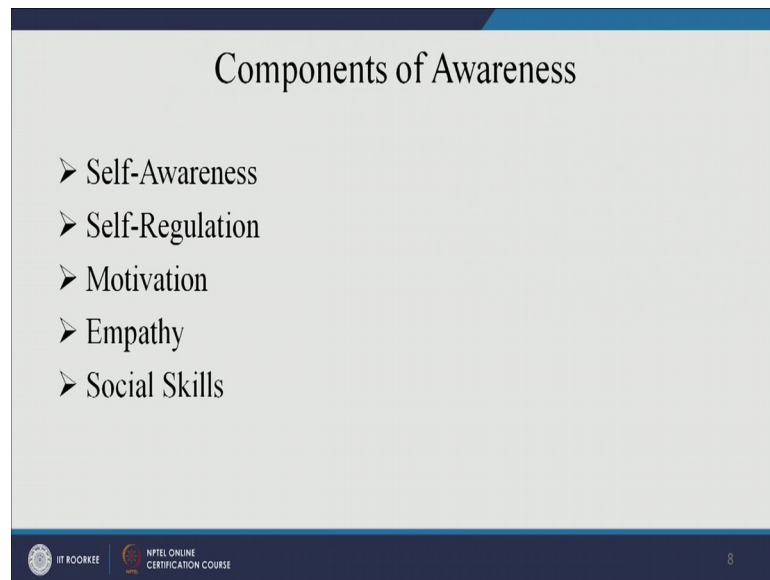
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Emotional intelligence helps you not only to understand your emotions because you will find at times in your job that when you are analyzing yourself because self analysis is the first step in emotional intelligence.

So, you are not only understanding your own emotions, but you are also understanding others emotions how it may affect, where is IQ is related to academic abilities and in jobs you know people with the high intelligent quotient may get jobs no doubt before you, but when it comes to being successful it is people having a better EQ emotional quotient who succeed better. Because it is based totally on the relationship as I said and a true leader relies more on emotional quotient of course, he does not ignore intelligent quotient, but in order to be a better leader you need to carve a balance between your EQ and IQ.

Now, what are actually the various components of emotional quotient in this regard first is that you have to be aware are we really aware ask yourself this question and what do we mean by awareness, what are the components of awareness, Self-Awareness, Self-Regulations, Self-Awareness becoming aware of yourself, becoming aware of your emotions, then Motivation, Empathy and then Social Skills.

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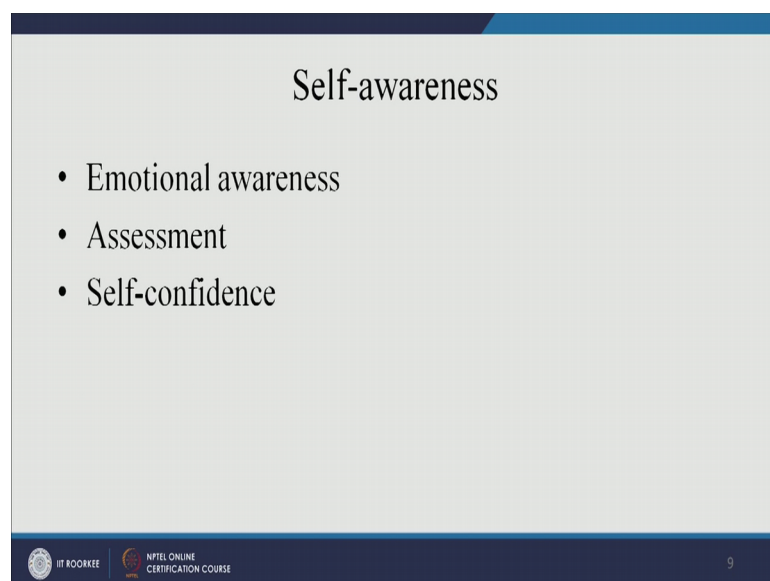


Components of Awareness

- Self-Awareness
- Self-Regulation
- Motivation
- Empathy
- Social Skills

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Self-awareness

- Emotional awareness
- Assessment
- Self-confidence

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Now, when we talk about self awareness what we should focus on first is your own Emotional Awareness, how do you at times feel, how and you know since you are a man you are having a lot of emotions others also have emotions. So, first be aware of your emotions and then also try to put yourself in the position of others if they also feel emotionally purchased and if 2 people are emotionally purchased at the same time maybe there may be an outburst of emotions, outburst a feelings and that may impede the progress or a smooth functioning of a task.

Assist yourself, we have already talked about how you can assist yourself when you assess I hear do not mean accessing your educational qualification, but accessing your emotions all of us can understand how certain reactions to our body because it is related to our body, how certain reactions to our body can affect us at the workplace. And then as we have said self-confidence is one of the important ingredients of our awareness self confidence how confident you are you will find in many situations like appearing at the interview, performing a group task, giving a speech, presenting a report, all during all this situations you find you need to have a sort of self-confidence.

I need to do this task if my self-confidence does not support me naturally I would not be able to this in the given time. So, you need to develop your self confidence and self confidence comes not only from preparation, but from a sort of saying to yourself that you can do it I mean can do attitude there are no there are. So, many motivational lectures being delivered in all parts of the world where there actually trying to raise your self confidence level a person who may not be very qualified enough or a person who may be very qualified enough, but if he is lacking in self confidence he would not be able to succeed.

Then comes Self Regulations as I said man is, but a pack of emotions are there all sorts of emotions, but then in order an and the emotions we often say please keep your emotions at home, but in reality that does not work most of the time we carry our emotions with ourselves, that is why when you are going to deliver a talk and suddenly some other emotions came on you and you find that you are going to forget your words, you have started a scattering and getting on the yard on the stage and your heard no more my dear friends. So, why does it happen because you have not been able to have a sort of self control? So, you will have to have a sort of control and you will have to regulate your emotions then comes trustworthiness.

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What do we mean by Trustworthiness? You know if in organizations or in groups people will trust you only when you are true to your words trust takes time to develop you say something and you do something else such a person is often daisy, such a person is often unpredictable, and you cannot be accepted then when the time comes they cannot think of you as a leader because they also try to see a sort of core relation between your words and your action. And then comes the conscientiousness whether you have a conscience have you been able to discriminate between the right and the wrong we have already discussed a lot when we are talking about ethics, workplace ethics.

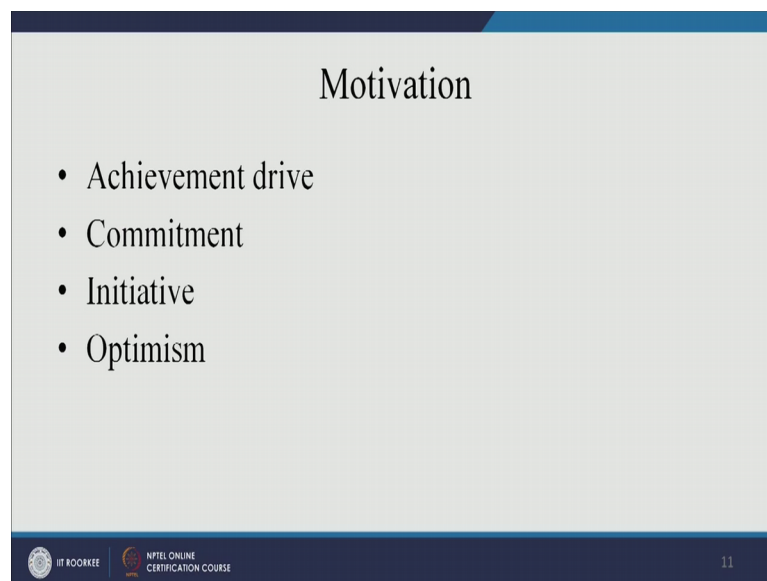
Now if I have been given this task I should do this task in the most ethical manner, in the most conscientious manner, I should actually be aware of I should not be guided by my emotions because you know when you do not have the conscience you actually a become biased you do not understand what is right and what is wrong and then adaptability we have already talked about in some of the lectures that at the workplace any moment anything may change any emerging situation any emergent action may have to be taken at that time you have to adopt to may my dear friends. So, we have you have to have a sort of adaptability adopting yourself changing yourself according to the situation.

Adopt adaptability can also be substituted by the word flexibility are you flexible enough because at workplaces it is actually the people who work and you will at times have to understand their situations and how can that happen that can only happen when you put

yourself in his or in her situation and then see it perhaps you can become a responsible person you can be respected you can be accepted, you can be honored, you can be treated because you are a person who can be trusted and then innovation do you have innovation you have of course, emotions when you are going to deliver a lecture you suddenly find the adrenal research in your body and how you start feeling nervous. So, what I have said earlier you have to have a sort of control over your nerves you have to say that everything is right the heaven is not going to fall down nor the earth is going to crumble my dear friend nothing will happen.

Only if you have to say that everything is in order. So, you have to regulate your own emotion that is what I mean by self regulation. Motivation if a person who is well prepared, if a person who correlates between his words and action he is the person who can motivate. It is not the person who simply sits in his chair and passes on orders instructions allocates tasks that he should also have the ability to initiate.

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What happened you have seen today we are living in a world, where India is counted as the one of the countries where did this cleanliness drive [FL] one man started the initiative and then in all the organizations all the individuals also they have started they are carrying forth this idea of cleanliness, how is that possible that is possible only because of the achievement to drive of one single person.

If we can also have that drive in an organization that I will have a sort of Achievement

drive, I will do something new, I will innovate others will follow you simply have to come forward and when the leaders come forward followers they follow. And you have to have sort of commitment of course, in order to have commitment you need to have some amount of sacrifice.

So, initiative is the most important thing, and initiative with the sort of optimism of course, when we are going to do something new we actually are frightened as to what will happen, but a man having self confidence, and a man having determination to do well nothing can stop him you can always proceed further he can always carry forward the dreams that he has the first thing is you need to have a sort of determination, and once you have a determined leader once you are yourself are determined person you will not only motivate yourself, you will motivate others as well.

Of course, at the workplace in order to be successful you not only need some personal competencies, but you are also need Social Competences. Personal competencies we have already talked about now we are going to talk about some social competencies what do actually mean by social competency. You will find that at workplace there are people and you are if you are a in the driving seat you need to have some personal competencies as if a as if as we have said achievement drive initiative action oriented motivation and all, but then you also need to develop some other skills and one of these prime skills is social skills.

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**Social Competence**

- Understanding others
- Developing others
- Service orientation
- Leveraging diversity
- Political awareness

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Social Skills is to understand others you know when you are working in a group you will at times find that some person is not putting his hundred percent, why there may be some problem know if you have got that understanding to explore and inquire and to ask by being I mean and when you start coding people emotionally things will come out.

So, you have to understand others emotions and when you know their emotions when you know their predicament, their troubles you also need to empathize. You also need to find out some solution it is not that you are there only to ask the problems you also need to tell them what are the what is the solution and how he can achieve that.

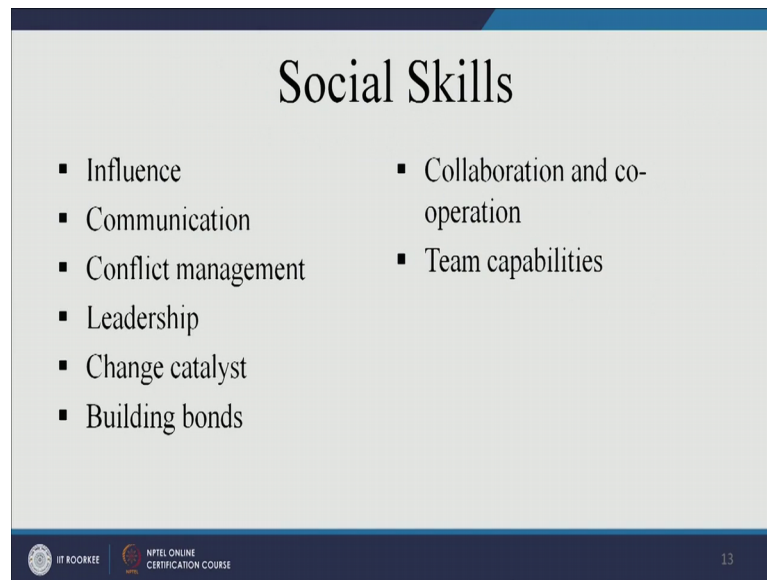
So, develop a others when you develop others of course, you can do that by having a sort of service orientation telling people that this is the task that we have to do and at times you also have to put your own commitment level sometimes more even, and if you think what is happening around you have your company is being rated, how people are thinking about you, how there are diverse people from different cultures faiths, people from different tastes, people from a different a say beliefs and all.

If you are able to assimilate and then you can come forward that is why you know a leader is one who can assimilate all these things, and you also have to be aware that is also a part of social awareness skills that if something wrong you know some conspiracy is being hatched, how will you be able to understand you will be able to understand when you observe others when you keep a watch over others, but that does not mean you are only having the third eye or you are playing the role of a big brother no, you actually have to have a sort of brotherly feeling you actually have to have a sort of idea of how people can re react in adverse situation.

So, in order to succeed at the workplace you not only need personal competencies, but you also need social competence and for that you need to have some social skills now what are these social skills.



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The slide is titled "Social Skills" and lists the following skills:

- Influence
- Communication
- Conflict management
- Leadership
- Change catalyst
- Building bonds
- Collaboration and co-operation
- Team capabilities

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First is Influence; how can Influence come to us how can we become influential as I said earlier in order to have a sort of influence you should ensure that there is no gap between what you think and what you do, by being fair in terms of dealing, by not being a by not being biased, by not having a sort of discriminatory attitude, and you should have a very smooth communication we have discussed a lot in many of our lectures about communication because you know a all of us are social beings know and the sort of communication we have because as the (Refer Time: 34:57) says thanks to language man became man.

I mean the sort of language that you use, the sort of expression that you use, the sort of words that you choose all these actually make you a better communicator and then influence will come, if you have been able to win people, if you are been able to affect people, by your genuine a attitude by you are genuine cooperative attitude you will also be able to a manage the conflict.

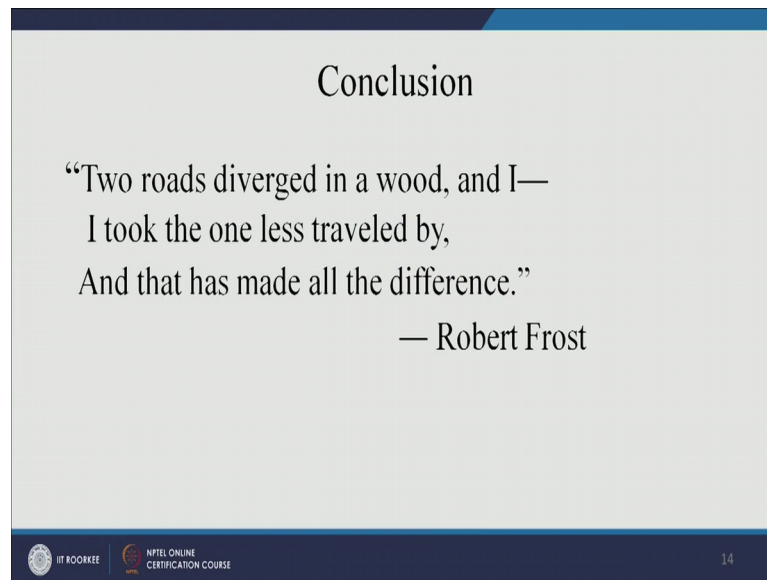
Because conflict at times arises at the workplace and you have to mitigate the conflict add that is possible only when you can understand and you can listen to the views of furthers for that you need to have a good listening skills which you already might have developed over the years and you are also going to develop once you are at the workplace and then leadership we have already discussed a lot about leadership and effective leader is one who listens to every ones grievances and then finally, he takes

things keeping into consideration that it is not only his own drive, but he is doing it for his own organization. And then can you become a change catalyst I mean can you be the person who can bring change people are not coming to their organizations in time not coming to their offices in time, but what device you will develop. So, that timeliness is respected if the boss comes too early in the office and before time everyone will come in time on time and then you have to build bonds of course, there maybe people having different views, people having different opinions, even about you and about others, but then your duty is to manage is to create a sort of balance.

Are you having a sort of are you bringing collaborations from other organizations, or are you collaborating with some other companies, are you also thinking of some collaborative projects where you, are also going to include many of your potential employees and all. So, all these if you take into consideration you are a team man my dear friend we are living in an age where you need to be a team person a person who thinks about the welfare of the team, and a person who believes that it is individuals who make teams and the loss or the win ultimately goes to the team leaders head and for that matter the team leader has to be somehow different and how can he be somehow different only when he can control his own emotions, only when he can regulate, only when he can carve a balance between personal emotions, social emotions, social skills and if he has got a new or innovative skills which we call critical thinking skills then her perhaps will be able to take a better decisions.

My dear friends emotions are there with us because as Shakespeare says what a piece of work is man, but man has got the immense potential in him he has got in him the desire the choice if he decides he can undertake the journey even to the sun and nowadays going to even going to the mars has become a possibility. So, how it has been possible only because of pa peoples not only peoples personal will and a drive, but also peoples innovative abilities. Because in order to be different in order to be decent you will have to follow what Robert Frost says in one of his poems 2 roads diverged in a wood, and I took the one less traveled by, when I say less traveled by I mean a man who is extraordinary not the man who simply has a routine affair and all.

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So, when you do something extraordinary when you go an extra mile and then he says and that has made all the difference. So, my dear friends let us remember and the line that Robert Frost says Two roads diverged in a wood. So, wood stands for uncertainty wood may stand for a say confusion so at times you may be confused at times you may be driven by your own emotions, but and I took the one less traveled by I mean you did something which only extraordinary people can do and that is why that has made all the difference.

My dear friends, difference of opinion is good, but let there be a difference for difference of opinion meaning there by respect the differences and be different and not in different because being different is good, but being in different is always bad.

Let us see what we think and how we think when we are in an emotional state and also think that other people also may come across such a situation, but the need is to create a sort of balance. I hope you will be balancing your emotions, your intellect, your intelligence. Thank you very much, I wish you all a good day ahead and want you all to become different decent innovative and also problems solving leader.

Thank you very much, I wish you all a very good day ahead.