



MATTHEW N. O. SADIKU & OLANIYI D. OLALEYE

# EMOTIONAL INTELLIGENCE AND ITS APPLICATIONS

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**INTELLIGENCE**  
**AND**  
**ITS APPLICATIONS**

Matthew Sadiku

David Olaleye

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# **TABLE OF CONTENTS**

## CHAPTER 1 INTRODUCTION

### 1.1 INTRODUCTION

### 1.2 CONCEPT OF EMOTIONAL INTELLIGENCE

### 1.3 MODELS OF EMOTIONAL INTELLIGENCE

### 1.4 CHARACTERISTICS OF EMOTIONAL INTELLIGENCE

### 1.5 IMPROVING YOUR EMOTIONAL INTELLIGENCE

### 1.6 APPLICATIONS

### 1.7 BENEFITS

### 1.8 CHALLENGES

### 1.9 QUOTES ON EMOTIONAL INTELLIGENCE

### 1.10 CONCLUSION

## REFERENCES

## CHAPTER 2 EMOTIONAL INTELLIGENCE IN BUSINESS

### 2.1 INTRODUCTION



## 2.2 CONCEPT OF EMOTIONAL INTELLIGENCE

## 2.3 WHY IS EMOTIONAL INTELLIGENCE IMPORTANT IN BUSINESS?

## 2.4 INCREASING YOUR EMOTIONAL INTELLIGENCE

## 2.5 BUSINESS APPLICATIONS

## 2.6 BENEFITS AND CHALLENGES

## 2.7 CONCLUSION

## REFERENCES

# CHAPTER 3 EMOTIONAL INTELLIGENCE IN THE WORKPLACE

## 3.1 INTRODUCTION

## 3.2 CONCEPT OF EMOTIONAL INTELLIGENCE

## 3.3 IMPORTANCE OF EI IN WORKPLACE

## 3.4 IMPROVING YOUR EI IN THE WORKPLACE

## 3.5 APPLICATIONS OF EI IN WORKPLACE

## 3.6 FUTURE WORK SKILLS

## 3.7 BENEFITS

## 3.8 CHALLENGES

## 3.9 QUOTES ON EI IN THE WORKPLACE

## 3.10 CONCLUSION

## REFERENCES

### CHAPTER 4 EMOTIONAL INTELLIGENCE IN LEADERSHIP

#### 4.1 INTRODUCTION

#### 4.2 CONCEPT OF EMOTIONAL INTELLIGENCE

#### 4.3 IMPORTANCE OF EMOTIONAL INTELLIGENCE IN LEADERSHIP

#### 4.4 EMOTIONAL INTELLIGENCE IN LEADERSHIP

#### 4.5 LEADERSHIP STYLES

#### 4.6 LEADERSHIP IN BUSINESS

#### 4.7 LEADERSHIP IN HEALTHCARE

#### 4.8 LEADERSHIP IN EDUCATION

#### 4.9 BENEFITS

#### 4.10 CHALLENGES

#### 4.11 EMOTIONAL INTELLIGENCE IN GLOBAL LEADERSHIP

#### 4.12 CONCLUSION

## REFERENCES

### CHAPTER 5 EMOTIONAL INTELLIGENCE IN ENTREPRENEURSHIP

## 5.1 INTRODUCTION

## 5.2 TRADITIONAL CONCEPT OF ENTREPRENEURSHIP

## 5.3 CONCEPT OF EMOTIONAL INTELLIGENCE

## 5.4 CHARACTERISTICS OF EMOTIONAL INTELLIGENCE

## 5.5 WHY EI IS IMPORTANT FOR ENTREPRENEURS

## 5.6 HOW ENTREPRENEURS CAN IMPROVE EI

## 5.7 BENEFITS AND CHALLENGES

## 5.8 EMOTIONAL INTELLIGENCE IN GLOBAL ENTREPRENEURSHIP

## 5.9 CONCLUSION

## REFERENCES

# CHAPTER 6 EMOTIONAL INTELLIGENCE IN EDUCATION

## 6.1 INTRODUCTION

## 6.2 CONCEPT OF EMOTIONAL INTELLIGENCE

## 6.3 EDUCATION AT ALL LEVELS

### 6.3.1 Elementary Education

### 6.3.2 High School Education



### 6.3.3 Higher Education

## 6.4 OTHER EDUCATIONAL APPLICATIONS

## 6.5 EI IN EDUCATION AROUND THE WORLD

## 6.6 BENEFITS

## 6.7 CHALLENGES

## REFERENCES

# CHAPTER 7 EMOTIONAL INTELLIGENCE IN HEALTHCARE

## 7.1 INTRODUCTION

## 7.2 CONCEPT OF EMOTIONAL INTELLIGENCE

## 7.3 CHARACTERISTICS OF EMOTIONAL INTELLIGENCE

## 7.4 WHY EI IS IMPORTANT FOR HEALTHCARE

## 7.5 DEVELOPING EI FOR HEALTHCARE LEADERS

## 7.6 APPLICATIONS IN HEALTHCARE

## 7.7 BENEFITS AND CHALLENGES

## 7.8 EMOTIONAL INTELLIGENCE IN GLOBAL HEALTHCARE

## 7.9 QUOTES ON EMOTIONAL INTELLIGENCE IN HEALTHCARE

## 7.10 CONCLUSION

## REFERENCES

### CHAPTER 8 EMOTIONAL INTELLIGENCE IN ENGINEERING

#### 8.1 INTRODUCTION

#### 8.2 ABET REQUIREMENTS

#### 8.3 CONCEPT OF EMOTIONAL INTELLIGENCE

#### 8.4 CHARACTERISTICS OF EMOTIONAL INTELLIGENCE

#### 8.5 IMPORTANCE OF EMOTIONAL INTELLIGENCE IN ENGINEERING

#### 8.6 IMPROVING YOUR EMOTIONAL SKILLS AS ENGINEERS

#### 8.7 APPLICATIONS OF EI IN ENGINEERING

#### 8.8 BENEFITS AND CHALLENGES

#### 8.9 EMOTIONAL INTELLIGENCE IN GLOBAL ENGINEERING

#### 8.10 CONCLUSION

## REFERENCES

### CHAPTER 9 EMOTIONAL INTELLIGENCE IN RELATIONSHIPS

#### 9.1 INTRODUCTION

## 9.2 CONCEPT OF EMOTIONAL INTELLIGENCE

## 9.3 EI IN BUILDING RELATIONSHIPS

## 9.4 EI IN INTERPERSONAL RELATIONSHIP

## 9.5 EI IN FRIENDSHIP RELATIONSHIP

## 9.6 EI IN ROMANTIC RELATIONSHIP

## 9.7 EI IN FAMILY RELATIONSHIP

## 9.8 BENEFITS AND CHALLENGES

## 9.9 CONCLUSION

## REFERENCES

# CHAPTER 10 EMOTIONAL INTELLIGENCE IN CHILDREN

## 10.1 INTRODUCTION

## 10.2 CONCEPT OF EMOTIONAL INTELLIGENCE

## 10.3 CHARACTERISTICS OF EMOTIONAL INTELLIGENCE

## 10.4 IMPORTANCE OF EMOTIONAL INTELLIGENCE IN CHILDREN

## 10.5 SIGNS OF EMOTIONAL INTELLIGENCE IN CHILDREN

## 10.6 HOW TEACHERS CAN DEVELOP EI IN STUDENTS

## 10.7 HOW PARENTS CAN DEVELOP EI IN CHILDREN

## 10.8 BENEFITS



## 10.9 CHALLENGES

## 10.10 CONCLUSION

## REFERENCES

# CHAPTER 11 EMOTIONAL INTELLIGENCE IN SPORTS

## 11.1 INTRODUCTION

## 11.2 CONCEPT OF EMOTIONAL INTELLIGENCE

## 11.3 CHARACTERISTICS OF EMOTIONAL INTELLIGENCE

## 11.4 DIFFERENT TYPES OF SPORTS

## 11.5 ATHLETE FOR EMOTIONAL INTELLIGENCE

## 11.6 COACHING FOR EMOTIONAL INTELLIGENCE

## 11.7 SPORT INTELLIGENCE

## 11.8 BENEFITS AND CHALLENGES

## 11.9 CONCLUSION

## REFERENCES

# CHAPTER 12 EMOTIONAL INTELLIGENCE ASSESSMENT

## 12.1 INTRODUCTION

12.2 CONCEPT OF EMOTIONAL INTELLIGENCE

12.3 EMOTIONAL INTELLIGENCE TESTS

12.4 A SAMPLE EI TEST

12.5 MEASURING EMOTIONAL INTELLIGENCE IN BUSINESS

12.6 MEASURING EMOTIONAL INTELLIGENCE IN THE  
WORKPLACE

12.7 MEASURING EMOTIONAL INTELLIGENCE IN LEADERSHIP

12.8 MEASURING EMOTIONAL INTELLIGENCE IN EDUCATION

12.9 MEASURING EMOTIONAL INTELLIGENCE IN HEALTHCARE

12.10 MEASURING EMOTIONAL INTELLIGENCE IN  
RELATIONSHIPS

12.11 MEASURING EMOTIONAL INTELLIGENCE IN CHILDREN

12.12 MEASURING EMOTIONAL INTELLIGENCE IN SPORTS

12.13 BENEFITS AND CHALLENGES

12.14 GLOBAL ASSESSMENT OF EI

12.15 CONCLUSION

REFERENCES

# **EMOTIONAL INTELLIGENCE AND ITS APPLICATIONS**

**Matthew N. O. Sadiku**

**Olaniyi D. Olaleye**

## **BRIEF TABLE OF CONTENTS**

1. Introduction
2. Emotional Intelligence in Business
3. Emotional Intelligence in Workplace
4. Emotional Intelligence in Leadership
5. Emotional Intelligence in Entrepreneurship
6. Emotional Intelligence in Education
7. Emotional Intelligence in Healthcare
8. Emotional Intelligence in Engineering
9. Emotional Intelligence in Relationships
10. Emotional Intelligence in Children

11. Emotional Intelligence in Sports

12. Assessment of Emotional Intelligence

13. Index

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## **PREFACE**

By nature, humans are emotional creatures. Emotions are everywhere. They appear in many forms - facial expressions, tone of voice, body language, and even works of art. Positive emotions include joy, love, infatuation, pride, compassion, gratitude, admiration, liking, delight, rejoicing, and happiness, while negative emotions include anger, fear, anxiety, sadness, pain, frustration, depression, disgust, anxiety, sadness, hatred, guilt, shame, disappointment, and regret. Emotions are contagious. Emotions influence our attention, memory, learning, health, and our ability to get along with others. They help us in making effective decisions and understand the world. Emotional intelligence is essentially the way we reason with our emotions and about our emotions. It is a set of skills that contribute to the accurate expression of emotion in oneself and others.

Emotional intelligence (EI) is the ability to monitor one's own and other people's emotions and discriminate between different emotions. It may also be regarded as the ability to understand and manage men and women to act wisely in human relations. Emotional intelligence is something we can all develop and increase. It can be beneficial in many areas of life including the workplace, business, sports, education, leadership, engineering, and healthcare.

Emotional intelligence has its roots in the work of Darwin, who has posited that emotional expression is essential for survival. The term "emotional intelligence" was coined in the 1990s by psychologists as an ability-based construct analogous to general intelligence. Since then, its use has quickly spread into other areas including business, education, social science, engineering, healthcare, popular culture, and sports psychology as the solution to a wide range of social problems.

Some of the greatest moments in human history were fueled by emotional intelligence. When Martin Luther King, Jr. presented his dream, he chose language that would stir the hearts of his audience. Dr. King demonstrated remarkable skill in managing his own emotions and in sparking emotions that moved his audience to action.

The unparalleled interest in the subject of emotional intelligence is taking place. The concept of emotional intelligence has gained an accelerated interest of researchers and practitioners in recent times. Researchers and practitioners around the world are now embracing the EI concept because of its relationship with efficiency, productivity, sales, revenues, quality of service, customer loyalty, employee recruitment and retention, employee commitment, employee satisfaction, and morale. EI has also captured the attention of academia, industry, religious organizations, and the popular media.

This is a comprehensive book on emotional intelligence, a conjoint of different abilities. The book provides researchers, students, and professionals a comprehensive introduction, applications, benefits, and challenges for all aspects of emotional intelligence. The authors were motivated to write this book partly due to the lack of a single source of reference on the subject. Hence, the book will help a beginner to have an introductory knowledge about emotional intelligence. The main objective of the authors is to provide a concise treatment that is easily digestible for each aspect of EI. It is hoped that the book will be useful to practicing psychologists, social scientists, and business managers.

The book has 12 chapters. Chapter 1 provides an introduction on emotional intelligence and serves as the foundation for the rest of the book. Chapter 2 dwells on how EI is regarded as important for businesses to survive,

improve, and grow. Business leaders are now embracing the EI concept because of its relationship with self-control, efficiency, productivity, development, decision making, sales, revenues, quality of service, customer loyalty, greater job satisfaction, employee commitment, and employee morale. Chapter 3 deals with the skills necessary to succeed in today's world and workplace, either domestic or global. The so-called "success skills" include communication skills, critical thinking skills, professionalism skills, life-long learning skills, interaction skills, information acquisition skills, and organizational skills. In the workplace, emotions affect creativity, job perception, and job satisfaction. In chapter 4, we show how emotional intelligence plays a crucial role in leaders who desire to be effective and successful. EI is paramount to success in all aspects of leadership styles. It has evolved as a must-have skill for leaders since it is a key component of effective leadership. Chapter 5 explores how emotional intelligence influences entrepreneurship, which is the main source of employment, economic growth, innovation, and competition of the modern society. Many entrepreneurs ultimately succeed or fail based almost entirely on their emotional intelligence skills and personality. Chapter 6 shows how increasingly, educational institutions and organizations are turning to emotional intelligence seeking ways to improve outcomes. To best prepare our children for adult life, education must encompass both the rational and the emotional. Emotional intelligence may allow students to perform better in academics, leadership, team building, relationship, and decision-making.

Chapter 7 discusses how emotional intelligence is an emerging concept that has become a part of the fabric of the healthcare delivery because it can address some of the challenges contemporary healthcare is facing. EI education in the healthcare sector benefits communication skills and leads to improved patient-doctor relationships. In Chapter 8, we explain how emotional intelligence is critical to engineering and engineers. For engineers, success in the 21st century requires developing not only technical competencies but also emotional intelligence. Emotional intelligence will now be one of those important capabilities for successful engineering practice. Chapter 9 considers emotional intelligence as a social



capacity that plays an important role in our relationships. The set of EI skills can be a serious game-changer in virtually every relationship. Practicing EI skills in one's relationships will make a better person, better employer/employee, better friend, better husband or wife, better parent, and better citizen. In chapter 10, we address how emotional intelligence is an important skill for children to develop, for their future wellbeing as well as their future workplace success. Emotional intelligence grows from sound conversations and one-on-one time with our children. Teachers and parents should help raise the emotional intelligence of future generations by working together. Chapter 11 shows how emotions play a crucial role in sport performance. Emotion is inherently part of the competitive sport, which is an emotion-laden environment. Athletes need to train both their bodies and minds in order to succeed. Chapter 12 discusses the importance of scientifically measuring emotional intelligence. EI is measured as a set of abilities. The chapter reviews the widely-used measures of EI and how they are used in applied settings. It presents how to measure EI in seven different areas: business, workplace, education, healthcare, relationship, children, and sports.

This monograph provides an introduction to these various aspects of emotional intelligence. It is a must-read for students or scholars considering familiarization with the emotional intelligence. It can also serve as a valuable resource for psychologists, social scientists, and business professionals who want to be familiar with the subject.

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He was the recipient of the 2000 McGraw-Hill/Jacob Millman Award for outstanding contributions in the field of electrical engineering. He was also the recipient of Regents Professor award for 2012-2013 by the Texas A&M

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## CHAPTER 1

### INTRODUCTION

These are some of the characteristics of individuals with high emotional intelligence.<sup>1</sup>

1. They stay positive and manage difficult situations successfully.
2. Make thoughtful decisions.
3. They keep their emotions under control and discuss sensitive issues maturely and thoughtfully.
4. Empathetic to their workers.
5. They have a strong positive influence on their team.
6. Are calm under pressure.
7. They know how to earn the respect of clients and employees.
8. Listen more often than they speak.
9. Can admit their mistakes and learn from them.
10. Take criticism well.

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## 1.1 INTRODUCTION

By nature, humans are emotional creatures. Emotions are everywhere. They appear in many forms - facial expressions, tone of voice, body language, and even works of art. Distinct state emotions include anger, disgust, fear, anxiety, sadness, happiness, joy, relaxation, and desire. Emotions help us in making decisions, understand the world. Displaying and recognizing emotions is an important aspect of our daily social interaction. Emotion has become a mainstream topic in music, sound, images, video, and text [1]. Roseman's theory uniquely defines 17 emotions by combining the seven appraisal dimensions as shown in Figure 1.1 [2]. He outlined nature and degree of emotions, their impact, and possible cause.

		Positive Emotions Motive-Consistent		Negative Emotions Motive-Inconsistent		
		Appetitive	Aversive	Appetitive	Aversive	
Circumstance-caused	Unexpected	Surprise				
	Uncertain	Hope		Fear		Low Control Potential
	Certain	Joy	Relief	Sadness	Distress	
	Uncertain	Hope		Frustration	Disgust	High Control Potential
Certain	Joy	Relief				
Other-caused		Liking				Low Control Potential
	Certain or Uncertain					High Control Potential
Self-caused		Pride				Low Control Potential
	Certain or Uncertain					High Control Potential
			Anger		Contempt	High Control Potential
		Guilt		Shame	High Control Potential	

Figure 1.1 Roseman's structure of the emotions [2].

Intelligence, on the other hand, refers to the ability to reason validly about a domain of information. It is capacity of the individual to act purposefully, to think rationally, and to deal effectively with his environment. Traditionally, intelligence has been linked with performance in IQ tests. Emotional intelligence (EI) is a type of social intelligence that combines emotion and intelligence. As shown in Figure 1.2, EI is a subset of social intelligence [3]. Social intelligence (SI), or street smarts, is the ability to understand and manage others to act wisely in their social interactions. It is about understanding your environment and having a positive influence on your social interactions. It is the key to life and career success [4].

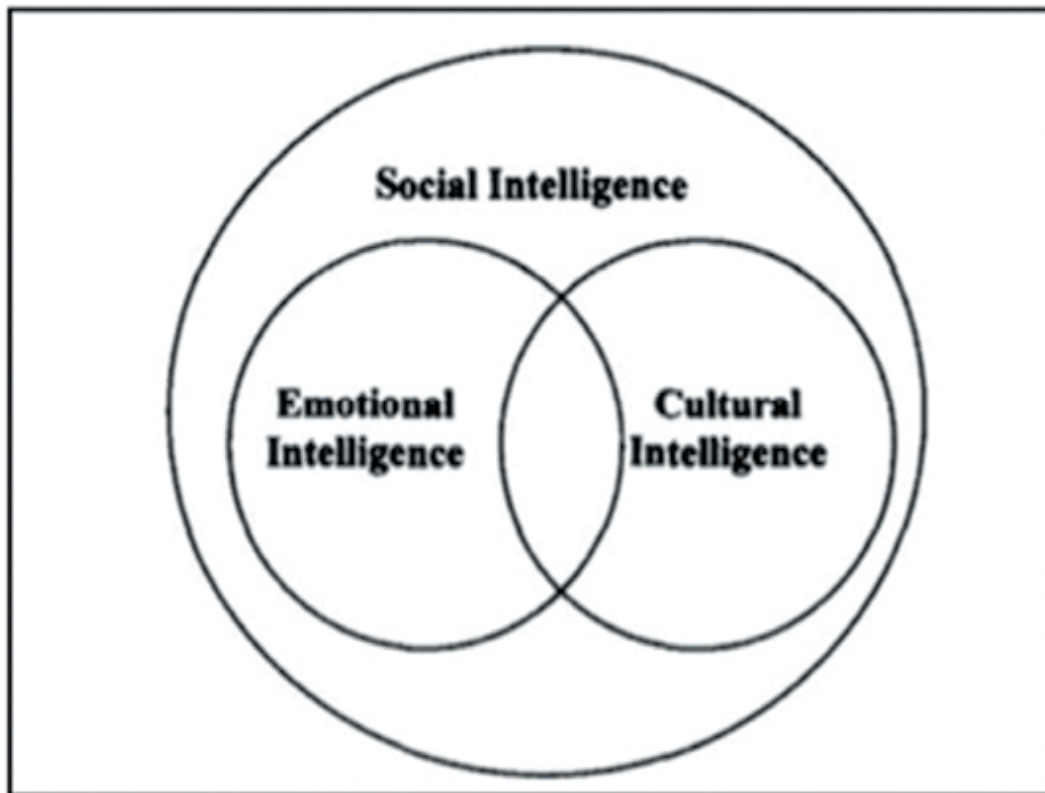


Figure 1.2 Relationship between social intelligence, emotional intelligence, and cultural intelligence [3].

This chapter provides an introduction on emotional intelligence and serves as the foundation for the rest of the book. It begins by addressing the concept and characteristics of EI. It then presents the three major models of EI. It provides some tips on how to develop EI. It covers some common applications of EI. It highlights some benefits and challenges of EI. It adds some popular quotes on EI. The last chapter concludes with comments.

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## **1.2 CONCEPT OF EMOTIONAL INTELLIGENCE**

Emotional intelligence (also known as emotional quotient or EQ) is the ability to monitor one's own and other people's emotions, to discriminate between different emotions. EI brings together the fields of emotions and intelligence by viewing emotions as useful sources of information that help one to make sense of the social environment. It has been identified as a contributing factor for leadership, business, and career success. It is a key attribute toward delivering consistent quality customer service.

The idea of emotional intelligence came out of the peculiar observation that people with average IQs outperform those with the highest IQs 70%. The failure of intellectual intelligence (IQ) to account for a large proportion of variance in performance has resulted in the search for other characteristics, such as EI. Studies have shown that EI is the critical factor that sets star performers apart from the rest. EI is the foundation for a host of critical skills. Just like traditional IQ, every person possesses a level of EI. Figure 1.3 shows low or high emotional intelligence [5].





Low Emotional Intelligence	High Emotional Intelligence
Aggressive Demanding Egotistical Bossy Confrontational	 Assertive Ambitious Driving Strong-Willed Decisive
Easily Distracted Glib Selfish Poor Listener Impulsive	 Warm Enthusiastic Sociable Charming Persuasive
Resistant to Change Passive Un-Responsive Slow Stubborn	 Patient Stable Predictable Consistent Good Listener
Critical Picky Fussy Hard to Please Perfectionist	 Detailed Careful Meticulous Systematic Neat

Figure 1.3 Low/high emotional intelligence [5].

Linking emotions and intelligence was relatively novel. The term “emotional intelligence” was first introduced in the scientific literature in 1990 by Salovey and Mayer. Emotional intelligence was presented as a way to conceptualize the relation between cognition and affect. Emotions, like anger, happiness, and fear, influence how people think, make decisions, and perform tasks.

The term “emotional intelligence” became familiar to the general public in 1995 when science journalist Daniel Goleman published his best-selling book, *Emotional Intelligence: Why it can Matter More than IQ* [6]. The book quickly caught the attention of the media, public, and researchers.

Emotional intelligence (EI) refers to the ability to identify and manage one’s own emotions, as well as the emotions of others. It is a set of abilities related to the understanding, use, and management of emotion as it relates to one’s self and others. That is, EI is an intelligence having to do with emotions. It is not about emotions per se, but more about the relationship between thoughts, feelings, and behavior. EI reminds us that we have two minds: a rational mind that thinks and an emotional mind that feels. It is the ability to use emotional knowledge to solve problems. People have different personalities, traits, and values, and different ways of expressing their emotions. We unconsciously use emotional intelligence in our daily lives. Emotional intelligence promises to help people achieve success in life [7].

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### 1.3 MODELS OF EMOTIONAL INTELLIGENCE

There are three major models of EI [8]. The first is an “ability-based method,” the second and third are mixed models (combining traits, abilities, and personality characteristics). The models are presented in historical order [9].

*Model 1: Mayer and Salovey’s Four-Branch Model: John Mayer and Peter Salovey first introduced the term “emotional intelligence” in 1990 and have continued to conduct research on EI. Their model of EI includes four types of abilities and it is called ability model:*

1. Perceiving emotions — the ability to identify and interpret emotions.
2. Using emotions — the ability to use emotions to facilitate various cognitive activities, such as thinking and problem solving.
3. Understanding emotions — the ability to comprehend emotion language and to appreciate complicated relationships among emotions.
4. Managing emotions — the ability to regulate emotions in both ourselves and in others.

This model views emotions as useful sources of information that help one to make sense of and navigate the social environment. It assumes that individuals vary in their ability to process information. The model is illustrated in Figure 1.4 [10].



Figure 1.4 Mayer and Salovey's ability model of EI [10].

### *Model 2: Goleman's EI Model:*

This model is the most popular. His model is built on five “domains of emotional intelligence.” It focuses on EI as a wide array of competencies and skills that drive leadership performance. Emotional competencies are not innate traits, but rather learned capabilities that can be improved upon. His model outlines five main EI constructs: (1) Self-awareness, (2) Self-regulation, (3) Motivation, (4) Empathy, (5) Social skills. These will be discussed further in the next section.

*Model 3: Bar-On's model: Reuven Bar-On is the director of the Institute of Applied Intelligences in Denmark. In 1996, he explained that emotional intelligence reflects our ability to deal successfully with other people and with our feelings. In 2006, he developed the first measuring tool of emotional intelligence that was used as the term —Emotional Quotient. His model is a mixed model which has two components: the conceptual model and the psychometric model.*

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## 1.4 CHARACTERISTICS OF EMOTIONAL INTELLIGENCE

Daniel Goleman, an American psychologist who helped to popularize emotional intelligence, has suggested five elements that characterize emotional intelligence [11].

1. Self-Awareness: This is the ability to recognize and understand your own emotions. To be self-aware is to always know how you feel and how your emotions and your actions can affect the people around you. Self-aware people understand their emotions, and because of this, they don't let their feelings rule them. This element, self-awareness, is regarded by some as the most important part of emotional intelligence.

2. Self-Regulation: This is about expressing your emotions appropriately. It is staying in control. It is the ability to control emotions and impulses. A self-regulated person never lets his temper get out of control, no matter what problems he is facing. He is able to handle even the most awkward social situations with grace. Characteristics of self-regulation are thoughtfulness, calm, flexibility, accountable, commitment, and the ability to say no.

3. Motivation: Self-motivated individuals work consistently toward their goals and avoid distractions. They're willing to defer immediate results for long-term success. They tend to be action-oriented and possess a high need for achievement. They always seek for ways to improve. They're highly productive, love a challenge, and are very effective in whatever they do.

4. Empathy: This is a key factor when it comes to emotional intelligence. It is the ability to identify with and understand the wants, needs, and viewpoints of those around you. It is being able to understand how others are feeling. People with empathy have the ability to put themselves in someone else's situation or look at situations from other people's

perspectives. They are considerate and apply the Golden Rule to all areas of their lives.

5. Social Skills: This is about being able to interact well with others. It is about finding common ground with others and resolving an issue in a fair manner. It is maintaining friendships and relationships. EI is a combination of personal and social competences that is referred to as “soft skills.” Individuals who have good social skills are also good at managing change and resolving conflicts diplomatically. They treat everyone politely and with respect. They are typically leaders or team players.

These elements are illustrated in Figure 1.5 [12]. Working on these five elements (self-awareness, self-regulation, motivation, empathy, and social skills) will increase your emotional intelligence or help you identify areas of improvement. Individuals that adopt these characteristics have a greater chance of being successful than individuals that do not.



Figure 1.5 Five elements of emotional intelligence [12].

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## **1.5 IMPROVING YOUR EMOTIONAL INTELLIGENCE**

While general intelligence (IQ) is harder to change, emotional intelligence (EQ) is something one can improve on or develop. Our Emotional Intelligence skills are great contributors to our overall success in life. Emotional intelligence provides “soft skills,” which play an important role in our daily lives. Here are four ways for developing EI [13].

1. Practice Self-Awareness: Managing stress is the first step to building emotional intelligence. Self-awareness basically entails understanding yourself and your behavior. Emotional awareness is the ability to identify and name one’s own emotions. Spend some time examining your own strengths, triggers, values, and opportunities. There are some EI tests you can take online to help you understand your own EQ.
2. Channeling Your Emotions Well: We must be able to manage our emotions. Emotions are merely indicators that tell us to pay attention to something. Emotions are neither good or bad, but reactions to emotions could be good or bad.
3. Learn To Motivate Yourself: To be motivated, do not look for inspiration first. Just do something that is related to what you want to accomplish. Before you know it, you have made some progress.
4. Recognize Emotions in Others to Create Healthier Relationships: Keep in mind that the whole idea of developing emotional intelligence is to foster healthier relationships in your life. Individuals who are conscious of their emotions and emotions of others have the privilege of enhancing relationships.

There are proven benefits to increasing one's emotional intelligence, including improved mental health, better job performance, and better relationship. By improving and practicing emotional intelligence learning techniques and applying the concepts of EI can help you blaze the trail to successful relationships in all areas of your life.

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## 1.6 APPLICATIONS

Emotional intelligence (EI) has received great attention in many areas generating intense demand for applications in organizations, business, workplace, education, healthcare, and beyond. Emotional intelligence affects your academic performance, your job performance, your professional relationship, your interpersonal communication, your physical health, your mental health, your social relationships, and your social intelligence. We consider some common areas where EI is being applied [14-16].

- **Education:** The concept of emotional intelligence has captured the attention of academia, industry, religious organizations, and the popular media. At a time when education is vital to economic success, research has shown that employers prefer new hires to possess strong EI skills. Education has the goal of preparing students for jobs in particular professions. Emotional intelligence in the academic environment that mutually benefits educators and students. It is being applied to different aspects and levels of education. Every profession requires different levels of emotional intelligence.
- **Business:** Business executives have started to realize that employees can no longer be regarded as machines that come work leaving their feelings and attitudes at home. Every business environment is full of processes and activities with many decision points. Emotions are everywhere in business-related decision environments. Emotions are an important driver in human behavior and decision making. EI is now regarded as important for businesses to survive, improve, and grow. Business leaders are now embracing the EI concept because of its relationship with self-control, efficiency, productivity, development, decision making, sales, revenues, quality of service, customer loyalty, greater job satisfaction employee commitment, and employee morale.

- **Healthcare:** The role of individuals has been long recognized in the medical profession. Patients undergo emotional distress when faced with news of devastating diagnosis or death. There is the need to develop emotional intelligent healthcare practitioners such as doctors, nurses, therapists, and chaplains who can provide holistic care to the patients. For example, therapists with high EI has the capacity to use relational skills effectively in treatment and should positively influence therapy through their natural abilities. A therapist's memories of personal feelings help to understand a patient experiencing such feelings. Nurses engage in emotional labor as part of their professional work. Emotional labor of nurses may have benefits for both patients and nurses.

- **Leadership:** The main purpose of leadership is to influence other humans. David Goleman regarded emotional intelligence as a set of skills and characteristics that drive leadership performance. He indicated that EI accounted for 67% of the abilities deemed necessary for superior performance in leaders. Leaders with high EI would be more aware of their own emotions and from others and could lead companies to better profits and less unnecessary expenses. Having emotional intelligence is crucial for leader success. Emotional intelligence for leadership consists of five components: self-awareness, self-management, empathy, relationship management, and effective communication.

- **Job Performance:** The EI concept has been used in both educational and workplace settings. Studies show a correlation between EI and job performance. EI increases performance and productivity. It can increase the quality of work as well as enhance career success. Under low levels of managerial work demands, a negative relationship between EI and teamwork effectiveness is indicated. Organizations can be successful if they hire people with high emotional intelligence.

- **Job Satisfaction:** Job satisfaction represents a person's evaluation of his or her job and work content. Three factors that affect job satisfaction. are: factors related to the job, factors related to the organization, and factors related to the individual. Emotional intelligence is one of the main factors that determine job satisfaction. Including EI in training programs can help

employees to cooperate better and motivate more, thereby increasing productivity and profits.

- **Academic Performance:** Possible linkages between EI and academic success factors have been identified. There is a relationship between EI identifiable academic skills, such as grade point average (GPA), attendance, participation in extracurricular activities, and progress toward one's degree. However, evidence supporting the role of emotional intelligence in academic settings is mixed.

- **Relationships:** Relationships are where emotional rubber hits the road. Emotional intelligence plays a crucial role in forming successful human relationships. It facilitates successful navigation through the various situations one goes through in romantic relationships. Higher emotional intelligence is positively correlated with better social relations for adults and better family and intimate relationships. In one study, dating and married couples with higher MSCEIT (the Mayer–Salovey–Caruso Emotional Intelligence Test) scores reported more satisfaction and happiness in their relationships.

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## **1.7 BENEFITS**

General intelligence (IQ) is a measurement of one's ability to process information and come to sound decisions, while emotional intelligence (EQ) is the ability to process emotions. When it comes to success in life, emotional intelligence matters just as much as general intelligence. Individuals with a high degree of EI are usually successful in most things they do and are likely to make more money. EI can be beneficial in many areas of life. Some of the benefits of EI include the following.

- Studies have shown that EI is a key determinant of one's success in life. Having EI as a skill can increase one's own well being.
- Individuals with high EI have greater mental health, job performance, and leadership skills.
- Sensitivity to emotional signals both from within oneself and from one's social environment can make one a better spouse, parent, friend, leader, or citizen.
- EI helps us manage our emotions. Masters at managing their emotions do not easily get angry in stressful situations.
- It increases optimism, confidence, and effectiveness.
- EI fosters good social interactions because it helps you put yourself in other people's shoes.
- EI can help us avoid the dangers of stress.
- EI enhances healthy relationship, whether that relationship is between lovers, friends, family members, church members, or coworkers.



- EI links strongly with concepts of love and spirituality.

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## 1.8 CHALLENGES

EI has been criticized within the scientific community. Some of the challenges include the following.

- Some argue that emotional intelligence is trait or skill, not a real intelligence.
- EI is poorly defined and poorly measured.
- EI is defined so broadly and inclusively that it has no intelligible meaning.
- Various descriptions of EI contain unsubstantiated assumptions about intelligence in general. Critics argue that the popularity of EI studies is due to media promotion, rather than rational scientific finding.
- Although measuring EI is generally difficult because most of the elements involved are subjective, some effort has been made to measure it [17], such as MSCEIT. But the question is: Are tests of EI reliable? There is no validated psychometric test or scale for emotional intelligence as there is for the general intelligence
- It is questionable whether the MultiFactor Emotional Intelligence Scale (MEIS) operationalizes EI as a reliable and valid construct.

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## 1.9 QUOTES ON EMOTIONAL INTELLIGENCE

The following quotes related to EI will help you reflect and enhance your EI skills [18,19]:

“Emotions have taught mankind to reason.” —Marquis de Vauvenargues

“Emotional self-control – delaying gratification and stifling impulsiveness – underlies accomplishment of every sort.” — Daniel Goleman

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

“I don’t want to be at the mercy of my emotions. I want to use them, to enjoy them, and to dominate them.”— Oscar Wilde

“Feelings can’t be ignored, no matter how unjust or ungrateful they seem.”  
— Anne Frank

“Be not disturbed at being misunderstood; be disturbed rather at not being understanding.” — Chinese Proverb

“Running a marathon with a backpack is tough and may hinder you from winning the race. Don’t let the baggage from your past – heavy with fear, guilt, and anger – slow you down.” Maddy Malhotra

“Anyone can be angry – that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way – that is not easy.” — Aristotle

“The greatest discovery of my generation is that human beings can alter their lives by altering their attitudes of mind.” — William James

“For every minute you are angry, you lose sixty seconds of happiness.” – Anonymous

“Angry is a momentary madness, so control your passion or it will control you.” – Quintus H. Flaccus

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## 1.10 CONCLUSION

Emotional intelligence (EI) is a relatively new concept. It can be described as the ability to adaptively perceive, understand, regulate, and harness emotions in the self and others. EI is an emerging concept that has become a part of the fabric of the business community. In spite of its criticism, emotional intelligence has gained wide acceptance among practitioners due of its wide applicability, leading to an outpouring of articles, books, newspapers, magazines, training seminars, and educational curricula. It is becoming increasingly relevant to organizational development and developing people.

Since Goleman claims that emotional intelligence can be taught, some have suggested that EI should be included in the curriculum (K-12 classrooms and post-secondary) to enhance the success of students in their career [20,21]. Any form of educational program will be incomplete if it does not cover EI. More information on emotional intelligence can be found in books in [7,11,22-42], several other books available on Amazon.com, and related journals:

- Cognition & Emotion
- Journal of Intelligence
- Intelligence



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## CHAPTER 2

### EMOTIONAL INTELLIGENCE

### IN BUSINESS

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

Daniel Goleman

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## 2.1 INTRODUCTION

Business executives have started to realize that employees can no longer be regarded as machines that come to work leaving their feelings and attitudes at home. Every business environment is full of processes and activities with many decision points. Emotions are everywhere in business-related decision environments. Emotions are an important driver in human behavior and decision making [1]. Emotions constitute one of the three legs of the tripod that determine human interactions: emotion, cognition, and motivation. They tend to appear in many forms — facial expressions, tone of voice, body language, and even works of art. Distinct state emotions include anger, disgust, fear, anxiety, sadness, happiness, relaxation, and desire. As shown in Figure 2.1, emotions are part of the cognitive triangle [2]. Emotions often drive people, and people drive performance. Managers should have the ability that helps them to identify their own and their employee's emotions.

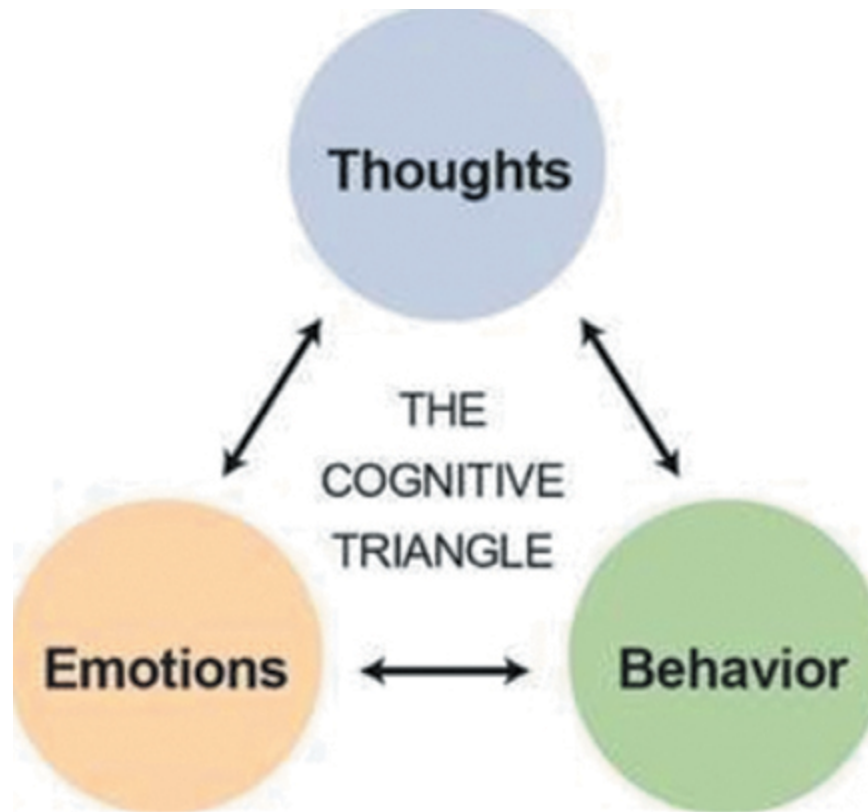


Figure 2.1 The cognitive triangle [2].

Emotional intelligence (EI) involves being sensitive to and perceptive of other people's emotions. It is a flexible set of skills that can be acquired and improved with practice. Emotional intelligence (EI) has become a hot topic in psychology, education, healthcare, and business. In recent years, business organizations have been exploring new opportunities to create high-performing organizations capable of competing in an increasing global economy. For a company to succeed in the 21st century, it must keep pace with social change and provide environment that brings out the best out of its employees. Emotionally intelligent employees are important to delivering an authentic customer experience. To succeed in the business world now and in the future, you must embrace emotional intelligence in your business [3].

This chapter provides an introduction on emotional intelligence in business. It begins by giving some background information on the concept of emotional intelligence. It provides some tips on how individuals can increase their emotional intelligence. It covers various ways emotional intelligence is being applied in business. It highlights the benefits and challenges of emotional intelligence in business. The last section concludes with comments.

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## 2.2 CONCEPT OF EMOTIONAL INTELLIGENCE

Emotional Intelligence (EI), or Emotional Intelligence Quotient (EQ), refers a person's ability to recognize, understand, control, and manage their emotions and as well as those of others. EI has been recognized for its correlation to success in work and personal life, regardless of industry. It has been the cornerstone of empowered energetic corporate cultures for years. It plays an important role for employees in any business of any size. It allows one to think more creatively and apply emotions to solve problems [4].

Emotional intelligence (or EQ) is often regarded as people skills — how we express ourselves, relate to others, and maintain social relationships. An individual who is in tune with his or her own emotions is much more likely to be able to understand and empathize with the emotions that impact the attitudes and behaviors of others. Intelligence quotient (IQ) by itself is only a partial indicator of success. Decades of research shows that emotional intelligence is the critical factor that sets star performers apart from others.

The five elements that characterize emotional intelligence were suggested by Daniel Goleman, an American psychologist who helped to popularize emotional intelligence [5].

1. **Self-Awareness:** This is the ability to know your emotions, strengths, weaknesses, drives, and goals. This is the foundation upon what most other EI elements are built. Managers should help their workers improve self-awareness and more effectively manage their stress.



(2) Self-Regulation: This is the ability to stay calm when emotions are running high. It involves thinking before doing and expressing your feelings maturely with restraint. Through greater self-awareness, leaders can regulate or control their emotional responses to tense situations.

(3) Motivation: This constitutes emotional factors that help one reach their goals. Leaders hold themselves to a higher standard and provide guidance. High EQ people are self-motivated, pursuing personal goals for self-development and self-gratification.

(4) Empathy: Empathy (understanding others; listening well and reading nonverbal cues) is an important aspect of a manager. It is the ability to understand others' situation and have compassion on them. Unlike sympathy, empathy involves sharing the emotional experience of others.

5. Social Skills: These diverse skills are used to induce desirable responses in others. They often refer to how a leader handles and influences other people and their emotions. Emotionally intelligent people easily build trust and earn respect from others.

Thus, emotional intelligence is a combination of self-awareness, self-regulation, motivation, empathy, and social skills. In other words, emotional intelligence is the most potent weapon which helps boost our self-awareness, self-regulation, motivation, empathy, and social skills [6]. These five elements are illustrated in Figure 2.2 [7]. Individuals who exhibit high EI usually possess these five key elements.

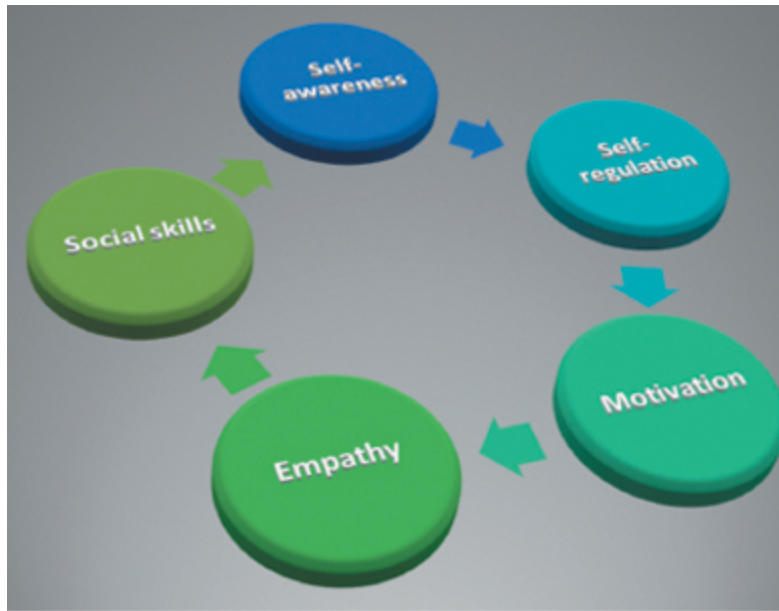


Figure 2.2 Five elements of emotional intelligence [7].

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## 2.3 WHY IS EMOTIONAL INTELLIGENCE IMPORTANT IN BUSINESS?

In view of the rapid expansion of the global marketplace, business leaders must consider embracing EI in business professionals. It is widely accepted that emotional intelligence plays a crucial role in success in business. EI is currently a hot, well-researched topic in the business community. Businesses need EI for two reasons. First, businesses face some challenges. Second, emotional intelligence can meet some of those needs.

The greatest challenges their organizations face include [8]:

- People need to cope with massive, rapid change.
- People need to be more creative in order to drive innovation.
- People need to manage huge amounts of information.
- The organization needs to increase customer loyalty.
- People need to be more motivated and committed.
- People need to work together better.
- The organization needs to make better use of the special talents available in a diverse workforce.
- The organization needs to identify potential leaders in its ranks and prepare them to move up.
- The organization needs to identify and recruit top talent.

- The organization needs to make good decisions about new markets, products, and strategic alliances.
- The organization needs to prepare people for overseas assignments.

These are the intense needs that face all organizations today, both public sector and private.

To meet these challenges, emotional intelligence is important for the following reasons [9].

- High EQ employees are better at staying calm under pressure.
- They listen as often or more often than they speak.
- They lead by example.
- They make more thoughtful business decisions.
- They take criticism well and admit their mistakes and learn from them.
- They keep their emotions in check and can discuss tough, sensitive issues thoughtfully and maturely.
- They are able to effectively resolve conflict.
- They are empathetic to coworkers and react accordingly.

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## **2.4 INCREASING YOUR EMOTIONAL INTELLIGENCE**

Regardless of your role, emotional intelligence can be developed and honed. Since emotional intelligence is largely considered as people skills, developing employees' emotional intelligence can help managers improve their job performance and the company's bottom line. Managers should help their employees improve self-awareness, become better listeners, and effectively manage their stress. Managers themselves need to enhance their EI in order to stay relevant in their jobs and employable in the future.

Here some ways to increase emotional intelligence through practice [9].

- Pause before speaking, acting or responding.
- Listen to others to better understand their needs and emotions.
- Attempt to control your thoughts.
- Praising others on a habitual basis trains your brain to focus on the good in others.
- Reflect on criticism and search for ways to grow from it.
- Pay attention to body language.
- Apologizing shows compassion and encourages us to better understand one another while building trust and respect.
- Try to see from another person's point of view.

- When you are offended or upset, communicate to the offending party in a calm, non-threatening way.
- Embrace lifelong learning



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## 2.5 BUSINESS APPLICATIONS

Businesses constitute the pillar of American economy. They play a crucial role in creating jobs, increasing production, and contributing to the economy in many ways.



Figure 2.3 EI in different aspects of business [10].

As illustrated in Figure 2.3, emotional intelligence manifests itself in in different aspects of business [10]. Having higher emotional intelligence is

important for effective leadership, management, customer service, sales, hiring, accounting, supervisory, human resources, and others in businesses of all sizes.

- **Leadership:** Emotional intelligence has been shown to be one of the most critical factors for effective leadership. As illustrated in Figure 2.4, business leaders benefit from emotional intelligence [11]. Managers who have outstanding leadership qualities tend to possess emotional intelligence. Manager impact the performance and attitudes of their coworkers through their leader behaviors and attitudes. Supervisors who take the time to get to know and really listen to their employees are consciously or unconsciously utilizing emotional intelligence as a management strategy. Most employees respond best to supervisors who treat them fairly and respect their opinion [12]. In the modern business environment, authoritarian managers (who manage by intimidation) are less likely to be successful than those who utilize a democratic style of management.



Figure 2.4 Business leaders benefit from emotional intelligence [11].

- **Management:** Those who want to be effective 21st century managers should embrace the concept of emotional intelligence and apply it to their management strategies and management philosophy. Managers who possess emotional intelligence understand the importance of communicating effectively with worker and treating them with respect. They understand that their employees are people first and workers second [12].

- **Entrepreneurship:** Entrepreneurship is a great tool for creating wealth, enhancing the economy, and bringing about innovation in US and around the world. It benefits individuals and communities, even though new ventures fail at a high rate. An entrepreneur is a creator, owner, or manager of a small company. Entrepreneurs impact their own financial well-being and the economic welfare of their communities. They have invested a great deal of time and energy into seeing the venture through to fruition. Currently, most entrepreneurship courses emphasize entrepreneurial management and planning skills but overlook people skills like emotional control, creativity, and relational abilities. Social skills are regarded as key ingredients to the formation of new ventures. Effective entrepreneurs use their EI abilities to manage themselves, effectively manage others and the venture, and remain in business beyond the first five years [13].

- **Customer Relationship:** EI helps to foster good customer relationships. Leaders who lack EI always struggle with having good professional relationships with staff, employees, and customers. Their communication skills were not good enough and others dislike working with them.

- **Hiring:** If you are a human resource professional, you will traditionally emphasize on hard skills, existing knowledge, and educational background coupled with a personality when evaluating new candidates. When hiring today, we need to interview for emotional intelligence. Interviewing is a process where we learn about people's competencies and see how they demonstrate those competencies on the job. The interview should allow you to ask for details about how the candidate. Start the interview by making the candidate as comfortable as possible. Then, ask some standard questions about the person's background and experience. Ask the candidate directly about EI or EI-related competencies. When hiring leaders, their ability to

navigate through high demand, stressful working conditions, and change in the workplace should be considered [14].

- Sales: Many people in the US engage in sales positions such as auto sales. Auto sales business involves salespeople directly dealing with a high daily volume of customers. Essentially, it involves buying and selling of both used and new vehicles. It is characterized by face-to-face dealings and negotiations with customers which may lead to anger and frustration, thus providing a basis for demonstrating emotional intelligence. EI had predictive effects on salespeople. Although salespeople are under constant pressure to assure that their customers are satisfied in every way, customers often have to deal with aggressive salespersons who lack customer service skills and effective communication. The auto industry needs to incorporate emotional intelligence as part of their training tools to promote factors that are important in sales performance [15].

- Accountants: Emotional intelligence plays a role in the practice of accounting. It has become a skill that may allow accountants to perform better in a variety of areas such as leadership, client relations, and decision making. Accountants must have leadership skills and must be concerned about customer satisfaction. While EI may be an important predictor of success in accounting, like both technical skills and cognitive intelligence, it is clearly not the sole predictor [16].

- Workplace: The workplace used to be assumed to be a strictly cognitively-managed environment. The recent expansion of the global marketplace, rapidly changing technologies, and diverse workplace have created a demand for emotionally intelligent employees. Workers are now required to work in teams with a broad range of colleagues. EI is particularly important in the service sector and in other jobs where employees interact directly with customers [16]. It is the strongest predictor of performance in the workplace. This is true for people in every industry, at every level, and in every region around the world.

- Business Education: Our entire educational system is designed to enhance only our cognitive and intellectual intelligence. In today's highly competitive world and globalized economy, business education plays a key role in the success and prosperity of individuals. Business educators should

take seriously the responsibility of empowering the next generation of students with the intrapersonal and interpersonal skills they need to succeed. Emotional intelligence has emerged as a critical ingredient in the business education. Teaching emotional intelligence in the business school should be a priority. Incorporating EI skills into the business curriculum is important for preparing students to function effectively in a highly competitive global job market. Business students must be prepared to interact with individuals from other cultures in view of the globalized economy they will soon be operating. In response to this, business schools across US are now addressing the need for an increased emphasis on “people skills” by teaching business students the soft skills that set exemplary managers apart from their peers. The business education curriculum will be greatly enhanced by building student knowledge of EI [17,18].

- Emotional Business Intelligence (EBI): The domain of EBI aims to support business-relevant emotional decisions. EBI originates from three root domains: Emotional Business (EB) + Emotional Intelligence (EI) + Business Intelligence (BI). EI is the ability to recognize, assess, and manage one’s own emotions and the emotions of others. Business intelligence (BI) refers to the tools and systems that play a major role in the planning process of an organization. The tools represent BI in customer support, customer profiling, market research, product profitability, and business analysis. The main objective of business intelligence is to enable business managers to have easy access to data, be able to conduct analysis, allow them to convert data into useful knowledge, and then make faster, better decisions. EBI is meant to equip business with an “emotion radar” as well as supporting organizations to grow “emotion antennae” to sense emotive signals and collect wisdom from within [19].

Other areas of application of emotional intelligence in business include business communication, ethics, innovation, corporate culture, performance evaluation, hospitality industry (hotels, restaurants, private clubs, managed food service, event planning, tourism, etc.), and business consulting services.

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## 2.6 BENEFITS AND CHALLENGES

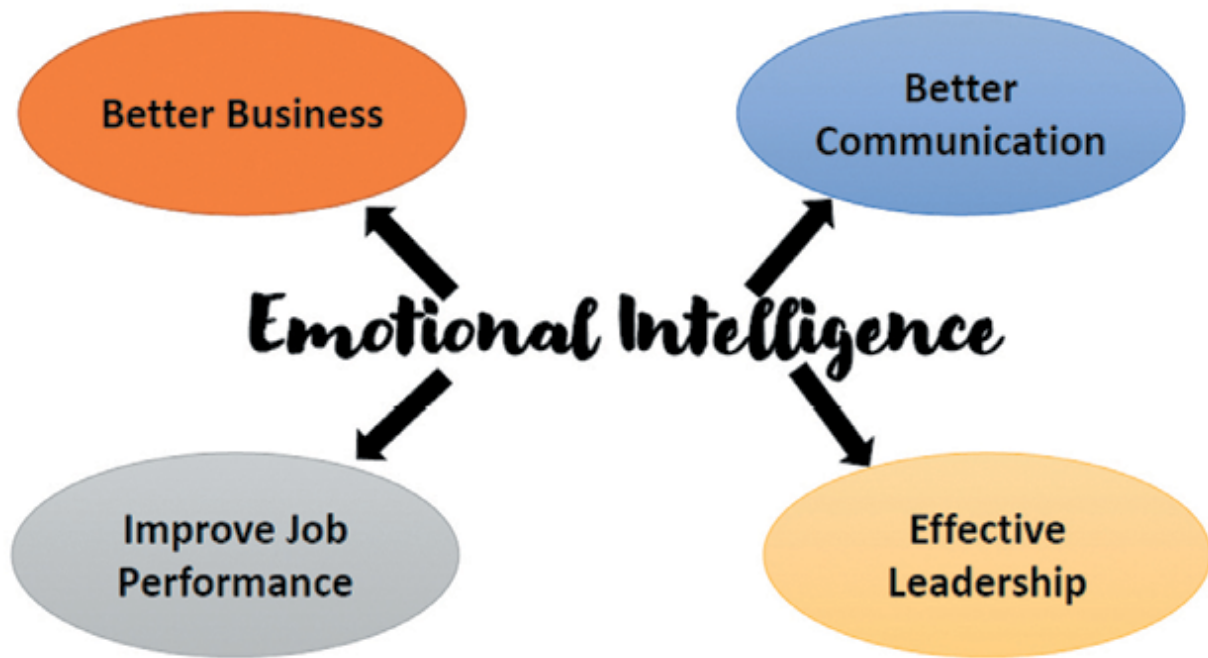


Figure 2.5 Benefits of emotional intelligence in business [20].

The ability to receive, analyze, and respond to messages is controlled by one's emotional intelligence. As shown in Figure 2.5, emotional intelligence helps businesses in the following ways [20].

- **Better Business:** EI is now commonly regarded as important for businesses to survive and grow. Business can benefit from EI by increasing their employees EI. EI can help managers improve employees' engagement, performance, and productivity, and the company's profit. It helps to foster and grow good customer relationships.



- **Better Communication:** An effective communicator is one who conveys a lucid message, listens vigilantly, and accepts feedback. EI is crucial for healthy and affective interpersonal relationships and interpersonal communications.
- **Improve Job performance:** Providing EI training can reduce costs associated with turnover, absenteeism, and low performance. EI allows us to increase our behavioral choice. It is directly linked to job performance for employees at all levels of an organization. High EQ people have become desirable to employers in business due to the many advantages they enjoy. High EQ employees are better at keeping their emotions in check under pressure and make more thoughtful business decisions.
- **Effectives Leadership:** It has been shown that EI is one of the most significant factors for effective business leadership. EI is a necessary tool for providing social and economic solutions to people of diverse needs.

Some organizations embrace EI skills, while others dismiss it as a “nice-to-have” soft skill compared to others skills such as natural intelligence, mental toughness, and analytical ability. Playing down on EI has significant consequences, including low productivity, lukewarm innovation, and an uninspired workforce. Families and communities are negatively affected by business leaders who fail to demonstrate emotional intelligence during economic or emotional distress. For some companies, change is hard and transitions are messy.

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## 2.7 CONCLUSION

Corporate America is beginning to realize that emotional intelligence (EI) competencies are key to enhancing interpersonal and intrapersonal skills. EI is now regarded as important for businesses to survive, improve, and grow. Business leaders are now embracing the EI concept because of its relationship with self-control, efficiency, productivity, development, decision making, sales, revenues, quality of service, customer loyalty, greater job satisfaction, employee commitment, and employee morale. Emotional intelligence is no longer a nice to have for businesses aspiring to be high performing; it is a must have. In today's fast-paced global business market, companies need to react quickly to evolving business conditions, trends, and events that can impact their business.

R. Kurzweil, a famous futurist at Google, has made a bold prediction that emotional intelligence will replace logical intelligence in 2029 [1]. Therefore, it is most likely that emotional intelligence will become more important in the business world in the future. Businesses must train their managers and executives regarding the positive impact of emotional intelligence. More information on emotional intelligence in business can be found in the books in [5,21-29].

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## CHAPTER 3

# EMOTIONAL INTELLIGENCE IN THE WORKPLACE

“IQ gets you hired, but EQ gets you promoted.” — Anonymous

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### 3.1 INTRODUCTION

While money and position/status are of great value, people who are highly successful in the workplace are usually motivated by something more than these. Today's working environment has undergone major changes. The skills necessary to succeed in today's world and workplace are different from those required in the previous generations. Today's forward-looking organizations actively look for employees that are passionate about what they do and highly committed to their work.

Every workplace consists of individuals with different strengths, personalities, and emotions which can greatly affect the way they work. People sometimes need to express their emotions. We all have emotions and emotions impact our thinking and our behavior. Hardly do we make decisions without emotions. Emotions in the workplace play a large role in how an entire organization communicates within itself and with the rest of the world. Employees in their organization will be impacted by their emotions.

Darwin posited that emotional expression is essential for survival. Dale Carnegie once said, "When dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion." Emotions affect managerial decision, relationships, and job performance in the workplace.

Emotional intelligence (EI) can be beneficial in many areas of life including the workplace in today's increasingly competitive world. Research indicates the importance of emotional intelligence to workplace, job performance, job

satisfaction, psychological well-being, and success. EI is correlated with desirable workplace characteristics like motivation, perseverance in the face of frustration, self-control, and performance under pressure. Employees with high emotional intelligence have a greater sense of control over their work, are better able to cooperate with others, manage work-related stress, and solve conflicts within workplace [1].

This chapter considers how emotional intelligence can be applied in the workplace. It begins by providing some background on the concept of emotional intelligence. It addresses the importance of emotional intelligence in the workplace. It gives some tips for improving emotional intelligence at workplace. It covers different applications of EI in the workplace. It explains future work skills. It considers the benefits and challenges of EI in the workplace. Some quotations are added to help one develop emotional intelligence in the workplace. The last section concludes with comments.

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### **3.2 CONCEPT OF EMOTIONAL INTELLIGENCE**

Emotional intelligence (EI), also known as emotional quotient (EQ), refers to a person's ability to recognize, understand, manage, and reason with emotions. It has become a popular topic that is widely studied and applied in various fields such as psychology, psychiatry, business, education, engineering, healthcare, and computer science. Emotional intelligence influences how well employees interact with their colleagues at work.

There are three models of emotional intelligence: the ability-based model, the trait model, and the mixed model. Ability model explains emotional intelligence as the ability to perceive and express emotion accurately and adaptively. Trait model of EI incorporates factors of personality into an overall construct. The mixed model encompasses abilities in addition to a pattern of features and vital personality components [2]. Only the mixed model, developed by Daniel Goleman, is considered here.

The five elements that characterize emotional intelligence were suggested by Daniel Goleman, an American psychologist who helped to popularize emotional intelligence [3,4].

1. Self-Awareness: In order for emotional intelligence to be effective, it has to start with yourself. Emotional intelligence in the workplace begins with the individual and becoming self-aware.
2. Self-Regulation: This means not allowing emotions to get the best of you. Self-regulation means that you can adapt effectively to situations as they change.

3. Motivation: This is an ability to pursue goals with energy and persistence. Here is intrinsic energy to continue improving oneself and the business.

4. Empathy: It refers to our ability to understand the emotions of those around us. Empathy has specific applications in workplace. These include sensitivity to diversity and helping people develop professionally.

5. Social Skills: Social skills are necessary to guide people effectively in a specific direction and influence them. They are highly valued in the workplace because they lead to better communication and job performance.

Thus, emotional intelligence is a combination of self-awareness, self-regulation, motivation, empathy, and social skills, as shown in Figure 3.1 [5]. Based on these five elements, it is evident that a person with high emotional intelligence is the ideal person to work with. Emotional intelligence can be cultivated through dedicated effort and study. To succeed in the workplace and move up the career ladder, work on improving your emotional intelligence. EI is in no way replaces IQ. Rather emotional and cognitive intelligence are complimentary.

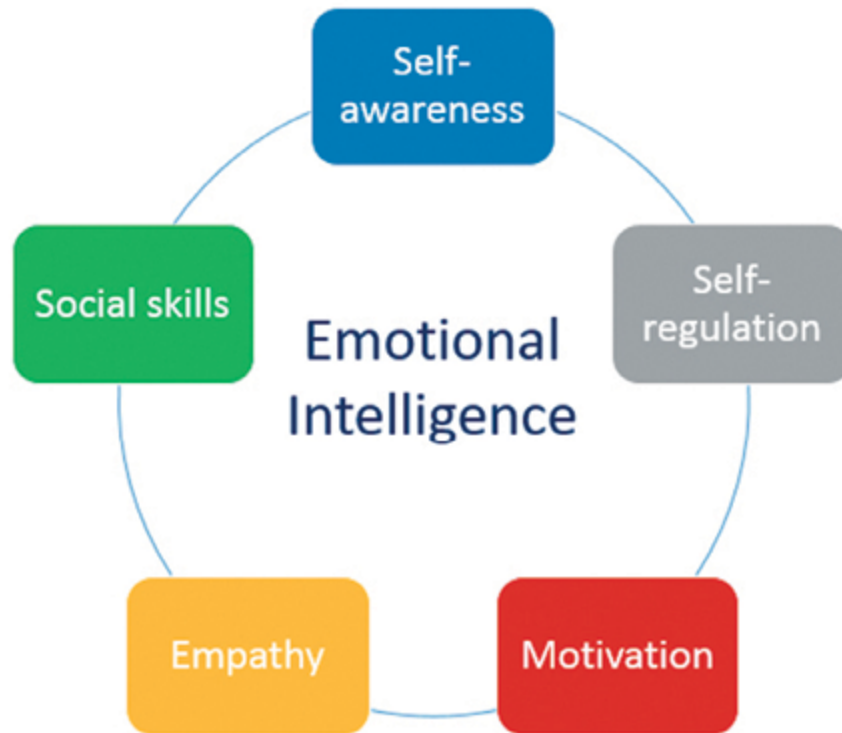


Figure 3.1 Five components of emotional intelligence [5].

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### **3.3 IMPORTANCE OF EI IN WORKPLACE**

Success in the workplace requires more than academic skills and business savvy. It requires emotional intelligence as well. Emotional intelligence refers to a set of non-cognitive abilities that influence human ability to succeed in life and workplace.

When employees and their bosses are asked to identify the greatest challenges their organizations face, they mention the following concerns [6]:

- People need to cope with massive, rapid change.
- People need to be more creative in order to drive innovation.
- People need to manage huge amounts of information.
- The organization needs to increase customer loyalty.
- People need to be more motivated and committed.
- People need to work together better.
- The organization needs to make better use of the special talents available in a diverse workforce.
- The organization needs to identify potential leaders in its ranks and prepare them to move up.
- The organization needs to identify and recruit top talent.

- The organization needs to make good decisions about new markets, products, and strategic alliances.
- The organization needs to prepare people for overseas assignments.

These challenges at the workplace can be addressed using emotional intelligence.



Figure 3.2 Importance of emotional intelligence at workplace [7].

Figure 3.2 illustrates a typical example of emotional intelligence in the workplace [7]. Training in emotional intelligence in the workplace can occur at any level.

To succeed in the workplace and move up the career ladder, you need to embrace emotional intelligence. EI is widely recognized as a valuable skill that helps improve communication, management, problem-solving, and relationships within the workplace. Workers with high emotional intelligence work better as team members and communicate better than others. They are understanding, considerate, thoughtful, and respectful. Since this personality trait is contagious, such workers having a positive influence on others. Employees who have not developed their emotional intelligence encounter some hindrances and struggle through difficulties. They may form ill-feelings and animosity for fellow workers and may not get along very well with others. Low emotional intelligence can have a negative impact on productivity, performance, job satisfaction, absenteeism, etc. Thus, low or high emotional intelligence has the following features [8].

High EQ in the workplace leads to:

- Making better decisions and solving problems
- Keeping cool under pressure
- Resolving conflicts
- Having greater empathy
- Listening, reflecting, and responding to constructive criticism

Low EQ in the workplace leads to:

- Playing the role of the victim or not taking personal responsibility for errors

- Having passive or aggressive communication styles
- Refusing to work as a team
- Being overly critical of others or not open to others' opinions
- Claiming to be always right
- Blaming others for their problems



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### **3.4 IMPROVING YOUR EI IN THE WORKPLACE**

Some companies are crippled by workers dedicating more time to protecting themselves from real and imagined threats, than to working. Work politics, fear, morale problems, diversity, competition, and lack of cooperation do not need to dictate and ruin your work life if you develop your emotional intelligence. It is possible for people or workers of all ages to become more emotionally competent. Developing emotional competence requires that we unlearn old habits that are deeply ingrained and grow new ones. Companies are now providing training on emotional intelligence. The following steps can be taken to improve your emotional intelligence at workplace [8]

- Become more self-aware
- Pay attention to how your feeling
- Take stock of emotional strengths and weaknesses
- Remember that emotions are fleeting
- Be prepared to draw the line
- Set an example of emotional intelligence at work
- Set goals to increase emotional intelligence
- Be grateful for the good things.
- Practice self-regulation
- Find techniques to release workplace stress
- Keep your cool

- Think before making decisions
- Improve your social skills
- Listen to what others have to say
- Pay attention to nonverbal communication
- Hone your persuasion skills
- Avoid office drama
- Become more empathetic
- See things from the other person's point of view
- Pay attention to how you respond to others
- Work on your motivation
- Focus on what you love about your work
- Try to maintain a positive attitude

As with anything, it takes practice to develop emotional intelligence, and even small steps can make a big difference. Practicing these emotionally intelligent behaviors helps your brain adapt to making these behaviors automatic. Improving emotional intelligence in the workplace will make employees happier, healthier, motivated, productive, and better team member. Emotional intelligence skills in the workplace are illustrated in Figure 3.3 [9].



Figure 3.3 Emotional intelligence skills in the workplace [9].

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### **3.5 APPLICATIONS OF EI IN WORKPLACE**

Since emotional intelligence grows with practice, organizations should create a culture and environment where employers and employees can practice their emotional intelligence. Emotional intelligence is a valuable skill that helps improve communication, management, leadership, job performance, problem-solving, social support, and relationships within the workplace. This applies to any type of workplace like schools, healthcare, business, government, organization, factory, construction, church, military, etc.

- **Leadership:** This is a fundamental workplace quality. Although EI may not be necessary for every job, it is important for those in leadership positions. EI is evidently important for leaders and managers. Leading others and influencing them are vital for those in business. Leaders with low EI criticize other people when they make mistakes, refuse to accept constructive feedback, and is not open to others' opinions. An emotionally intelligent manager or supervision welcomes suggestions and interacts with others despite their discomfort. He can operate under pressure, analyze problems accurately, generate creative solutions, and make effective decisions.
- **Management:** Emotional intelligence is a leading attribute of management. Managers and leaders learn EI through training. They are required to possess leadership skills. They should manage emotion to be able to control difficult situations rather than fear unfamiliar situations. Managers and supervisors often ask the following questions [10]: Why do certain employees violate company ethics and policies? Why do they ignore the rules of the organization? Why do some people cause conflict while others are so gifted at resolving it? Why do they put self-interest ahead of the organizational values? A great deal of time is spent in meetings in the workplace. To be effective and productive, these meetings must be carefully

planned and skillfully led by managers with the understanding that the emotional intelligence of the participants can affect the outcome.

- **Human Resources:** This is one of the most effective places to use and enhance emotional intelligence. The most proactive time to apply EI at work is when hiring a new employee. HR should interview for emotional intelligence. There are tons of several questions one can ask to assess emotional intelligence. What motivates you to do your work? What is one of your weaknesses? How do you get along with others?
- **Job Performance:** Academic skills are not enough to achieve success in one's job duties. One must be able to exercise self-management, self-control, and effective interpersonal relationships which help in achieving the desired goals. Emotional intelligence is an important factor that determines the quality of life and job performance. It is a predictor of better job performance. There are three basic skills people need to perform their job [11]: (1) Technical skills which include technical expertise such as accountancy, (2) Intellectual skill, commonly known as IQ or cognitive abilities, (3) Emotional skills or emotional intelligence.
- **Job satisfaction:** This is positively related with organizational productivity. It is an integral part of organizational climate. When an organization treats their employees very well, they become satisfied. In today's globally competitive corporate environment, employee satisfaction is essential to the success of any organization. Emotional intelligence positively correlates with job satisfaction. Job satisfaction motivates the employees to be productive [12].
- **Diversity:** Diversity has the power to evoke emotions within and outside the workplace. A major challenge of the diverse workforce is the exclusion of all represented groups irrespective gender, age, ethnicity or cultural affiliation, religion, etc. It may be difficult to cultivate cohesion among employees because of differences in language, culture, and background of employees. College curricular should accommodate emotional intelligence to facilitate the production of future workers that can manage the complexities of the diverse workforce [13].

- **Social Support:** Workplace social support is a resource that enables individuals to cope with stress in the workplace. Individuals with friends, spouses, and family members who provide psychological resources (e.g. affective support, confirmation, and direct help) have better mental health. Workplace social support mediates the relationship between EI and worker burnout [14]. Colleagues can provide support with work-related problems and supervisors can provide assistance and advice on job-related tasks.
- **Power and Control:** Social power in the workplace is a measure of influence an individual can assert over others. A sense of control is the authority an individual has over his or her own work tasks. Individuals who have sense of control in their workplace are often more focused and committed to their work [15].
- **Workplace Spirituality:** Spirituality survives in the hearts and minds of individuals everywhere, including workplace. Studies indicate that there exists a positive relation among employees' psychological capital and workplace spirituality. Professionals perceive themselves as emotionally tuned spiritual being striving for integrating their spiritual values in their job roles [16]. The relationship between employees' emotional and spiritual intelligence is a significant factor for job performance.
- **Worker Stress and Burnout:** Burnout may be regarded as an extreme case of chronic and prolonged occupational stress. There are many stressors in the work environment, from normal daily hassles to bullying or harassment. There are acts of aggression in the workplace and they come in many different forms, ranging from verbal harassment to murder. Workplace harassment, such as physical violence, verbal abuse, bullying, sexual harassment, and racial harassment, has increased in recent years. We sometimes get moody at work. Job stress can produce discernible effects on their performance. Employees tend to hide their deviant workplace behaviors (such as sabotage and theft) which they display when they are stressed, frustrated, or angry.
- **Workplace Bullying:** Bullying or incivility is an emotion-based aggression in the workplace. It is often triggered by unpleasant experience, challenges in the workplace, stress, fatigue, and work overload. It contributes to unhealthy and toxic environments, which in turn contribute to increased



stress and decreased job satisfaction. These equate to a poor workforce environment. Substantive evidence from several disciplines supports the fact that employees with greater emotional intelligence are better equipped to recognize early signs of negative behavior, such as bullying. Fostering emotional intelligence in leaders may lead to less bullying and more positive workplace environments [17]. In healthcare, for example, bullying is linked to increased patient care errors, higher costs of care, higher staff turnover rates, lower patient satisfaction scores, and preventable adverse events. Healthcare practitioners use emotional intelligence to combat emotional outbursts, such as anger, frustration, stress, and other antecedents to bullying behavior in the workplace [18]. As shown in Figure 3.4, emotional intelligence is a moderator of the relationship between workplace bullying and flourishing, which is commonly used to describe high levels of well-being [19].

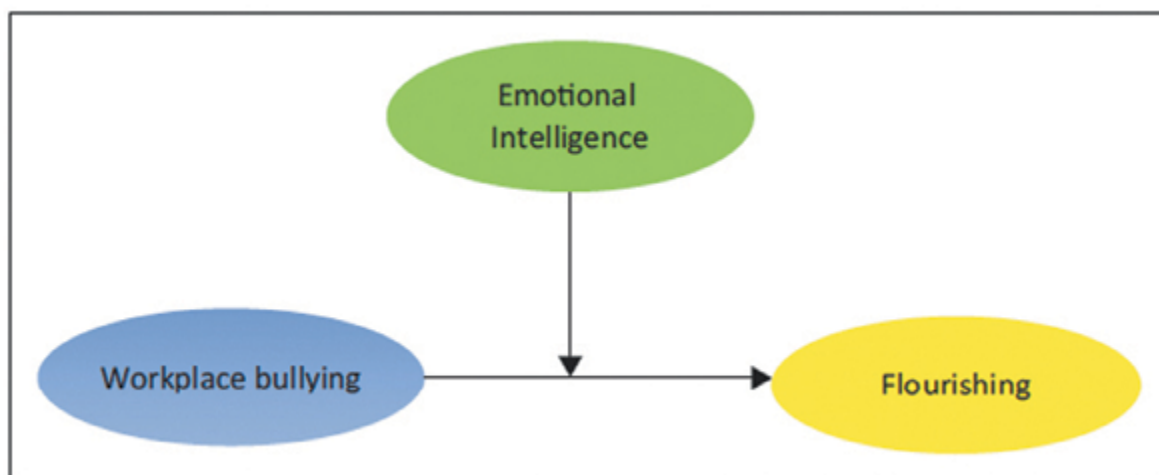


Figure 3.4 Emotional intelligence is a moderator of the relationship between workplace bullying and flourishing [20].

- **Anxiety:** Today's globalization, economic upheavals, downsizing, layoff, merger, and bankruptcies have cost hundreds of thousands of workers their jobs. Employees feel they have to work longer and harder just to maintain their economic status. Work is one of the leading sources of stress and

anxiety. Job-related anxieties can be present in the form of panic, strict supervisor, fears, work-related worrying, post-traumatic stress, or work-related social anxieties. Emotional intelligence can manage stress and anxiety at workplace [20].

Other areas where emotional intelligence can be applied in workplace include job satisfaction, workplace harassment and violence, team-building, ethics, conflict resolution, risk management, and profitability.

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### **3.6 FUTURE WORK SKILLS**

The Institute for the Future for the University of Phoenix came up with the following ten skills for the future workforce [21,22]:

- (1) Sense-making: Ability to determine the deeper meaning or significance of what is being expressed.
- (2) Social intelligence: Ability to connect to others in a deep and direct way, to sense and stimulate reactions and desired interactions.
- (3) Novel and adaptive thinking: Proficiency at thinking and coming up with solutions and responses beyond that which is rote or rule-based.
- (4) Cross-cultural competency: Ability to operate in different cultural settings.
- (5) Computational thinking: Ability to translate vast amounts of data into abstract concepts and to understand databased reasoning.
- (6) New-media literacy: Ability to critically assess and develop content that uses new media forms, and to leverage these media for persuasive communication.
- (7) Transdisciplinary: Literacy in and ability to understand concepts across multiple disciplines.
- (8) Design mindset: Ability to represent and develop tasks and work processes for desired outcomes.
- (9) Cognitive load management: Ability to discriminate and filter information for importance, and to understand how to maximize cognitive functioning using a variety of tools and technique.

(10) Virtual collaboration: Ability to work productively, drive engagement, and demonstrate presence as a member of a virtual team.

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### **3.7 BENEFITS**

Emotional intelligence plays a crucial role for employees in a company. The benefits of emotional intelligence at work are many. While emotional intelligence may not be needed for every job, it certainly gives a competitive advantage. There is economic gain in hiring employees based on their emotional intelligence. Hiring emotionally intelligent talent can help a company stand out among competitors. A lack of EI causes less effective communication, lower productivity, and efficiency in the workplace. Emotional intelligence offers the following additional benefits in the modern workplace [23]:

- It helps leaders motivate and inspire good work by understanding others' motivations.
- It brings more individuals to the table and helps avoid the many pitfalls of groupthink.
- It empowers the leader to recognize and act on opportunities others may be unaware of.
- It assists in the recognition and resolution of conflict in a fair and even-handed way.
- It can produce higher morale and assist others in tapping their professional potential.
- It helps to make decisions, solve problems, communicate more effectively, enhance better social relationships, and work together with more solidarity.
- It allows introverts to step out of their comfort zone and interact with others.

- It turns personality into effective performance.
- It helps people know their strengths and weaknesses.
- It can have a major impact on mental wellbeing and physical health.
- When it comes to hiring, companies prefer people who are smart to book smart.



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### **3.8 CHALLENGES**

EI has been described variably by scholars. It has also been criticized as an unverified idea that is not useful and a void concept because it has become too broad in scope. Emotional intelligence has also been criticized as an unverified idea that is not useful to the comprehension of differences in people. It is too vague a concept and it cannot be measured. Social scientists have begun to document the dark side of emotional intelligence. Other challenges faced by EI in workplace include the following.

- Many people are skeptical that emotional intelligence can be improved. Some skeptics believe that nothing can be done to improve emotional competence after the age of 15. There are those who claim that they can raise the emotional intelligence of a group of employees in a one-day seminar.
- Studies in gender differences in EI are inconclusive. Not everyone can be a master of emotional intelligence.
- EI should not be considered as a quick-fix solution to workplace problems. It is a gradual learning experience which can lead to improved communication and job satisfaction in the work [24].
- While being in touch with emotions is essential in some jobs, it appears to be a detriment in other jobs

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### **3.9 QUOTES ON EI IN THE WORKPLACE**

The following quotations will help you develop your emotional intelligence in the workplace [25].

“Emotional intelligence is the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection, and influence.”- Cooper & Sawaf

“Emotional intelligence is the emotional needs, drives, and true values of a person and guides all overt behavior. A person’s emotional intelligence determines what they do and will do.” — Simmons & Simmons

“Emotions are great levelers among people; use them to tie you together rather than rend you apart.” - Segal

“Emotionally intelligent individuals are ‘optimistic,’ a trait that enables them to focus on the resolution, rather than the reasoning (who is at fault).” Carmeli

“IQ and EQ are synergistic resources: without one the other is incomplete and ineffectual. IQ without EQ can get you an A on a test but won’t get you ahead in life.” – Segal

“When dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion.” - Dale Carnegie

“The extent to which leaders use emotions in order to direct cognition is important in the workplace, with leaders making decisions based on emotional information being more able to effectively and efficiently make decisions.” — Gardner & Stough

“Today, emotional intelligence development is one of the most common reasons people seek executive coaching: strong EQ skills can give one a competitive advantage in the workplace and make worklife far more pleasant.” — Fernandez

“Selecting senior managers who have high emotional intelligence may have a positive impact on the extent to which an organization succeeds in retaining its most critical workforce.” — Carmeli,

“Leaders needed to play different roles at different times, and more importantly, good leaders have the ability to select the right roles for the situation.” — Wong & Law

Women are not “smarter” than men when it comes to emotional intelligence, nor are men superior to women. Each of us has a personal profile of strengths and weaknesses in these capacities.” - Goleman

“Emotions are an essential ‘activating energy’ for ethical values – such as trust, integrity, empathy, resilience, and credibility – and for social capital,

which represents your ability to build and sustain trusting, profitable business relationships.” - Cooper & Sawaf

“Emotional competence made the crucial difference between mediocre leaders and the best. The stars show significantly greater strengths in range of emotional competencies, among them influence, team leadership, political awareness, self-confidence, and achievement drive. On average, close to 90 percent of their success in leadership is attributable to emotional intelligence. - Goleman

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### **3.10 CONCLUSION**

Understanding emotions is an important part of success in the workplace. Understanding the importance of emotional intelligence in the workplace is important in today's competitive world. With globalization, teams are cross-cultural and global, and emotional intelligence is more significant than ever. Emotional intelligence at work comes down to understanding, expressing, and managing good relationships and solving problems under pressure.

Emotional intelligence is regarded as competencies that help one understand how to influence others. It describes the ability to handle oneself and our relationships in any given situation. It is a relatively new and growing area of behavioral studies, drawing the attention of the general public, the business world, and the academic community.

EI is relevant in many areas of our life including business, ministry, education, healthcare, and human services. The significance of emotional intelligence in the workforce cannot be over emphasized. It is easier and pleasant to work with a team of employees with high emotional intelligence. Emotionally competent employees tend to be more satisfied with their work.

Emotional intelligence is a skill or set of skills that can be taught and learned. Several colleges and universities now educate students using a broad, holistic approach that combines "hard" job-related knowledge and skills with "soft" social skills. They are concerned about the skill gaps in students who are looking for job after graduation [26]. The workplace



environment is also a good place to develop emotional abilities. It is time for emotional intelligence be taken serious in the workplace.

To learn more about how to apply emotional intelligence in the workplace, consult the books in [3, 6,27-38] and journals related to it: International Journal of Work Organisation and Emotion and Journal of Work and Organizational Psychology

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## CHAPTER 4

### EMOTIONAL INTELLIGENCE

### IN LEADERSHIP

“When dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion.” — Dale Carnegie

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## 4.1 INTRODUCTION

Emotions can help us to make effective decisions. They play a critical role in leadership. Emotional intelligence (EI) has become popular in the last few years. It has become a standard concept in the public, psychology, business, academia, healthcare, etc.

Emotional intelligence is the ability to understand and manage your own emotions, and those of the people around you. Today effective leaders are needed more than ever. Leaders who can manage their emotions and have empathy for others will be more effective. Emotional intelligence plays a crucial role in leaders who desire to be effective and successful. It is both used for identifying potentially effective leaders and for developing effective leadership skills.

For decades, people have been asking the question: are leaders born or made? In the past, individual differences such as cognitive intelligence, traits of personality, and demographic characteristics dictate who leads. This approach suggests that “leaders are born.” Today, leadership is regarded as a process of social influence in which one person can work cooperatively with others in the accomplishment of a common task.

Leadership is an art and something to be learned over time.

Leadership is one of the most extensively studied topics in social sciences.

Leadership is as the heart of every group or organization. It may be regarded as a process of leading followers. Leaders are needed in many social contexts including the workplace, religious and secular communities, schools, colleges, classrooms, business, healthcare, government, politics, law enforcement, military, organizations, and families.

Leadership in these areas often influences the way we work and live. Leaders are aware of the fact that they are not perfect, are aware of their strengths and weaknesses, and strive for continuous improvement [1].

This chapter examines the application of emotional intelligence in leadership and leadership styles. It begins by providing some background information about emotional intelligence. It discusses emotional intelligence in leadership. It considers the impact of EI on seven leadership styles. It applies emotional intelligence in different contexts of leadership: business, healthcare, and education. It highlights the benefits and challenges of EI on leadership. The last section concludes with comments.

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## 4.2 CONCEPT OF EMOTIONAL INTELLIGENCE

Emotional intelligence (sometimes referred to as EQ or EI) refers to a set of abilities used in processing emotions and emotional information. It refers to one's ability to know their own emotions as well as understand the emotions of others. It may also be regarded as a sum of personal, emotional, and social skills that affects the ability of an individual to succeed in challenges faced. It emerged as an issue that needed investigation. EI may have more influence on an individual's success in life than traditional intelligence.

Models of emotional intelligence that can be broadly categorized as either ability or mixed models. Ability models regard emotional intelligence as a set of abilities pertaining to emotions and emotional information processing. Mixed models lump together abilities pertaining to emotions, personality traits, motivational factors, and other concepts. The ability model has undergone more development and refinement, gained the wider acceptance among researchers [2].

According to Daniel Goleman, the EI guru of gurus, emotional intelligence consists of five distinct but complementary components [3].

- **Self-Awareness:** This is at the core of everything. It is the ability to recognize one's own emotions, weaknesses, and values and understanding their impact on others.
- **Self-regulation:** This refers to the ability to manage our disruptive emotions and maintain a positive outlook despite setbacks. It involves controlling our emotions.



- **Empathy:** This is the ability to put yourself in someone else's situation and understand how they may feel.
- **Motivation:** Self-motivated leaders work consistently toward their goals, motivate those under them, and they have high standards for the quality of their work.
- **Social Skills:** Leaders with good social skills are great at communication, planning, effecting and overseeing major changes in the workplace.

These five elements are illustrated in Figure 4.1 [4]. They make up what an effective leader needs, as shown in Figure 4.2 [5]. Leaders can translate these elements into leadership characteristics including personality, emotional control, conflict management, decision-making, and charismatic authority. By improving their EI, leaders can become more effective and successful.



Figure 4.1 Five elements of emotional intelligence [4].

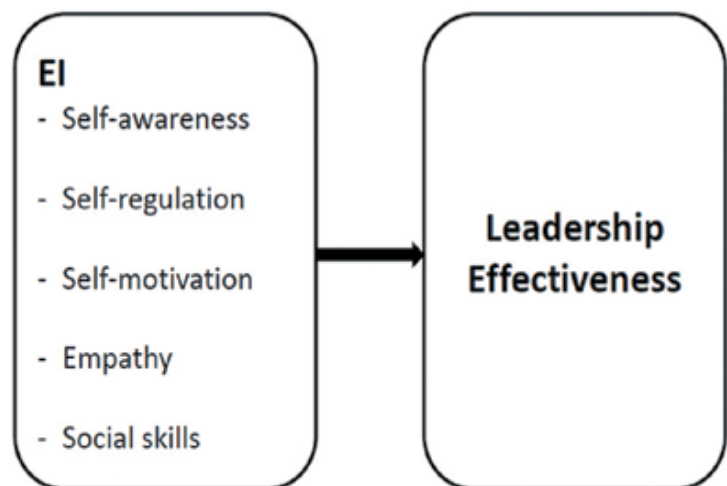


Figure 4.2 How the five elements of EI translate to effective leadership [5]

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### **4.3 IMPORTANCE OF EMOTIONAL INTELLIGENCE IN LEADERSHIP**

Leadership is regarded as the heart of every organization. It is a process of leading followers and influencing activities of an organized group towards goal achievement. Leaders are responsible for inducing positive feelings to the people they lead. Great leaders move us in the right direction, ignite our passion, and inspire the best in us.

People look for business savvy, analytical skills, experience, charisma, communication skills, and vision as important traits in a leader or an aspiring leader. While these are important, they are only the base line. People tend to overlook the soft skill or quality found in the most successful leaders: emotional intelligence. The emotional intelligence approach is something of a radical departure from the traditional leadership style. Emotional intelligence refers to a set of verbal and nonverbal abilities that allows all individuals (especially leaders) to use their emotions to guide thinking and action.

The concept of emotional intelligence has gained attention in the field of leadership development and training. Emotionally intelligent individuals may gain considerable knowledge of other group members' attitudes, goals, and interests. Higher emotional intelligence gives greater ability to effectively manage, lead, inspire, motivate, and influence others. Individuals with the highest emotional intelligence naturally emerge as leaders.

Leadership is regarded as a single, most crucial factor that determines the success or failure of an organization. Leadership effectiveness can be divided into two broad categories: getting along behaviors (teamwork and empowerment of others) and getting ahead behaviors (visioning, energizing, designing and rewarding) [6]. There are different types of leadership. Emotional intelligence is related to all these types of leadership [7]. It has emerged as one of the crucial components of leadership effectiveness in many different contexts.

Leaders set the tone of their organization. By mastering emotional intelligence, you can create more connected and motivated teams. Leader with low emotional intelligence cannot effectively gauge the needs, wants, and expectations of those they lead. Leaders who are strong in emotional intelligence are great communicators and are effective in building relationships.

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#### **4.4 EMOTIONAL INTELLIGENCE IN LEADERSHIP**

Leadership skills are needed in the workplace, schools, politics, organizations, churches, and families. Leadership is regarded as a single, most crucial factor that determines the success or failure of an organization. It is all about setting a vision for a group and engaging them in carrying out the vision. Leaders are generally responsible for planning, organizing, delegating, problem solving, team-building, consulting, goal-setting, and rewarding subordinates. In an ongoing effort to increase organizational performance, managers have searched for the best leadership style that will give their organizations a competitive edge.

Emotional intelligence for leadership consists of these five attributes [8]:

- **Self-Awareness:** This is the ability to recognize one's own emotions, weaknesses, and values and understand their impact on others.
- **Self-Management:** This is the ability to manage your emotions, particularly in stressful situations. Leaders cannot afford to lose their cool.
- **Empathy:** This is the ability to put yourself in someone else's shoes and understand how they may feel or react to a certain situation.
- **Relationship Management:** This is ability to influence and mentor others, and resolve conflict effectively. Maintaining healthy and productive relationships is essential to one's ability to gain higher emotional intelligence. One can easily be distracted by obligations from families and others. Effective leaders must be able to manage their relationships in a positive way.

- **Effective Communication:** A leader must have the ability to communicate effectively and properly manage relationships. Effective communication can eliminate obstacles and encourage stronger workplace relationships. Studies show that effective communication is 7% the words we say and 93% tone and body language. EI competencies such as self-confidence, self-awareness, focus, courage, ability to cope with challenges, and empathy have been regarded essential for communicating visionary message.

Emotional intelligence is a powerful tool critical for exceeding goals, improving critical work relationship.

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## 4.5 LEADERSHIP STYLES

Emotional intelligence (EI) is one of the driving factors in those who will emerge as leaders. Leadership styles and behaviors have direct impact on employee productivity and satisfaction. Proponents of EI argue that EI plays a central role in every leadership style. There are different types of leadership, as shown in Figure 4.3 [9]. These include transformational leadership, transactional leadership, servant leadership, charismatic leadership, pastoral leadership, primal leadership, innovation leadership, authentic leadership, inspirational leadership, etc. It is evident that there are so many leadership styles that it is hard to cover all of them here. These different styles can be regarded on a continuum, with each type of leadership style best suits a specific situational demand.

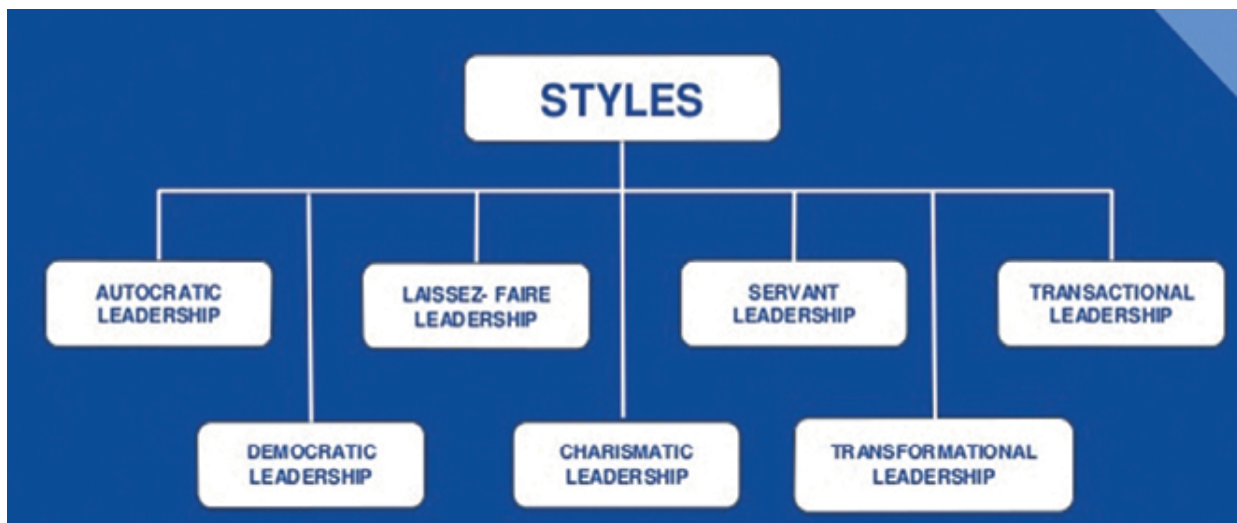


Figure 4.3 Different leadership styles [9].

Different situations may warrant different leadership styles. An effective leader may adopt each style at some point. It has been observed that there are six important factors that set leadership styles apart [10]:

1. Flexibility: How free employees feel to innovate unencumbered by red tape
2. Responsibility: A sense of duty and commitment to the organization
3. Standards: The level of standards they set and adhere to
4. Rewards: The sense of accuracy about performance feedback and fairness/aptness of the rewards
5. Clarity: The understanding that organization members have about the organization mission and values
6. Commitment: The level of dedication to and engagement with a common purpose.

Emotional intelligence is related to all these types of leadership [7]. EI is paramount to success in all aspects of leadership styles. It has emerged as one of the crucial components of leadership effectiveness in many different contexts. Since a leader sets the tone of their organization, a leader who lacks in EI cannot effectively meet the needs and expectations of those under him or her. EI can be used to develop all styles of leadership. By improving emotional intelligence, leaders can become more effective and successful. An effective leader may use one or more combinations of leadership. EI can make a difference in every leadership style. We now consider the impact of EI on seven leadership styles [11].

1. Transformational Leadership: Transformational leadership (TFL) has dominated leadership theory for decades. It positively influences a leader's success and effectiveness. A number of factors, such as employee satisfaction, employee engagement, and enhanced organizational outcomes have been linked to transformational leadership and leader effectiveness. A wide range of personality traits, such as sociability, self-confidence, and

superior performance have been correlated with transformational leadership. Transformational leaders are visionary, charismatic, self-aware, and confident. They respond to their followers' needs by empowering them and aligning the goals of the followers. They demonstrate inspirational motivation when they inspire and motivate those under them. Transformational leadership is appropriate for situations that call for visionary leaders and highly motivated followers. For example, nurse managers are expected to assume transformational leadership roles in various settings and are accountable for transforming healthcare environment [12]. EI is usually described as an antecedent of transformational leadership. As shown in Figure 4.4, TFL is emotion-based and it demonstrates a stronger relationship with emotional intelligence [13]. Transformation leaders, supported by EI, use emotional force to make organizational change. They increase team motivation and raises performance of the team [14]. There is no consensus on whether women are more emotionally intelligent than men. But female leaders are usually more transformational than male leaders since the characteristics of a transformational leadership style are closely related to feminine gender characteristics [15].

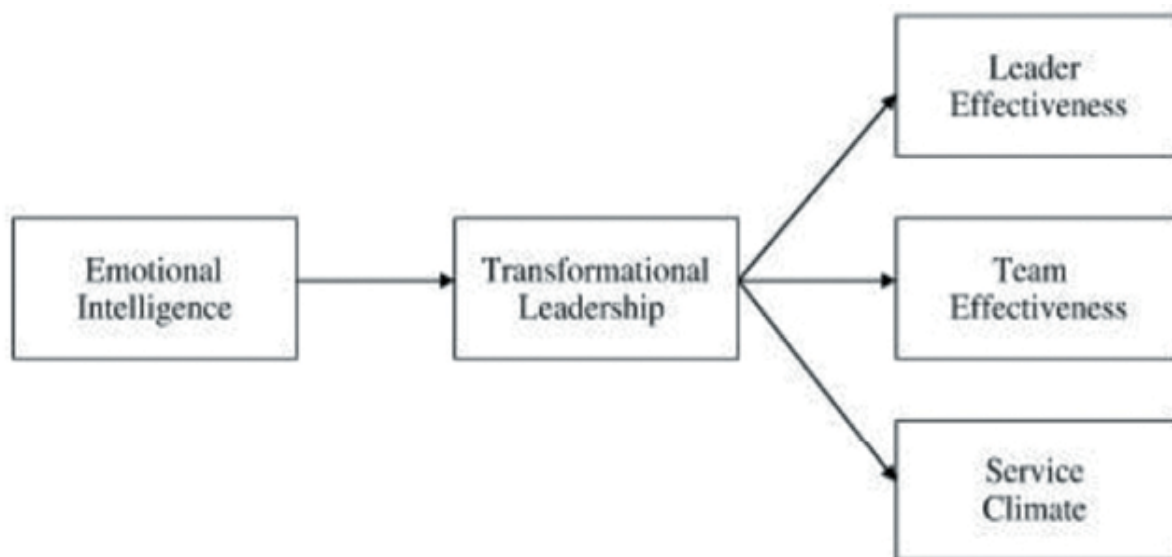


Figure 4.4 Emotional intelligence in transformational leadership [14].

2. Transactional Leadership: Transactional leadership is the leadership style where leaders focus on the day-to-day tasks or transactions and reward subordinates for tasks. It is based on specifying expectations and responsibilities and rewarding or punishing followers according to the effectiveness of their performance. Rewards may vary from salary increases and recognition. It is most effective for lower levels of management in which leader and followers benefit from order and structure. Transactional leader sets clear goals, clarifies desired outcomes, provides feedback, and exchanges rewards for accomplishments. For example, this leadership style applied successfully in military combat settings [16]. Transformational leadership is more effective than transactional leadership in organizations. Therefore, leaders should aim toward moving away from transactional leadership, which is similar to managerial duties, and moving towards transformational leadership.

3. Charismatic Leadership: Charismatic leadership refers to the ability of transformational leaders to inspire others with their personality and vision. Charisma is a key component of effective leadership behavior. The main characteristics of charismatic leadership include strategic vision, sensitivity to employees' needs, unconventional behavior, environmental sensitivity, shared purpose, future vision, and personal risks. Charismatic leaders use their charismatic personality to inspire followers to achieve extraordinary results. They have strong influence on their emotions, values, beliefs, and behaviors. They are respected and admired by their followers because they maintain high ethical standards [17]. They display conviction, take stands on issues, and appeal to followers on an emotional level. Transformational and charismatic leadership styles have dominated leadership theory and research for about two decades. The two leadership styles are closely related. Both focus on interaction at a personal level, but charismatic leadership is often associated with religious organizations. For example, companies tend to use business charismatic leaders to promote business innovation.

4. Servant Leadership: This is leadership based on serving the needs of others. Servant leadership believes that in order to achieve organizational goals, a leader must first serve and empower others. It is an approach to leadership that involves a leader's deeply rooted desire to serve subordinates. It is one form of people-centered leadership [18]. It places the good of those led over the personal interests of the leader. It is different from

other leadership styles in that the servant leader's first goal is to serve and not lead. This is best suited for higher management levels in which followers are highly committed and where the leader serves as a facilitator in helping subordinates accomplish organizational goals [7]. Servant leaders serve the needs of their followers through vision, empathy, humility, open communication, and problem-solving. Servant leadership is an age-old concept that Jesus demonstrated to His disciples. He encouraged His disciples to be humble and do for their neighbors even things that are menial such as washing feet [19]. Servant leaders make a positive difference in the lives of their followers, who in turn will become wiser, humbler, more autonomous, and more likely to become servant leaders themselves. Servant leadership is similar to transformational leadership because servant leaders also attempt to meet organizational goals by motivating followers. Servant leaders need to rely on emotional intelligence as their primary means of influencing others.

5. Pastoral Leadership: This is leading with a pastoral heart. It is shepherd-leadership with three major functions of caring, courage, and guiding the church in the most effective way. This biblical leadership style is related to servant leadership. Pastoral leaders are those with the pastoral heart after God's. They are characterized by a heart of care, courage, and looking after the needs of their followers. They consciously equip followers for Christian ministries. Emotional intelligence serves as a key factor for pastoral leaders who desire to be effective in their performance in Christian organizations. Church pastors need to strive into becoming a more emotionally intelligent leader [20].

6. Primal Leadership: Daniel Goleman suggests that the primal leader ignites our passion and inspires the best in us. This is achieved through understanding and effectively managing emotions. This type of leadership is called "primal" because the leader's number one task is primal in two ways: (1) It is the original method of leadership; (2) It is the most important act of leadership [21].

7. Authentic Leadership: Authentic leadership is characterized by self-awareness and genuineness. Authentic leaders are mission-driven and focused on results. Authentic leadership is strongly related emotional intelligence.

Other leadership styles include passive/avoidant leadership, a laissez-faire leadership, humble leadership, humanistic leadership, and outdoor leadership. We now apply emotional intelligence to different contexts of leadership: business, healthcare, and education.

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## **4.6 LEADERSHIP IN BUSINESS**

Emotional intelligence has been studied extensively in business setting over the last decade. Business leaders may benefit from the utilization of emotional intelligence. In business, the bottom line is crucial and those in leadership positions (managers and executives) are always held responsible for successes and failures. Emotional intelligence, as a potential determinant in leadership, can greatly impact business success. Emotional intelligence leadership is necessary for managers and executives. It covers several critical skills that businesses and organizations need to function, including communication, conflict resolution, productivity, and efficiency. Emotional intelligence is like a gateway through which business leaders can enter into a path of prudence and wisdom that them apart. A leader's emotional intelligence can have great impact on how they manage their teams and interact with individuals in the workplace. EI contributes to the magnetic and engaging qualities of business leaders [22]. Leader should remember what Dale Carnegie, "When dealing with people, remember that you are not dealing with creatures of logic but creatures of emotion."



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## **4.7 LEADERSHIP IN HEALTHCARE**

Leadership in healthcare is essential because these leaders serve at the intersection of care giving and business realities. Leadership is basically regarded as a people-oriented competency that requires certain types of behavior and skills. EI can be applied to healthcare administration and leadership. In fact, it is regarded as an executive leadership skill that benefits healthcare leaders and organizations. Healthcare leaders include executive leaders, directors, physicians, clinical staff, supervisors, nurse managers, chaplains, psychologists, and psychiatrists. They play an important role in adopting creativity and innovation in healthcare organizations. Physicians are the only caregivers that write orders, perform surgery, interpret diagnostic tests, and write prescriptions. Emotional intelligence and leadership traits are essential for physicians in managing their responsibilities and interacting with patients [23].

Emotional intelligence (EI) is necessary for the professional development of all nurses. Nurse leaders make tough decisions daily in an emotionally charged environment [24].

Characteristics of effective healthcare leaders such as self-knowledge, intrapersonal and interpersonal communication, relationship building, resilience, professionalism, optimism, and vision are integral to the concept of emotional intelligence. Successful healthcare leaders are those who lead with heart and possess the soft skills needed to positively influence others. Different ways to help leaders enhance their EI include keeping an emotional journal, daily meditation, positive visualization, appreciative inquiry, thought before action, and empathetic listening [25]. An effective leader must be capable of managing conflict well. They move and motivate others through their use of emotions.

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## **4.8 LEADERSHIP IN EDUCATION**

Education is of central importance for the future of society. In education, everyone who assumes the mantle of teacher automatically becomes a leader. Emotionally intelligent teachers may function more effectively as leaders by managing their own and their students' emotions [26]. Emotional intelligence may have significant implications for educational leadership. Leadership in academia is similar to leadership in business, except for the added responsibility of teaching and scholarly activities.

In elementary school, a principal should be able to inspire and facilitate a self-conscious and organizational culture by adopting the values of understanding and combining emotions, beliefs, vision, and values in a flexible manner.

In higher educational institutions, leadership at all levels is important. The faculty serve as role models or leaders for their students. The department chairs hold a unique position. They serve as managerial leaders and bridge the gap between faculty and dean. Academic deans operate in the middle of higher education institutions; they must report to university administration as well as serve faculty members within their colleges. Emotional intelligence provides the specific skillsets for academic deans to lead their colleges effectively [27].

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## **4.9 BENEFITS**

Emotional intelligence is widely known as a key component of effective leadership. Leadership is not only improved by emotional intelligence; it is also fueled by it. Emotional intelligence and leadership are invaluable skills to possess. Other benefits of EI in leadership include the following.

- EI is one of the greatest predictors of successful leadership. Research shows a strong link between a leader's emotional intelligence and performance.
- Leaders who manifest high emotional intelligence often become better leaders. Emotional intelligence is one of the useful tools which help a leader judge people more clearly and lead others effectively [28].
- Studies have shown that leaders who consistently outperform their peers have both technical skills and high EI.
- The best leaders are self-aware of their emotions, strengths, weaknesses, and limitations.
- Leaders with high emotional intelligence tend to encourage stronger relationships and open communication.
- Leaders build relationships, which communicates that each team member is valued, and that their concerns are important and will be addressed.
- Good leaders are self-aware and understand how their verbal and non-verbal communication can affect the team.

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## **4.10 CHALLENGES**

Right from the conception of EI, there has been substantial disagreement among scholars regarding its conceptualization and measurement. EI consists of two contradictory terms. Emotions are subjective, while intelligence is objective [29]. Other challenges faced by EI in leadership include the following.

- Some believe that EI does not have strong theoretical foundations and it has been falsified and presented like voodoo science [30].
- How best to assess emotional intelligence remains debatable. Criticisms have focused on the psychometric properties of current EI measures. There are some shortcomings in measuring emotional intelligence. Unlike most IQ tests, which have clearly established objective answers, EI tests are calibrated based on experts' judgments or majority respondent ratings.
- Leadership has proved to be a complex and challenging topic. More than ever before, leaders face enormous challenges and potential conflicts given today's rapidly changing world. Some of the challenges relate to [16]: (a) the inability of researchers to provide one consistent definition of leadership, (b) the situational or contingent nature of leadership, and (c) the extensive focus on the measurement of "trait," making it difficult to identify the exact mechanisms of leadership development.
- Some researchers argue that emotional intelligence cannot predict leadership effectiveness beyond other factors such as IQ.



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#### **4.11 EMOTIONAL INTELLIGENCE IN GLOBAL LEADERSHIP**

The new world of order reflects an accelerated rate of change, changes in work force, impact of technology, and globalization. Today, people behave differently from the previous generations. Since the only things we can control are our thoughts, feelings, and behaviors, managing those can help lead our organizations from anywhere in the hierarchy. The current realities of the business arena ask for culturally attuned and emotionally sensitive global leaders. Highly emotionally intelligent people stand out as successful global leaders in the rapidly changing world. We now examine how emotional intelligence in leadership is being practiced in different nations.

- United States: Leadership for years has been the subject of much debate. It has been difficult to arrive at a set of characteristics that identify effective leaders. Leadership development is consistently regarded as a desired outcome for US colleges and universities. Studies have shown that leaders who consistently outperform their peers not only have the technical skills required, but more importantly, strong emotional intelligence. Emotional intelligence, the ability to understand and manage moods and emotions in the self and others, contributes to effective leadership in organizations [31].
- China: In China, the relationship between emotional intelligence and transformational leadership style are positively correlated. Research shows that among the five dimensions or components of emotional intelligence, the employees obtained the highest score in self-awareness and the lowest in social awareness, while managers also obtain the highest score in self-awareness, but the lowest in self-management. On leadership style, managers obtain their highest score on transformational leadership style, followed by transactional leadership style and the lowest score for laissez-faire style [32].

- South Africa: The presence of women in high management levels in South Africa has changed management cultures in most organizations. Leaders in the organization typically set the tone for employee morale and represent the organization in public occasions. The number of women in senior positions in businesses throughout South Africa has decreased by 2% since 2014. This is in stark contrast to emerging countries like Russia and China, where a much higher number of women feature in leadership positions. Emotional intelligence and gender play a vital role in the leadership [33].
- Ghana: An important characteristic of all leadership styles is their emotional prowess, measured as emotional intelligence. Leadership abilities vary according to rater perspective and level of emotional intelligence. Studies show that leaders with high emotional intelligence are transformational. In order for leaders to manage their employees in an emotionally intelligent way, their leader style should be more transformational [34].

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## 4.12 CONCLUSION

Emotional intelligence is widely accepted as a combination of emotional and interpersonal competencies that influence how we behave, think, and interact with others. It has become a popular subject in management, leadership, human resources, development, and organizational behavior. It has evolved as a must-have skill for leaders since it is a key component of effective leadership. Emotional intelligence in leaders increases with years of experience. There are training opportunities out there for boosting your EI/EQ and become a better leader. EI training companies include Skillsoft and Institute for Health and Human Potential (IHHP).

There is a need to incorporate emotional intelligence into undergraduate leadership course [35]. Educators have taken steps towards students' leadership development. This applies to leadership in education, business, and engineering. More information on emotional intelligence in leadership can be found in the books in [21,36-50] and related journals:

- The Leadership Quarterly
- Journal of Leadership & Organizational Studies
- Journal of Leadership Studies
- Journal of Leadership Education
- Journal of Business Studies Quarterly
- Journal of Contemporary Management Issues

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## CHAPTER 5

### EMOTIONAL INTELLIGENCE

### IN ENTREPRENEURSHIP

“Emotional intelligence is the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection, and influence.” — Cooper & Sawaf



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## 5.1 INTRODUCTION

Emotions (such as happiness, sadness, anger, fear, etc.) are contagious. In the workplace, studies show that emotions affect creativity, job perception, and job satisfaction. As shown in Figure 5.1, emotion is part of the medicine wheel [1].



Figure 5.1 Emotion is part of the medicine wheel [1].

Entrepreneurship is the main source of employment, economic growth, innovation, and competition of the modern society. It is often associated

with emotion, innovation, passion, energy, and creativity. It is the process of designing, launching, and running a new business, which is often a small business at the beginning. Entrepreneurship is beneficial to the individual and society. There are two types of entrepreneurs. An opportunity-driven entrepreneur often starts a business to capture a business opportunity in the market, while a necessity-driven entrepreneur is pushed by unemployment situation or dissatisfaction with their previous job [2].

The concept of emotional intelligence has gained an accelerated interest of researchers and practitioners in recent times. This interest creates opportunities for them to explore how emotional intelligence influences entrepreneurship, which may be regarded as the creation of new enterprises. This branch of emotional intelligence predicts career success of entrepreneurs. Success in business ventures does not depend solely on the characteristics of entrepreneur but also on the entrepreneur's ability to manage their employees and satisfy customers. Their ability to assess verbal and non-verbal expressions will greatly help in understanding the needs of the employees and customers [3].

This provides an introduction to emotional intelligence in entrepreneurship. It begins by discussing the traditional concept of entrepreneurship. It presents some background on emotional intelligence and its five characteristics. It addresses the importance of EI in entrepreneurship and how entrepreneurs can improve their emotional intelligence. It highlights the benefits and challenges of EI in entrepreneurship. It covers EI in global entrepreneurship. The last section concludes with comments.

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## **5.2 TRADITIONAL CONCEPT OF ENTREPRENEURSHIP**

The entrepreneurship is the process of designing, launching, and running a new business, which is usually a small business. It involves using innovation, creativity, and opportunities to create something new and valuable. It is the main channel for the nation's economic progress.

Successful entrepreneurship greatly contributes to a healthy economy and can be a major source of job creation. Entrepreneurship is greatly valued and promoted by government as well as academic community as a means of creating employment and promoting economic development. It has been debated that entrepreneurship is driven by personal-oriented factors such as personal satisfaction or a good work-life balance.

Entrepreneurs are men and women who forge new business ventures by discovering, generating, and stimulating opportunity. They are regarded as the catalyst of economic and social development. Like engineers, entrepreneurs use their knowledge, creativity, and innovation to contribute to the advancement of the nation's economic growth. The intent of an entrepreneur is the conscious and willful desire to create a new business venture. Manifestation of entrepreneurial intentions usually begin in college. So new business ventures emerge due to the planned, purposeful choices made by entrepreneurs.

The traditional concept of entrepreneurship is connected with creating wealth and new ventures. An entrepreneur has been characterized to be [4]: (1) tolerant of ambiguous situations, (2) prefer autonomy (which may be described as self-reliance, dominance, and independence), (3) resist conformity, (4) be interpersonally aloof yet socially adroit, (5) enjoy risk-taking, (6) adapt readily to change, and (7) have a low need for support. Innovation is often considered a key success factor in entrepreneurship.

Emotional intelligence is now regarded as an additional factor that explains how entrepreneurs perceive their own success. Entrepreneurs' success depends on their ability to be innovative and resilient. Today, both leaders and employees are required to think and act entrepreneurially in order to survive in a fast changing, complex, dynamic, and competitive environment.

Our IQ (or our ability to learn) is basically fixed by adolescence. Individuals with average IQs often tend to perform better in the workplace than high-IQ people. An academically brilliant person may fail miserably at entrepreneurship if he/she lacks the “soft skills” associated with high emotional intelligence [5]. It has been claimed that emotional intelligence (EI) matters twice as much as intelligent quotient (IQ) for predicting business success [6].

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### **5.3 CONCEPT OF EMOTIONAL INTELLIGENCE**

Emotional intelligence (EI) has its roots in social intelligence and is considered a form of social intelligence. The term emotional intelligence was first introduced and developed by Salovey and Mayer in 1990. Emotional intelligence is the ability to identify and manage one's own emotions, as well as the emotions of others. It is a combination of competencies. Put simply, emotional intelligence is the intelligent use of emotions. Like other skills, emotional intelligence is not something that comes naturally to everyone. Emotional intelligence can be learned. Emotional intelligence is considered as a crucial ability that is required to be successful in today's chaotic, complex business environment.

Researchers and practitioners are now embracing the EI concept because of its relationship with efficiency, productivity, sales, revenues, quality of service, customer loyalty, employee recruitment and retention, employee commitment, employee satisfaction, and morale. Emotional intelligence is relevant to entrepreneurial activities such as effective communicating, building rapport, relating well to all people, negotiating, managing resources, identifying and exploiting opportunities, coping with stress, maintaining customers, and providing leadership [7]. The emotional intelligence of entrepreneurs can be regarded as a set of skills and traits. The EI of entrepreneurs tends to have a strong effect on new venture creation. This is the reason some entrepreneurs can create new ventures than others [8]. EI also makes the difference between necessity-driven entrepreneurs and opportunity-driven entrepreneurs.

Entrepreneurs will need to handle everything from angry or difficult customers to disloyal employee. In addition, entrepreneurs work in a stressful and demanding environment and face challenges daily from the



stakeholders such as their employees, customers, suppliers, government, agencies, etc. Emotionally intelligent entrepreneurs bring out the best in their adverse situations. They are able to manage their emotions, and not let their emotions manage them or rule the choices. They should also acquire and follow certain basic competencies shown in Figure 5.2 [9].

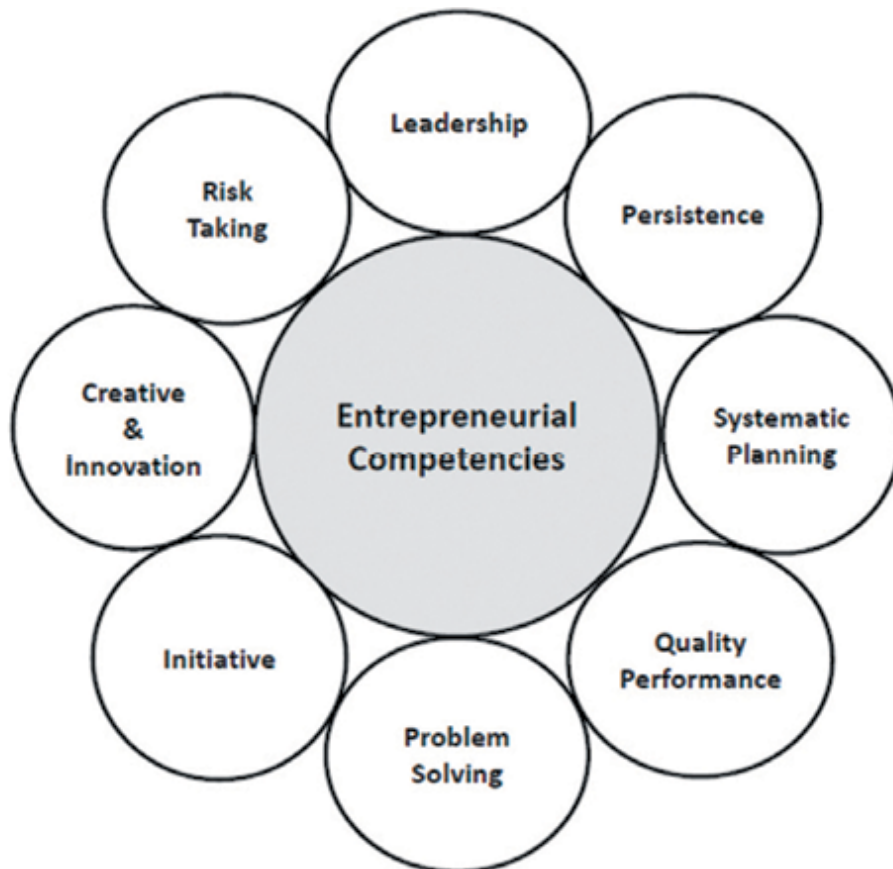


Figure 5.2 Entrepreneurs should acquire some basic competencies [9].

In addition to regular or natural intelligence (IQ) and emotional intelligence, an entrepreneur also needs spiritual intelligence. Spiritual intelligence is an intelligence by which we achieve our deepest states of significance, values, purposes, and transcendental motivations. In the working environment, spirituality refers to the act of bringing together the people's mind, body, and spirit. The challenging world of entrepreneurship demands both emotional and spiritual intelligence as shown in Figure 5.3 [10].

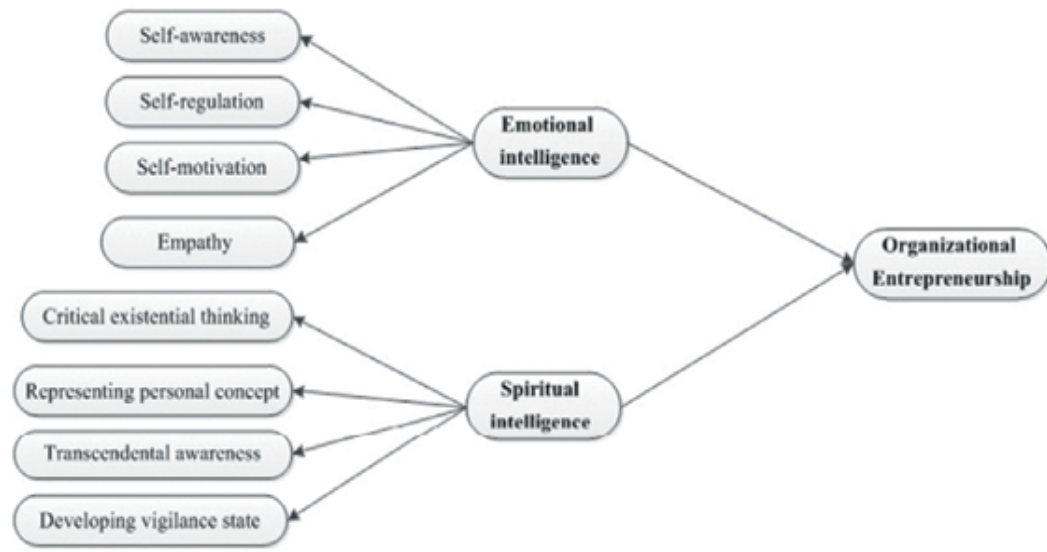


Figure 5.3 Entrepreneurship demands both emotional and spiritual intelligence [10]

EI is higher in older people and there is not much difference between male and female entrepreneurs in terms of EI. Women are wired with an innate sense of emotional intelligence which capacitate equally successful with men. Women are more triumphant as entrepreneurs as they effectively manage their work and family responsibilities. We need more women to buy into a balanced approach to entrepreneurship [11].

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## **5.4 CHARACTERISTICS OF EMOTIONAL INTELLIGENCE**

Emotional intelligence involves having both interpersonal (ability to interact with others) and intrapersonal (cognitive skill to understand one's self) intelligence. It may be regarded as a set of social abilities or skills to monitor and manage one's emotions in order to regulate one's thinking and action. The five elements that characterize emotional intelligence were suggested by Daniel Goleman, an American psychologist who gave emotional intelligence its global popularity [12,13].

1. **Self-Awareness:** This is being consistently aware of your feelings so you can keep them under control and understand how they affect you in your day-to-day work. Knowing where you stand emotionally can be very helpful as an entrepreneur. Self-awareness entrepreneurs know themselves and their goals well in order to create opportunities.
2. **Self-Regulation:** This involves managing one's own emotions and regulating one's impulses. Self-regulation explains how an individual controls bad and negative emotions.
3. **Motivation:** This facilitates the achievement of goals. It explains how an individual works towards improving excellence and self-achievement.
4. **Empathy:** This explains how an individual can identify the feelings of others and care for them. Emotionally intelligent people are empathetic and considerate. They are good at putting themselves in someone else's shoes and seeing challenges from different perspectives.
5. **Social Skills:** These include the ability to induce desirable responses in others by using effective diplomacy. They require an individual to work with other parties for common goals.

These five characteristics are illustrated in Figure 5.4 [14]. Individuals who exhibit high EI usually possess these five key elements. Daniel Goleman argues in his book that IQ contributes only about 20% to success in life, and other forces contribute the rest.



Figure 5.4 Goleman emotional intelligence pattern [14].

Emotional intelligence is beneficial to an entrepreneurship, because an entrepreneur with high emotional intelligence can better understand the needs, feelings, and overall situation of their coworkers and clients.

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## **5.5 WHY EI IS IMPORTANT FOR ENTREPRENEURS**

Traditionally, intelligence was considered the most accurate predictor of business success. But the traditional definition of intelligence (IQ) is only, one component of business success. Emotional intelligence, however, relies on a variety of traits. Emotional intelligence is an awareness of yourself, your strengths and limitations, and your ability to effectively engage others – all important aspects traits of many successful entrepreneurs. Multiple intelligences are needed for leadership and business owners, not just high intelligence quotient IQ.

Emotional intelligence is not just a nice thing to have in your personal life. It is becoming increasingly necessary in the business sector. The reason entrepreneurs need emotional intelligence include the following [4,15,16].

1. EI Increases the Likelihood of Success: Emotional intelligence has now become recognized as one of the core qualities required in order to become successful. A person with high EI has many desirable qualities that make them more successful. Since no one is an island, it is critical for an entrepreneur to be able to successfully connect with others and cultivate solid relationships. In your entrepreneurial journey, never go alone.
2. High EI Means High Connectivity: High EQ helps entrepreneurs find success in multiple ways– most prominently in forming connections with employees, investors, and customers.
3. Self-Control Helps Entrepreneurs in Tough Times: Emotional intelligence is essential in developing self-control, which can easily make the difference between success and failure for an entrepreneur.

4. Higher Salary: Individuals with high emotional intelligence make more money than people with low emotional intelligence. This is true for people in all industries, at all levels, in every region of the world.

5. Improves Decision-Making: EI makes you be in better position to make a quality employee decision. It also helps one avoid impulsive decision-making.

6. Enhances Innovation: Innovation is an important aspect of entrepreneurship. Besides being proactive and risk-taking, entrepreneurs must be innovative. Emotional intelligence facilitates innovativeness.

7. Improves Communication: EI will help you communicate better with others and easily communicate company 's vision, and get support for each action.

Other reason entrepreneurs need emotional intelligence/competencies include [17]: l(1) be more emotionally motivated and resilient when facing obstacles, (2) be more successful at handling intense emotions when working with employees, (3) they will work more effectively with their employees, customers, and other stakeholders, (4) in negotiating with financial backers, vendors and suppliers, distributors and retailers, and with their employees, (5) helping their employees cope with workplace stresses, (6) more attuned to their customers' wants and have higher customer satisfaction, (7) be more self-aware and innovative.



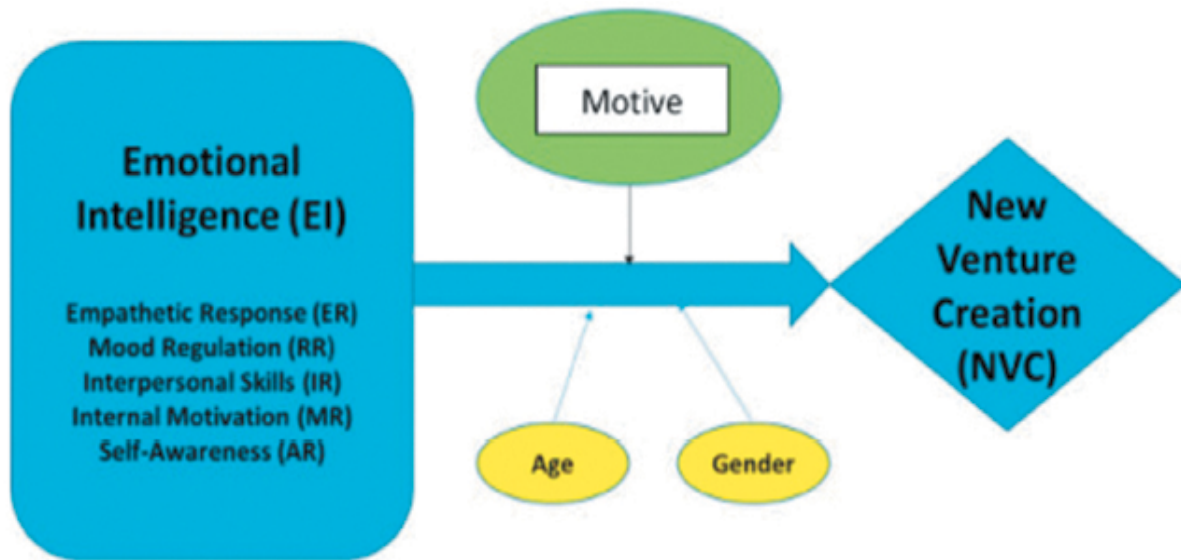


Figure 5.5 The impact of emotional intelligence of entrepreneurs on new venture creation (NVC) [18].

Figure 5.5 illustrates the impact of emotional intelligence of entrepreneurs on new venture creation (NVC) [8]. Studies have indicated that entrepreneurs with higher EI tend to perform better. As will be discussed in the next section, emotional intelligence is a skill that can be learned, practiced, and improved.

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## **5.6 HOW ENTREPRENEURS CAN IMPROVE EI**

Emotional intelligence is something we can all develop and increase. Improving your emotional intelligence can help you make better decisions. Entrepreneurs can be successful if they increase the EI using the following tips [5,18].

1. Enhance Self-awareness: Knowing where you stand emotionally can be very helpful as an entrepreneur. This means that you are consistently aware of your feelings so you can keep them under control and also identify both their strengths and their weakness. This will improve decision making and make you never to lose sight of the big picture. Be the person and the change you want to see in the world. Be your own hero.
2. Improve Communication: Communication is less effective if you cannot relate to the emotions of others. Entrepreneurs with high emotional intelligence can leverage empathy, problem-solving, and social skills to come up with solutions and create strong relationships.
3. Better Control Over Emotions: Entrepreneurs will face challenges and have to deal with everything from angry customers or difficult clients to difficult conversations. Today, entrepreneurs must go the extra mile to stand out from their competitors.
4. Unify the Team: Emotionally intelligent leaders bring out the best in their employees and invest time into building relationships. This leads to a cohesive vision, good morale, and improved productivity.
5. Understand Others Better: A good leader must endeavor to understand their employees and customers, their needs and problems. Emotional intelligence helps you establish a corporate culture that encourages

employees to give their best effort. When you display empathy, customers will open up to you.

6. Identify Customer Needs: An emotionally intelligent entrepreneur will likely hit on a product or service that best solves the problem of their clients or customers. They understand if they are desperate for a service or product that is cheaper, faster, or better. Targeting the emotional needs of your customer makes it easier to tailor your service to suit them. Entrepreneurs today must go the extra mile to stand out from their competitors.

7. Be Happy and Optimistic: Being happy and optimistic people helps you see the good in yourself and others. If you cultivate the habit of seeing the best in yourself and the world around you, you will become happy.

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## **5.7 BENEFITS AND CHALLENGES**

Emotional intelligence is becoming increasingly valuable in the business community. EI has been found to influence various critical entrepreneurial dimensions like initiation, innovation, decision-making, negotiation, risk-taking, motivation, and resilience. It improves an individual's social skills which is essential for the success of an entrepreneurship. Emotionally intelligent entrepreneurs are more likely to judge positively their entrepreneurial success in terms of: employee satisfaction, social responsibility, personal satisfaction, customer satisfaction. and business performance.

Emotionally intelligent entrepreneurs have the following additional benefits [19]:

- They know how to talk about their emotions at an elevated level.
- They care about what people around them are going through.
- They are not afraid of change.
- They are aware of their own strengths and weaknesses.
- They are socially aware.
- They are confident in who they are.
- They know when to say no.
- They do not hold onto mistakes or grudges.

- They understand the needs of the people they work with.
- They can offer the best possible version of their product or service.
- They are in tune with their customers.
- They do not let their emotions get the better of them.
- They are better leaders.
- They develop contacts through networking.

It may be difficult to pin down the factors that make up a high emotionally intelligent person. It is important to promote entrepreneurship to the younger generation.

Entrepreneurs face challenges, such as anti-competitive laws, that make it difficult, if not impossible, to earn an honest living.

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## 5.8 EMOTIONAL INTELLIGENCE IN GLOBAL ENTREPRENEURSHIP

Entrepreneurship has gained widespread importance locally and globally. It is often linked with value creation with a significant impact on economic growth, continuous business renewal, and employment. It represents an increasingly dynamic force in the global economy and resides at the forefront of growth of new markets. The global emergence of entrepreneurship has acted as engine of growth and economic improvement. Entrepreneurship is needed for developed nations to sustain their welfare levels and for developing nations to increase their welfare levels [20,21]. We now consider how emotional intelligence influences the practice of entrepreneurship in some nations.

- **American Entrepreneurs:** Everyone in the US has the right to earn an honest living. This is called “economic liberty” and it is protected by the US Constitution. The role of entrepreneurship and entrepreneurs is critical to American economy. The key factor in entrepreneurship is the entrepreneur because entrepreneurs look at change as usual phenomenon and exploit it as an opportunity. Today’s fast growing, dynamic business environment demand that the organizations and individuals be entrepreneurially oriented to survive and cope with the changes [22].
- **Egyptian Entrepreneurs:** Entrepreneurship is of vital importance to developing countries such as Egypt. Developing countries need SMEs (small and medium enterprises), which are mostly initiated by entrepreneurs and constitute around 80% of job provision in Egypt. Identifying the factors that lead the success in small business initiation and development can help policy makers in supporting entrepreneurship in the country. Such factors include culture and education. Studies show that the emotional intelligence of entrepreneurs is an additional factor which has a strong effect on new venture creation [8].

- Dutch entrepreneurs: Emotionally intelligent entrepreneurs are more likely to judge their entrepreneurial success using the following criteria: employee satisfaction, social responsibility, personal satisfaction, customer satisfaction, and business performance. Not all EI dimensions are equally relevant to explain the phenomenon. We find that “regulation of emotion in others” seems to be the most important dimension, whereas “emotion in others” seems to be the less relevant one [23].

- Mexican women: In the rural part of Mexico, women are discriminated against for three reasons: they are poor, they are indigenous, and because they are women. Through training and conducting workshops designed to improve their self-esteem, these indigenous Mexican women improve their productive activity and become micro-entrepreneurs. By becoming micro-entrepreneurs, the women can increase their family income to be spent on education and food, especially for their children. Figure 5.6 shows how training some indigenous Mexican women improve their productivity and become entrepreneurs [24]. The increasing number of women entrepreneurs across the globe has approved the myth that emotional intelligence is integrated only with men. Women are wired with an innate sense of emotional intelligence just like successful male entrepreneurs [11].



Figure 5.6 Training some indigenous Mexican women to become entrepreneurs [24].

- **South African Entrepreneurs:** Small and medium and enterprises (SMEs) play a significant role in many national economies of many countries. In South Africa, SMEs makes up 91% of all formalized businesses. The small business space in many countries including South Africa consists of both native and immigrant entrepreneurs. A native entrepreneur is an individual that was born in a country and starts business in that country. An immigrant entrepreneur is an individual that was born in another country. Immigrant entrepreneurs contribute to the development of South Africa by providing jobs for both natives and immigrants [25].
- **Indian Entrepreneurs:** India is the fourth largest economy and one of the most exciting emerging markets in the world. Also being the second largest population in the world, India's human capital is the most critical input in

exploitation of entrepreneurial opportunities. India has a rich tradition of entrepreneurship, which has been the main channel for the nation's economic progress and global status. The Micro Small and Medium Enterprises contribute a large portion of the industrial output and employ a fairly large percentage of domestic labor. It is unquestionably that the emotional intelligence of an entrepreneur largely facilitates him towards that catalytic behavior [20]. Women in India engage in entrepreneurial activities. The government of India has defined women entrepreneurs as one owned and operated by a woman. The ability to maintain standards of honesty and integrity requires emotional stability to carry on the business. High emotional intelligence in women help them to effectively solve problems and to control their emotions, creating a conducive work environment [26].

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## 5.9 CONCLUSION

EI is regarded as one of the important factors responsible for the success of an entrepreneur. It is hidden story in phenomenon of entrepreneurship, which plays a crucial role in developing homegrown economies.

Entrepreneurs are people who have well-developed emotional skills and have mastery over their emotional life [27]. Many entrepreneurs ultimately succeed or fail based almost entirely on their emotional intelligence skills and personality. To succeed, entrepreneurs must also hone their emotional intelligence. Start-ups and franchising companies can only be successful or survive if they are led entrepreneurially.

Colleges of engineering, social sciences, psychology, and business should be educating young people to embrace entrepreneurial traits and behaviors. This will enable them to prepare for productive careers as leaders in the various organizations and make them skilled personnel with competitive edge in the global markets.

Today, the leaders as well as the employees are required to think and act entrepreneurially. Entrepreneurial attitudes and behaviors in employees are highly encouraged. Organizations and entrepreneur must pay close attention to emotional intelligence since it plays a significant role in the workplace. Information about emotional intelligence in entrepreneurship can be found in the books in [13,28-30] and the following related journals:

- Journal of Entrepreneurship: Research & Practice
- Journal of Social Entrepreneurship

- Journal of Small Business & Entrepreneurship
- Journal of Research in Marketing and Entrepreneurship
- Journal of Entrepreneurship & Management
- Journal of Global Entrepreneurship Research
- International Journal of Entrepreneurship and Small Business
- Entrepreneurship Research Journal

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## CHAPTER 6

# EMOTIONAL INTELLIGENCE IN EDUCATION

“Education is the most powerful weapon which you can use to change world.”

—Nelson Mandela



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## **6.1 INTRODUCTION**

The future of our democratic society largely depends on our educational system. The objectives of education and educators have evolved in recent years. Quality leadership at all levels of education will be crucial in producing students who can excel and compete in today's challenging global economy. Basically, educational leaders of the future will need to be attuned to the big picture, and be able to think conceptually and possess strong interpersonal skills. Emotional intelligence is key to effective leadership [1].

For decades, emotion has been neglected as a field of study within education. The field of education has focused on developing students' academic intelligence. However, since the 1990s, educators have realized that developing students' emotional intelligence may be equally important. Today, scholars argue that we need to teach emotional intelligence on the same level of importance as we teach the ABCs [2].

As shown in Figure 6.1, emotions matter [3]. Emotion is what motivates human beings. It influences how we think, make appropriate decisions, perform different tasks, cope with changes, and succeed in life. Depending on how we handle them, emotions can either get in the way or enhance a person's ability to succeed. Emotions can be negative such as shame, anxiety, fear, and anger. They can be positive such as hope and joy. The study of emotions has broadened its scope and has become established as a new scientific discipline.



Figure 6.1 Emotions matter [3].

Emotional intelligence (EI) refers to the ability to perceive and control emotions in ourselves as well as in others. It promotes positive social functioning by helping individuals detect others' emotion states, adopt others' perspectives, and regulate behavior. It is a critical component of education at all levels. EI is the critical skill that teachers must have to lead and inspire and also that the students must have for success and effectiveness in the workplace [4]. It has become popular in all settings from classrooms to boardrooms.

There is a strong correlation between students' emotional intelligence and their classroom behavior. Emotional intelligence plays a crucial role in students' interpersonal skills and academic achievement. Students who have high emotional intelligence have greater self-confidence and make safer

choices. Students with low emotional intelligence may struggle to focus, struggle to form friendships with classmates, and exhibit aggressive behavior towards others. In view of this, many practitioner and scholars advocate that emotional intelligence needs to be taught explicitly in the classroom [5]. Increasingly, educational institutions and organizations are turning to emotional intelligence seeking ways to improve outcomes. To best prepare our children for adult life, education must encompass both the rational and the emotional.

This chapter examines the role of emotional intelligence in all levels and branches of education. It begins with a brief introduction of emotional intelligence. It presents applications of EI at all levels of education of education: elementary, high school, and college. It covers some other applications of emotional intelligence in education. It presents examples of how emotional intelligence is being applied in educational systems around the world. It highlights some benefits and challenges of EI in education. The last section concludes with comments.

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## **6.2 CONCEPT OF EMOTIONAL INTELLIGENCE**

Intelligence is essentially a characterization of how well the cognitive sphere operates, such as how quickly someone can learn or how well they can judge and think. Emotional intelligence (EI), or emotional quotient (EQ), refers to the ability to recognize, understand, and manage one's feelings as well as the feelings of others. It is the ability to use emotions effectively and productively. It is a recent development in the area of intelligence. Emotional intelligence can be regarded as a form of intelligence much like mental or physical intelligence, spiritual intelligence, verbal intelligence or spatial intelligence. Everyone has emotional intelligence just as they have mental and spiritual intelligences. EI is increasing becoming the new yardstick which is applied in assessing person's wellbeing in life.

The five elements that characterize emotional intelligence were suggested by Daniel Goleman, an American psychologist who helped to popularize emotional intelligence [6,7].

1. Self-Awareness: You recognize your own emotions and how they affect your thoughts and behavior. This is the foundation upon what most other EI elements are built.
2. Self-Regulation: You can control impulsive feelings and behaviors, manage your emotions in healthy ways, and respond properly to tense situations.
3. Motivation: This is an ability to pursue goals with energy and persistence. It provides the drive and zeal to shape our thoughts and actions.

4. Empathy: This empathy is the ability to take the perspective of another person while being non-judgmental. It refers to our ability to understand the emotions of those around us.

5. Social Skills: Social skill is an ability to build rapport with other members of the society and create network of people.



Figure 6.2 An illustration of emotional intelligence [8].

Thus, emotional intelligence is a combination of self-awareness, self-regulation, motivation, empathy, and social skills. In other words, emotional intelligence is the most potent weapon which helps boost our self-awareness, self-regulation, motivation, empathy, and social skills. Figure 6.2 illustrates emotional intelligence [8]. Thus, EI is a set of abilities and skills that can be improved. Top performers across different fields demonstrate competency in each of these areas. Teaching students the skills

such as active listening, self-awareness, self-regulation, and empathy can equip them to succeed both academically and socially [9].



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### **6.3 EDUCATION AT ALL LEVELS**

Education has the goal of preparing students for jobs in particular professions and for life. Emotional intelligence in the academic environment mutually benefits educators and students. It is being applied to different aspects and levels of education. Every profession requires different levels of emotional intelligence. Much research is being conducted in emotional intelligence in the realm of education at all levels and branches. Some of these applications of EI in education will be considered here.

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### 6.3.1 Elementary Education



***Figure 6.3 Teaching children emotional intelligence [11].***

The acquisition of emotional intelligence (EI) abilities in elementary school children is an important for their social and academic development [10]. Children in elementary school who learn to manage time, stress, and emotions will be more successful in the classroom. Figure 6.3 shows a typical setting where children are taught emotional intelligence [11]. An increased awareness of children's emotional intelligence skills can help elementary school educators find an alternative means of student assessment. Educators who understand and improve their emotional intelligence skills can simultaneously develop professional strengths and improve areas of weakness [12]. Social and emotional intelligence is central to children's success in school. When children gain EI abilities, their academic success increases and their social interactions become

strengthened. Children who fail to develop EI are prone toward anti-social and self-destructive behaviors such as intolerance, bullying, and cyberbullying. There are some programs that develop emotional intelligence in children and young people. These include Friends, The Heart Masters, You Can do It, Mind Matters, Kids Matter, and Bounce Back. Parents can help children develop EI. Figure 6.4 illustrates how to teach emotional intelligence in elementary school [13].



Figure 6.4 Teaching emotional intelligence in elementary school [13].

The following tips may help in improving the emotional intelligence of your students [14].

- Teach students to understand the vast variety of emotions
- Work on strategies to control their emotions
- Teach students to feel empathy
- Teach students to handle delayed gratification
- Teach students to volunteer and give back to society
- Allow students to make mistakes
- Teach students resiliency and to look at the big picture
- Let your students feel frustration
- Teach them optimism and gratitude

These tips also apply to high school students.

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### 6.3.2 High School Education

Emotional Intelligence is highly important in the development teenagers. Their academic performance is directly related to social and emotional intelligence. Emotional intelligence can dramatically reduce the statistics of depression, violence, suicides, anxiety, and bullying among teens and adolescent students. Therefore, our education system should teach emotional intelligence as a bona fide subject in the high school curriculum.

School principals are mainly responsible for ensuring a safe, secure, and orderly environment, managing school operations and facilities, and overseeing the school vision and mission. Today, the role of the school principal is more complex than ever. Principals are required to meet vast demands and orchestrate an environment where teachers can teach and students can achieve their maximum academic potential. The principal's EI and leadership abilities may significantly impact the learning environment of a school [15].

The teacher is regarded as the hub of the inclusive school. The contemporary school should address all children. For high school teachers, emotional intelligence is not something to add on, but something to integrate in everything they do so that it becomes part of their daily pedagogy. EI allows teachers to gauge a student's mood and permits them to carefully examine the classroom climate. But the teachers must be trained on EI. School teachers with underdeveloped EI will struggle to meet the various needs of 21st Century learners. Teacher training programs opportunities are in abundance. High school teachers can focus on the five key ingredients of EI skill building. They can also participate in an exciting program supported by the Yale Center for Emotional Intelligence, called RULER (recognizing, understanding, labeling, expressing, and regulating).



This allows students to learn about their emotions and how to regulate them. For further information check out their website at:  
<http://ei.yale.edu/ruler/ruler-overview/>

Efficient teaching and good learning are the two most important factors for success in school. Another factor that may affect the teachers' performance or efficiency in the classroom is emotional stability. Emotional stability is crucial in facing challenges in the school environment. Teachers with high emotional intelligence are often optimistic, collaborative, confident, authoritative, approachable, and enthusiastic. They have better communication skills and better abilities for conflict resolution [16].

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### 6.3.3 Higher Education

The types of skills that were promoted decades ago in college education are still necessary but no longer sufficient. Several studies have shown a connection between EI and academic achievement in students transitioning from high school to a college or university. They have also shown that EI plays a crucial role in university education. Educational research considers EI from two main perspectives: students/learners and educators. Students' EI affects their motivation to learn and achieve academic excellence. Educators' EI impacts their job satisfaction and sense of self-efficacy [17]. Students in higher educational institutions are often regarded as leaders of tomorrow and should be treated as such. It is therefore imperative to introduce emotional intelligence in higher education. This will assist students in correcting their negative behavior and attitudes, and learn how to cope with stresses [18]. University female students have shown a higher level of emotional intelligence than their male counterparts. We briefly present the applications of EI in some branches of higher education

- **Medical Education:** In the past, the primary emphasis in medical education is on developing students' cognitive and technical intelligences while ignoring emotional intelligence. There is increasing research evidence that doctors' EI affects their ability to deliver safe and compassionate healthcare. EI-based education may provide professionalism and communication skills in medicine. EI generally enables people to be more flexible in social interactions, better able to manage their moods, and more adaptable when under stress. EI has relevance to medical education because doctors have to work in team settings, where collaboration between hospital administrators, doctors, and nurses is needed. It is a fundamental component of effective practice of medicine [19]. Doctor must be trained to deliver safe and compassionate health care in the current healthcare environment.

- **Nurse Education:** Nurses interact with patients on daily basis. Their ability to support emotional and physical needs of the patients is a core component of the nursing profession. The study of EI applied to nursing education has started to emerge. EI is on the radar of several nursing programs in the US and around the world. Some employers claim that nursing schools are graduating students who lack the competencies needed to successfully adapt to the workplace. Some educators have suggested that nurses are better prepared by incorporating emotional intelligence into the nursing curricula (at sophomore, junior, senior) [20]. Components of EI that is incorporated in nursing practice include: empathy for self and others, responsiveness, morality, communication, relatedness, reflection, self-management, self-awareness and reflection, social awareness, relationship management, ability to maintain balance emotion, and rational thinking in order to effectively make decisions [21].

- **Engineering Education:** Promoting EI in engineering helps students achieve success in their career. Emotional intelligence techniques provide students with skills necessary to effectively and successfully work in the ever-changing emotional world. Some of the ABET criteria associated with academic performance are tied to social dimensions: lifelong learning, team building, social implications of engineering, all of which require empathy and handling relationships [22]. Globalization has also caused dramatic changes in the manufacturing and high-tech industries, especially in the field of engineering. For companies to survive in the globalized economy, their workforce must be more qualified and engineering students must have the qualifications and competencies the companies are looking for. The engineers of the 21st century must have different skills from past decades which will enable them to face continually changing workplace. They must not only be able to solve analytical problems, they must also possess the “soft” skills that enable them to work well in teams [23].

- **Business Education:** EI is an ability that is crucial to business due to the fact that it encompasses the practitioner’s ability to communicate professionally and show empathy. With today’s multicultural environment, it is essential that workers are prepared to effectively manage diversity. Given the expanding globalized workforce, business educators continue to seek new ways to prepare students. Intercultural interactions are becoming

increasingly important for the workforce of multinational organizations. The increasing internationalization of college campuses does not guarantee that business students are exposed to adequate intercultural communication. Business educators must prepare students to interact with individuals from different culture. Effective global leaders are characterized as having high levels of EI. Business decisions could be based on bad or ill-developed reasoning or ill-developed emotional intelligence [24].

- **Liberal Art Education:** In modern colleges and universities, liberal arts (LA) education is described as a comprehending study of three main branches of knowledge: the humanities (literature, language, philosophy, the fine arts, and history), the science fields (physical, chemical, and biological sciences and mathematics), and the social sciences. EI is perceived as a great agent for change in educational strategies since it facilitates students' emotional development. LA develops and improves students' EI [25].
- **Agricultural Education:** This has been a part of our nation since the founding of the United States. Agricultural education should be able to teach through emotional intelligence since it has been considered a program which emphasizes the development in young people. These are all key components of emotional intelligence. Agriscience teachers must keep improving science, technology and communication within agricultural education in order to keep pace with technology and meet the new standards of the workplace. Universities must continually revise their curricula in all aspects of agricultural education [26].
- **Music Education:** Music is a field that places emphasis on emotions and feelings. The social environment in which music is composed presents many opportunities for students to develop their skills of assessing their feelings and those of others. This will help them in reacting to criticism within a small group [27]. The EI of music education students can be improved. Incorporating EI as a strand or specific course unit within the music education curriculum may increase student awareness of personal EI.
- **Accounting Education:** The educational preparation of accountants can be greatly improved by incorporating emotional intelligence lessons into the accounting curricula. Emotional intelligence is regarded as a desirable

quality that allows accountants to excel in strategic decision making, teamwork, leadership, and client relations. Accountants need a combination of EI and generic skills. EI may allow accountants to perform better in a variety of areas. Therefore, accounting education must attempt to inculcate emotional intelligence in its graduates in addition to generic skills [28].

- Legal Education: The traditional knowledge-based law curriculum develops the linguistic abilities required for passing the bar and performing an entry-level job. It neglects the managerial and relationship skills essential to advancing in the profession. “Thinking like a lawyer” often leads to a pervasive pessimism that contributes to the depression and drug abuse within the legal profession. Much of what is missing in legal education falls within the domain of emotional intelligence. Emotional intelligence is essential to good lawyering and it should be cultivated in law school. Incorporating emotional intelligence in legal education holds the promise of developing the skills that support life-long success and fulfillment [29,30].

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## **6.4 OTHER EDUCATIONAL APPLICATIONS**

Emotional intelligence is useful in other areas related to education. These include learning, classroom environment, and leadership.

- **Academics:** Learning is an emotional process. Emotion is a key element in mentoring students. Emotional intelligence and academic achievement are related. EI also plays a role in students' interpersonal skills, which are our ability to communicate and form relationships with other people. It enables them to be successful in the classroom and beyond. Emotional intelligence and academic achievement go hand in hand. Teachers are expected to impact the lives of students academically. They use their own and their students' emotional intelligence to facilitate instruction and learning.

- **Classroom:** The ability to manage emotions is essential for classroom success. Classrooms are emotional and social places, where students as well as teachers experience happiness, joy, sadness, frustration, disappointment, enjoyment, excitement, anger, hurt, pride, satisfaction, and boredom. How the teachers work and regulate their own and their pupils' emotion impacts upon what and how pupils learn. Effective learning and social interaction are based on emotional security. To reach the heart of students, the teacher must also touch their emotions. Developing emotional intelligence improves the classroom environment and makes it easier for teachers to teach and students to learn. There are three elements that often cause classroom confrontation between a teacher and "difficult" students. First, there may be a lack of clarity about a teacher's expectations of student behavior and performance. Second, students may misinterpret a teacher's normal interactions as confrontational. Thirdly, a teacher may react to the student's reputation rather than to the actual level of disruption. Such a lack of empathy may itself provoke student's inappropriate behavior [31]. It is important that professors have high levels of EI so that they create a conducive environment for effective learning.



- Educational Leadership: Leadership is essential at any level of education. For school leaders, stress is inevitable. The day-to-day task of leading is emotionally demanding. In order to be effective, academic leaders must possess the highest-ranking qualities. Educators must become proactive with their emotions, which helps them to avert the array of workplace stressors that trigger burnout and turnover. Leaders must use their EI skills in critical thinking and empathy to understand people and make good decision. Effective academic leaders lead by example as they demonstrate the behaviors they wish to see in their students. Emotional intelligence should be taught to prepare the youths to become a global or national leader. Academic leaders at institutions with online offerings currently have a more favorable opinion about online education than their counterparts at institutions that do not provide online educational opportunities [32].

Other areas in education not covered include educational management, special education, Christian education, computer science education, MBA program, and graduate education.

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## **6.5 EI IN EDUCATION AROUND THE WORLD**

Good education does not necessarily teach one how to be successful. Rather it emphasizes literacy, critical thinking, curiosity, and creativity. The goal of education goes beyond acquiring technical skills to mastering other skills, such as teamwork, effective communication, time management, lifelong learning, and the ability to manage one's emotions.

The concept of emotional intelligence has grown in popularity over the recent year. It is emerging as a critical factor for sustaining high achievement, positive behavior as well as improving life success. It is a critical Future Ready Skill for every human. It is strongly linked to academic performance. Research has advocated the effectiveness of emotional intelligence in relation to work productivity and effectiveness. Many curricula around the world now make reference in some way to EI. It helps the teachers understand their students in a better way. We now examine how emotional intelligence is being applied in the educational systems of many nations.

- United States: Education is not a privilege, but a right in the United States. Education is used to get into a good college, get a well-paying job, and lead a financially secure life. Students are expected to pursue at least a tertiary education and go on to work fulfilling jobs, start families, run businesses; the list goes on. Success for all students are common themes for politicians and the general public and responding to this demand is a challenge for schools across the United States. All New York City school leaders attend training sessions that are based on RULER (recognizing, understanding, labeling, expressing, and regulating), a tool developed by researchers at the Yale Center for emotional intelligence. It teaches five key skills: recognizing, understanding, labeling, expressing, and regulating emotions.

The NYC public schools have focused on a systemwide effort to build a culture anchored in emotional intelligence.

- Pakistan: Elementary education is required by federal law. Pakistani high schoolers are mandated to take SAT in their senior year. The ACT, the SAT, the ISEE all seemed like such Western bureaucracy, misplaced in a country that struggles with primary school education. Gendered prioritization of young boys' education prevents female autonomy and professionalism [33].

- Hong Kong: Amid incessant waves of education reform and curriculum changes in Hong Kong, there is a call for a return to endorsing the age-old educational beliefs in promoting students' lifelong learning and all-round development in domains of ethics, intellect, physique, and social skills. As a result of the dissatisfaction with the traditional emphasis, more encompassing approaches to the study of intelligence have emerged. Emotional intelligence has gained popularity among the public. A comprehensive school-based programs has been developed to enhance students' emotional intelligence and their whole-person development in Hong Kong schools [34].

- Vietnam: Schools in Vietnam often teach theoretical knowledge instead of skills. Consequently, Vietnamese students' IQ is quite high while their EI is low. In contemporary society, teenagers are becoming more and more isolated, nervous, bored, stressed, hot-tempered, furious, stubborn, and even aggressive. Students from 12 to 18 years of age go through a lot of development in their brains and bodies. The concept of emotional intelligence has opened up new horizons to the study of human's internal abilities. EI has provided a new approach for teaching literature and other subjects at high schools. Empirical data of EI's role possibly removes doubt on the role of literature at schools [35].

- Nigeria: The traditional idea of once a dunce, always a dunce seems to go unchallenged by teachers in Nigeria. In Nigeria no conclusion has been made concerning the introduction of emotional intelligence in the curriculum. Maybe the contradictions and paradoxes of ultramodern societies cannot be resolved through educating the emotions at school. However, some recommendations for developing emotional intelligence at school and implication for future educational policies have been given [36].

- Indonesia: There are eight external factors affecting the quality of education in Indonesia. These are teachers, infrastructures, facilities, curriculums, activities, teaching learning processes, evaluations, and school managements. The students are inherent with the internal factors, such as health, disability, emotional intelligence (EI), intellectual, interest, talent, and motivation. Most Indonesian teachers still use the traditional teaching methods. Research indicates positive correlation between EI and academic achievement. It also indicates that academic success does not only depend on cognitive aspects of intelligence but also on emotional abilities [37].

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## **6.6 BENEFITS**

Emotional intelligence can be beneficial in many areas of life. There are benefits for incorporating an emotional intelligence in education programs at all levels [38].

- Emotional intelligence has been found to be a predictor of life satisfaction, healthy psychological adaptation, positive interactions with peers, family, and others.
- EI translates into better grades for students.
- Studies show that academic performance is directly related to social and emotional intelligence. Teaching student skills such as effective communication, active listening, self-awareness, empathy, and compassion will equip them to succeed both academically and socially.
- When students are connected to themselves in every way, they become clear-headed, confident, and eager to explore the unknown.
- EI can help students navigate their social worlds more effectively and make better choices.
- Students with high EI can better manage emotions such as boredom, anxiety, anger, frustration, excitement, boredom. or disappointment.
- Emotional intelligence helps protect against stress that students and teachers go through.

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## **6.7 CHALLENGES**

In spite of the benefits, EI remains controversial. EI is not the panacea that some authors claim [39]. Some of the challenges facing EI include the following.

- We are still unclear about what exactly is EI. Research to date has not established whether EI is a trait, a learned ability, or a combination of the two.
- EI may prove to be unmeasurable and unstable psychometrically.
- Promoting EI in schools and colleges has proven a challenging pursuit.
- Some educators have embraced the concept of emotional intelligence uncritically without fully understanding the implications.
- Debate exists over the legitimacy of the construct, reliable measurement of EI, and the ability to “teach” emotional intelligence.

Teaching EI is not a quick fix. It will take some time before teachers and students begin to reap the benefits.

## **6.8 CONCLUSION**

Emotional intelligence describes the ability to understand one’s own feelings and that of others. It can improve education by creating healthy

learning environments that are critical to the development of constructive thinking, problem solving, and goal setting. It is critical in student learning. It may allow students to perform better in academics, leadership, team building, relationship, and decision-making. It is essential to good lawyering, good accounting, good nursing, good engineering, etc. Even acquiring EI skills in preschool children is important for their development.

The concept of emotional intelligence has captured the attention of academia, industry, religious organizations, and the popular media. At a time when education is vital to economic success, research has shown that employers prefer new hires to possess strong EI skills. Emotional intelligence continues to attract interest from researchers around the world due to its ability to use compassion for creating a better world and making a difference wherever we live. EI is something that can be developed throughout the course of one's life. More information on emotional intelligence in education can be found in the books in [5,6,40-53] and journals related to it:

- Education
- Childhood Education
- International Journal of Emotional Education
- Educational Psychology
- Journal of Developmental Education

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## CHAPTER 7

### EMOTIONAL INTELLIGENCE

### IN HEALTHCARE

“More than prescriptions, medicine involves communication, tolerance,  
flexibility,

listening, hard work and a passion for the practice.” —Floyd Loop

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## 7.1 INTRODUCTION

All humans have two minds: the rational one and the emotional one. The two work together in harmony to assist in making decisions. Emotions serve as internal monitors to critically gauge situations when making decisions. They include hatred, guilt, shame, fear, sadness, pride, admiration, liking, regret, rejoicing, disappointment, and delight. Emotions help us know what we care about. Although everyone expresses emotions, people differ in how they deal with intrapersonal or interpersonal emotional information. Across academic disciplines, the impact of emotion can be noticed on individuals and their environments [1]

Today, healthcare institutions are focusing more on business-related issues such as occupancy rate, staff productivity, cost containment, federal regulations, insurance, and increased competition [2]. Emotional intelligence (EI) can address some of these issues. It is a valuable asset for healthcare professionals, who work in a very stressful environment (such as hospitals, clinics, and medical offices), which could negatively affect their personal health, actions, and performance.

Emotional intelligence (EI) can be described as the ability to adaptively perceive, understand, regulate, and harness emotions in oneself and others. It is an emerging concept that has become a part of the fabric of the healthcare delivery. Healthcare is a sector that is dominated by relationship-oriented care. Healthcare professionals (from patient representatives, medical assistance, nurse aides, LPN's, RN's, NP's, and doctors) with high EI are more compassionate, empathic, resilient, caring, and able to manage emotions in others.



This chapter presents how emotional intelligence is applied in healthcare. It begins by introducing the concept and characteristics of emotional intelligence. It discusses the importance of EI in healthcare and how healthcare leaders can develop it. It covers various applications of EI in healthcare. It highlights the benefits and challenges of EI in healthcare. It considers applications of EI in global healthcare. It presents some good quotations on EI in healthcare. The last section concludes with comments.

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## **7.2 CONCEPT OF EMOTIONAL INTELLIGENCE**

Intelligence has many forms including verbal intelligence, spatial intelligence, social intelligence, spiritual intelligence, computational intelligence, machine intelligence, artificial intelligence, swarm intelligence, business intelligence, augmented intelligence, and emotional intelligence. Emotional intelligence is as a set of skills that contribute to the accurate expression emotion in oneself and others. It is concerned with understanding oneself and others and coping with the immediate surroundings to be more successful in dealing with environmental demands. It enables individuals to use the information about their feelings and emotions and those of others to guide their thinking and actions [3]. Individuals with high emotionally intelligence can recognize, understand, and manage their own feelings and the feelings of others in positive ways.

Today's technological and globalized economy has increased the demand for emotionally intelligent workers. In healthcare, emotional intelligence can help professions and organizations deliver better care. Emotion is central to the fabric of health care delivery. Hospital staff has to deal with emotions. Emotions influence professional relationships, impact patient care delivery, and affect healthcare professionals [4]. Figure 7.1 shows the pyramid of emotional intelligence [5].



Figure 7.1 Pyramid of emotional intelligence [5].

Emotional intelligence (EI) is currently a hot topic in the business community. The measure of it is called Emotional Intelligence Quotient or EQ. EI fits well into healthcare profession that articulates caring as a core concept. Emotional intelligence concept has developed along two paths: the ability and mixed models. Ability models conceptualize EI as a standard or abilities that can be assessed with performance tests. Mixed models are the mixture of three constructs: personality traits, personal competencies, and perceived emotional ability [6].

Well-developed emotional intelligence skills are important in the healthcare sector. Research studies have shown that EI education in the healthcare leads to improved patient-doctor relationships, enhanced performance, increased job satisfaction, and increased levels of care. Higher EI in individuals has been linked to various factors such as self-compassion, empathy, resilience, job satisfaction, productivity, caring, and success. On

the other hand, low EI in individuals is linked to greater burnout, stress, frustration, and failure.

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### **7.3 CHARACTERISTICS OF EMOTIONAL INTELLIGENCE**

Emotional intelligence (EI) can be regarded as a critical set of intrapersonal and interpersonal skills in the areas of self-awareness, self-regulation, self-motivation, social awareness, and social skills. These five elements that characterize emotional intelligence were suggested by Daniel Goleman, an American psychologist who helped to popularize emotional intelligence [7].

1. Self-Awareness: This is the cornerstone of EI. It is the ability to know your emotions, strengths, weaknesses, drives, and goals. This is the foundation upon what most other EI elements are built. Emotional self-awareness is the ability to recognize one's feelings as well as the ability to differentiate between those emotions, to know what one is feeling and why, and to know what caused the feelings.

2. Self-Regulation: This is the ability to stay calm when emotions are running high. Self-regulated individuals have the ability to control their emotions and not let the emotions control them. Working in healthcare can be very emotional and it is imperative that caregivers use techniques to control impulsive feelings and behaviors, communicate effectively and manage their emotions in healthy ways. Impulse control deals with the capacity for accepting impulses, remaining composed, and controlling irresponsible behavior.

3. Motivation: This constitutes emotional factors that help one reach their goals. Key competencies are achievement drive, commitment, taking initiative, and being optimistic. Individuals with this element are highly motivated. They keep improving themselves.

4. Empathy: Empathy (understanding others; listening well and reading nonverbal cues) is an important aspect in the doctor–patient relationship. It is the ability to understand others' situation and have compassion on them. It is

an important skill every healthcare professional should possess. The concept of empathy is first learned in the family, from parents, and family environment [8]. The fact that healthcare is built on empathy has long been recognized.

5. Social Skills: These diverse skills are used to induce desirable responses in others. Key competencies are influence, intrapersonal and interpersonal communication skills, ability to manage conflict, being a leader, influencing change, cooperation with others, and team work capabilities. Helping others to develop and grow is viewed as more important than focusing on one's own successes.

These five elements are illustrated in Figure 7.2 [9]. Individuals who exhibit high EI usually possess these five key elements.



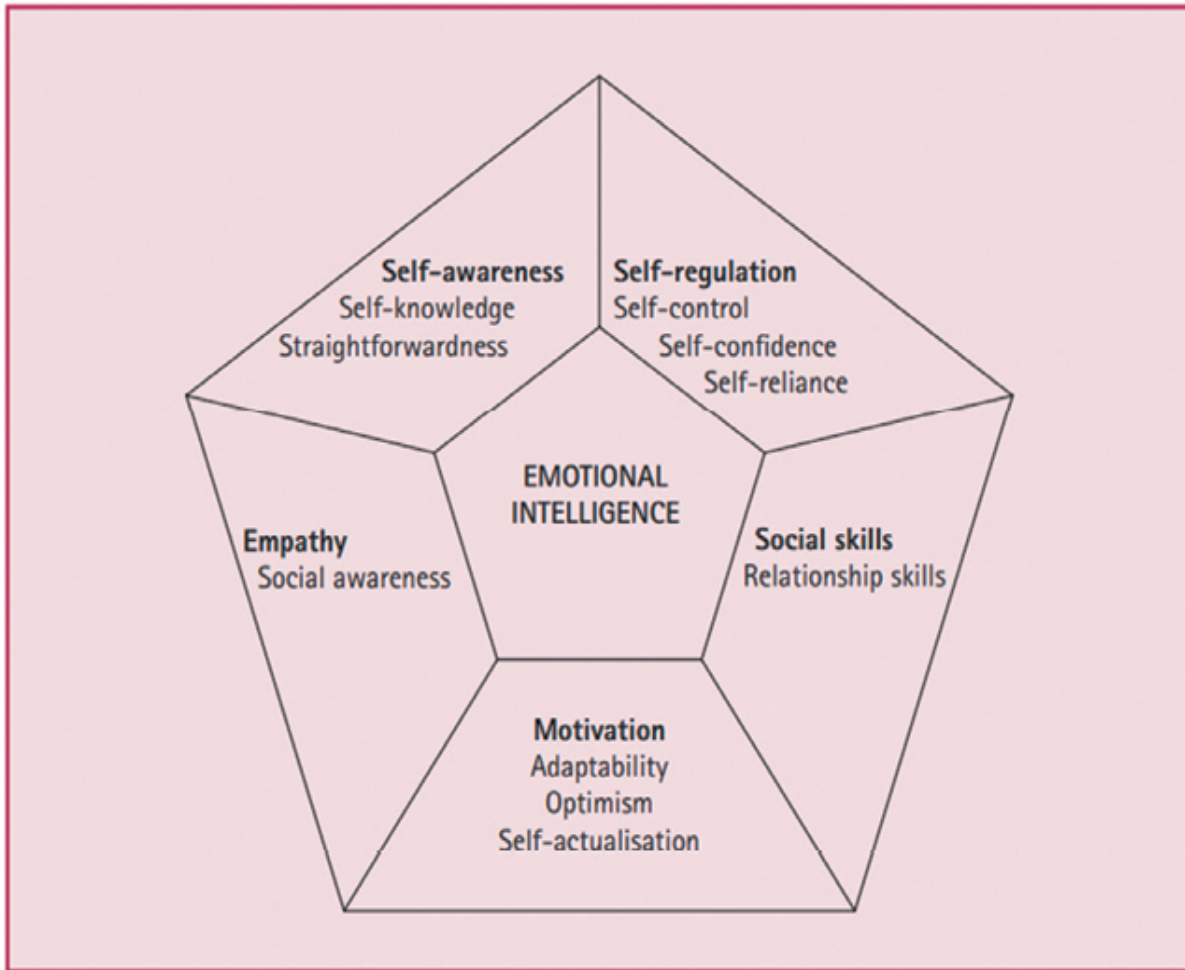


Figure 7.2 The five elements that make up emotional intelligence [9].

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## **7.4 WHY EI IS IMPORTANT FOR HEALTHCARE**

Contemporary healthcare has some challenges, which require new strategies to be able to cope. Emotional intelligence can address some of those challenges. It is an invaluable skill physicians and nurses should possess to effectively deliver quality patient care. It can help healthcare organizations deliver better service. EI is what separates successful medical organizations from the rest. It is a stronger predictor of success than technical skills normally required for employment.

Today, the healthcare industry is undergoing unprecedented change. The rapid advancement in knowledge and technology in the healthcare sector is creating new challenges for doctors and nurses. Practicing medicine is involving many essential skills such as brilliant communicator, high-tolerance, flexibility, decent-listener, smarter-worker and a passion for the practice. By nature, nursing is a profession that is regarded as a difficult and emotionally charged. Figure 7.3 typically illustrates emotional intelligence in nursing [10].



Figure 7.3 A nurse practitioner talks to a patient about their health [10].

To be effective, physicians and nurses must have a solid understanding of how their emotions and actions affect patients. Healthcare practitioners who have low EI tend to struggle in dealing with stress, overcoming obstacles, and resolving conflict. Having high emotional intelligence allows practitioners to be more aware of their own emotions and live happier, stress-free lives [11,12]. It also improves patient satisfaction and results in fewer medical errors.

Not only is EI essential to better connect and empathize with patients, it is equally important in relating with colleagues as well. EI positively contributes to increased empathy, teamwork, communication, stress management, commitment, job satisfaction, career success, and effective leadership.

When a hospital is hiring a manager, emotional intelligence is a key feature that the candidate must possess. EI will allow the leader to listen, communicate effectively, motivate those under him, rectify errors, and increase productivity. Healthcare leaders face many of the challenges such as high pressure, complex demands, and limited resources.

Other reasons for the importance of emotional intelligence in healthcare include the following [13]:

- To understand the patient better.
- To know the problem of psychological origin.
- To deliver the treatment in a meaningful and effective manner.
- To establish effective communication with the patient and their relatives.
- To gain confidence of patient.
- To help the patient overcome fear and anxiety of treatment.
- To have a better treatment planning and interaction with other disciplines.
- To produce a comfortable environment for the healthcare team to work on the patient.
- To teach and motivate the patient importance of primary and preventive care.

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## **7.5 DEVELOPING EI FOR HEALTHCARE LEADERS**

Emotional intelligence is a key component to effective healthcare leaders. Since it is not a fixed trait, emotional intelligence can be enhanced at any stage of a healthcare practitioner's career development. Here are some tips that savvy healthcare practitioner can use to develop emotional intelligence [14,15]:

- **Start with yourself:** The best way to increase your EI is by assessing your emotional intelligence level and then plan for improving it. Leaders must understand and manage their own emotions. Healthcare leaders must have a solid understanding of how their emotions and actions affect the people around them. You can use emotional intelligence scores to support areas of strength and weakness.
- **Attend Training:** Individual can learn to improve their EI with proper training. Staff at all levels in a health care setting need to know how to manage their own emotions and how to handle people who are upset. Training can help you refine their communication skills. The training can be online or face-to-face.
- **Develop Communication Skill:** The value of effective communication cannot be overemphasized. Communication essentially includes exchanging information, building a relationship, and engaging in shared decisions. Communication is essential in assuring patients get the care they need. Physicians and nurses must be empathetic and take the time to truly listen to their patients.
- **Show Empathy:** Showing empathy and warmth is vitally important. Focus on what patients are saying and empathize with them. Be aware of and appreciate the feelings of others. This will help increased case acceptance,

decreased stress levels, and improved relationships between medical staff and patients.

Other strategies to improve emotional intelligence include keeping an emotional journal, daily meditation, positive visualization, appreciative inquiry, thought before action, and empathetic listening [16]. Enhancing EI abilities will enable future physicians to function effectively in multidisciplinary teams. Developing emotional intelligence can have positive results. The quest for improving emotional intelligence should never cease.



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## 7.6 APPLICATIONS IN HEALTHCARE

Applying EI concepts in healthcare will improve the interpersonal skills between healthcare professionals and patients. Healthcare leaders must have a solid understanding of how their emotions and actions affect the people around them. The following examples have direct applicability to healthcare.

- **Healthcare Leadership:** This is essential because these leaders serve at the intersection of care giving and business realities. Leadership is basically regarded as a people-oriented competency that requires certain types of behavior and skills. EI can be applied to healthcare administration and leadership. In fact, it is regarded as an executive leadership skill that benefits healthcare leaders and organizations. Healthcare leaders include executive leaders, directors, clinical staff, support staff, supervisors, case managers, chaplains, psychologists, and psychiatrists. They play an important role in adopting creativity and innovation in healthcare care organizations. Physicians are the only caregivers that write orders, perform surgery, interpret diagnostic tests, and write prescriptions. Characteristics of effective healthcare leaders such as self knowledge, intrapersonal and interpersonal communication, relationship building, resilience, professionalism, optimism and vision are integral to the concept of emotional intelligence. Successful healthcare leaders are those who lead with heart and possess the soft skills needed to positively influence others [16]. An effective leader must be capable of managing conflict well. They move and motivate others through their use of emotions. They ignite their passion and inspire the best in them.

- **Healthcare Workers:** In healthcare, emotional intelligence arises in relationships between healthcare workers and patient. Emotional intelligence is valuable for healthcare professionals because it can increase conscientiousness when performing their duty. When employees realize that

emotional intelligence benefits them, their commitment is increased. Emotionally intelligent workers can control their own emotions, and this affects their attitudes to patients [17]. Having high emotional intelligence allows physicians and nurses to be more aware of their own emotions and therefore better able to manage them in stressful situations. The role of the healthcare provider requires a great deal of emotional involvement with patients. For example, chaplains must identify their emotions before they can identify and address the emotions of others. Physicians are intelligent, hardworking, and high achieving individuals. They have started to learn the importance of emotional intelligence for effective patient relationships. At a time of high competition for patient loyalty, the physicians with high EI are more successful in treating their patients than their less perceptive counterparts. Nurses are caregivers confronted with challenging situations in the work environment. The intelligent use of emotions can enable nurses to remain under control during stressful situations [18].

- **Healthcare Students:** When entering healthcare programs many students are not prepared for the challenges this level of responsibility brings and their success can be dependent on their ability to cope. They are exposed to a lot of stress. They soon come to realize that they are responsible for the lives and well-being of patients and that mistakes can be critical. Students should learn “soft skills” while in school or training. These soft skills include interpersonal communication, integrity, self-control, dependability, conflict resolution, and empathy. These skills lie at the heart of EI. Students in healthcare programs at all levels are faced with many stressors. The nature of healthcare education requires students to possess higher EI, stress coping strategies, and critical thinking skills [19].

- **Caring Outcomes:** Patient outcomes can be improved if healthcare workers show care, compassion, and empathy towards their patients. When healthcare givers change the way they interact with other patients, it can result in a changed outcome. Beside caring, nurses should take heed of the patient’s psychological, emotional, and social needs.

- **Stress Management:** This is the ability to weather difficult situations without becoming overwhelmed. Stress is increasing in daily living. Consequently, there is an increase in disruptive behavior and violence in the

workplace, including healthcare. Working in healthcare can bring a lot of occupational stress and burnout to physicians and nurses due to the emotionally challenging and physically demanding nature of their job [20]. The stress management realm deals an individual's stress tolerance and the ability to control emotions. EI and stress coping strategies have been correlated in studies on various healthcare students and professionals. Unmanaged stress can lead to impulsive and explosive behavior.

- **Burnout:** Burnout is one of the most common problems in the healthcare profession. It is a state of emotional, mental, and physical exhaustion caused by excessive and prolonged stress at work. Emotional intelligence has the role to cope with burnout. Studies have found that emotional intelligence plays the role of a protective factor against the risk of burnout. Burnout varies according to the length of service. It impacts nurses and doctors more than other healthcare professionals. Nurses experiencing burnout can feel frustrated, become tired, and get disinterested in their work [21].
- **Patient Safety:** Medical errors are the third leading cause of death in the US. Due to the connection between emotional intelligence and communication effectiveness, EI has been called by some “one of the largest drivers of patient safety.” EI is an important skill set for maintaining safety in the healthcare environment [22].

Emotional intelligence can also be applied to other healthcare-related areas such as medical laboratory, job satisfaction, workplace, anxiety, patient-family centered care, and delegating,

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## **7.7 BENEFITS AND CHALLENGES**

Studies have shown that EI education in the healthcare sector benefits communication skills and leads to improved patient-doctor relationships. Emotional intelligence can bring many benefits to an individual as well as an entire organization. It has been observed that emotional intelligence increases with age, and that females (especially in nursing) exhibit higher levels of emotional intelligence than their male counterparts. Nurses tend to have a higher level of EI than non-nursing students. Being able to manage one's emotions is beneficial for healthcare professionals, who work under stressful conditions. [23]. Other benefits of high emotional intelligence in healthcare include improved communication and teamwork, ability to respond well under pressure, better quality of care, and greater career satisfaction.

Explaining emotional intelligence is challenging enough. Evidence suggests that there was no direct relationship between physician EI and patient satisfaction with care. Explaining the concept of emotional intelligence is challenging enough, and getting your team to commit to an alternate mindset takes rigorous coaching and training. Experts have not reached consensus on what elements are most important in a medicine-specific EI concept. Some physicians may consider being in touch with patients' emotions as distracting from their care giving. Emotional intelligence has been criticized for being poorly defined, not measurable, and overblown in terms of importance and relevance. Scholars are not sure whether emotional intelligence is separate from or part of general intelligence.

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## **7.8 EMOTIONAL INTELLIGENCE IN GLOBAL HEALTHCARE**

Emotional intelligence has become a global phenomenon due to its critical role in successful leadership. EI is particularly important in the healthcare profession. Today, the world is going through a drastic change in terms of emotional capacities of people around us. Employers globally find it difficult to find qualified workers because of a talent mismatch between workers' qualifications and the specific skill employers want. We now consider the emotional intelligence in healthcare workers around the world.

- United States: The US healthcare environment is complex. The US healthcare system is viewed by many as broken. Concerns about the healthcare industry include the rising costs, the blizzard of changes occurring, the advent of managed care, the influence exerted by insurance companies, and greater media scrutiny. It is imperative to improve collaboration, communication, and care relationships between all members of the health care delivery. US competitiveness in the global economy depends on a workforce with both the technical knowledge needed for specific occupations and the “employability skills” required for all jobs. For best patient care, healthcare workers must understand that values, attitudes, biases, and behaviors are a product of multiple contributing factors including age, gender, culture, ethnicity, spirituality, training, and other life experiences that shape one's personality [24,25].
- United Kingdom: There has been criticism within the United Kingdom's health service regarding a lack of care and compassion. The impact of emotional intelligence in staff on patient healthcare outcomes has been recently observed. Many recruiters now consider emotional intelligence as an important factor their selection process for healthcare staff. Age, experience, burnout, and job satisfaction may also be relevant factors for both caring and emotional intelligence [26].



- Dublin: The level of emotional intelligence among care workers is good but there is need for improvement in terms of awareness of others' emotions and management of others' emotions. Care, compassion, and empathy are rated as relevant for the training content of healthcare workers.
- Pakistan: In healthcare industry, healthcare practitioners including nurses, doctors, and hospital administrators constantly faced life and death situations. Emotional intelligence is expected to play a major role in the job satisfaction and success of healthcare professionals [27].

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## 7.9 QUOTES ON EMOTIONAL INTELLIGENCE IN HEALTHCARE

The following quotes can help grow your emotionally intelligent [28].

“Accept other people and their ideas and feelings about the issues that divide you as legitimate from their perspective. Don’t question their character, personality, interests, or feelings.” —Anonymous

“Be willing to collaborate in defining what is wrong with your communication and relationship.” —Anonymous

“Do not start by indicating how they should change their behavior. Instead, start with yourself, describe the issue as an ‘it,’ and use pronouns like ‘I,’ or ‘we.’” —Anonymous

“Work collaboratively to find solutions. Start by thinking of something you can do to improve the situation.”

“Strive for perfect integrity in your behavior.” —Anonymous

“If you want to create meaningful and lasting changes in the conflict culture of your organization, you will need to develop considerable clarity about

what most needs to change and collaboratively create a sharp, compelling vision of what you want to bring into the new practicing honesty, empathy, and compassion as these changes are identified, agreed upon, shifted, and implemented.” —Anonymous

“More than prescriptions, medicine involves communication, tolerance, flexibility, listening, hard work and a passion for the practice.” —Floyd Loop

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## 7.10 CONCLUSION

Emotional intelligence is the ability to understand and manage emotions in oneself and others. EI concepts are fundamental to healthcare. They are increasingly regarded as having an impact on medicine, nursing, and other healthcare disciplines. Research studies demonstrate that EI is the major factor which marks out individuals as effective leaders and innovators. Emotional intelligence can address some of the challenges contemporary healthcare is facing [29]. It has been argued that emotional intelligence was the most potent factor in the success equation. EI can enable individuals to cope better and experience less stress in work.

Education programs on healthcare should cover emotional intelligence, as an ingredient for successful healthcare career, enhancing performance and reducing burnout. The training of future healthcare workers should encourage development of EI competencies and skills for better job performance. More information on emotional intelligence in healthcare can be found in the books in [7,30-34] and the following related journals:

- Journal of Nursing Education
- International Journal of Nursing
- International Journal of Nursing Studies
- International Journal of Healthcare and Medical Sciences

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## CHAPTER 8

### EMOTIONAL INTELLIGENCE

### IN ENGINEERING

“Your success as an engineer will be directly proportional to your ability to communicate.” —Charles K. Alexander

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## **8.1 INTRODUCTION**

Emotion is a state of feeling arising due to various thoughts, behavior or expression. Every emotion has a correlation to something in the human body. Emotions are an integral part of mankind. They play an important role in critical thinking, learning, memory functions, decision making, etc. They contribute directly to rational thought and helps us interact with the surrounding environment. They are also associated with learning. Since emotions carry information, being able to perceive emotions is complimented by the ability to understand them. It is a common belief that women are more emotional than men and this difference affects their career success. Emotional intelligence is linked with human emotions.

Engineering is a profession that requires a high degree of intelligence, technical training, and creativity to succeed. As shown in Figure 8.1, in technology, the three key focus areas are people, product and engineering [1]. Engineering makes a huge impact on our health, financial areas, banking, mining, transport, and agriculture. Engineers contribute immensely to the advancement of the nation's economic growth. Their educational preparation gives them a good foundation in the application of creativity and innovation. However, engineering educators worldwide are realizing that engineering students need more skills with regard to learning. They need to prepare graduates, not just with engineering fundamentals, but also for success and improved skills to function effectively in the workplace, either domestic or global.

Some of what engineers do in the workplace, such as working with others, communication, negotiating with clients, planning, decision-making etc., requires emotional intelligence (EI). Corporate downsizing, outsourcing, and globalization have dramatically changed the role of engineers. EI is a

big factor for the 21st century engineers when making and sustaining relationships in the work place. Engineering programs must prepare students with the right kind of skills for the market place and society [2].

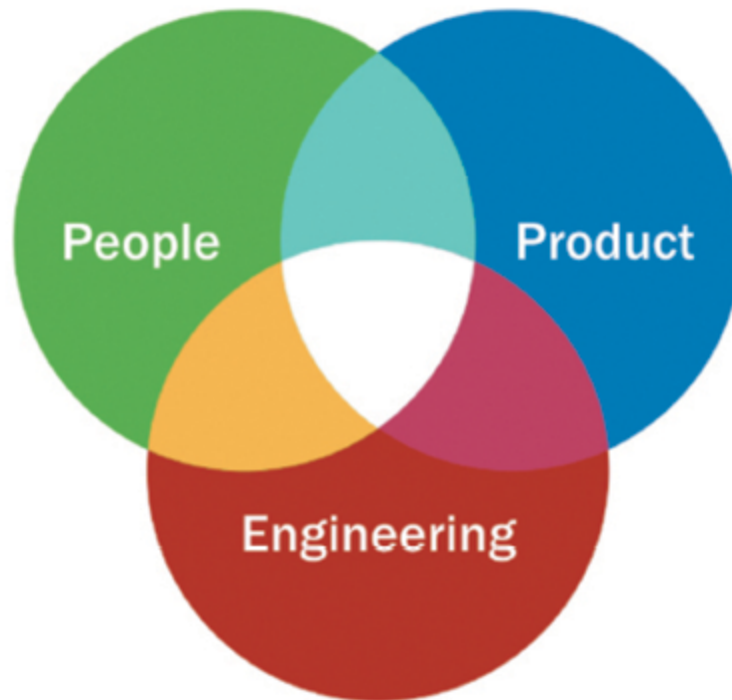


Figure 8.1 In technology, the three key focus areas are people, product and engineering [1].

This chapter is intended to introduce skills and techniques on emotional intelligence to engineers. It begins by providing ABET's requirement of emotional competency in engineering programs. It describes the concept and characteristics of emotional intelligence. It addresses why and how increasing emotional intelligence can support engineers' career. It covers the benefits and challenges of emotional intelligence in engineering. The last section concludes with comments.

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## **8.2 ABET REQUIREMENTS**

The field of engineering covers domains of civil engineering, mechanical engineering, electrical engineering, computer engineering, chemical engineering, industrial engineering, military engineering, manufacturing engineering, and so on. An engineer is naturally expected to be strong in “hard skills” such as math skills, time management skills, problem solving skills, collaboration skills, and strong communication skills. Although engineers are perceived to have high IQ, it has been observed recently that IQ alone is no more the measure for success of engineers. To be successful and competitive in a continuously changing work environment, engineers need more than technical expertise. They are expected to possess interpersonal skills and be able to work efficiently in teams. Someone has said, “IQ gets you hired, but EQ gets you promoted” [3,4].

In view of the need for emotional competency, the Accreditation Board for Engineering and Technology (ABET) requires engineering programs to have documented student outcomes, including the following [3]:

1. An ability to identify, formulate, and solve complex engineering problems by applying principles of engineering, science, and mathematics
2. An ability to apply engineering design to produce solutions that meet specified needs with consideration of public health, safety, and welfare, as well as global, cultural, social, environmental, and economic factors
3. An ability to communicate effectively with a range of audiences
4. An ability to recognize ethical and professional responsibilities in engineering situations and make informed judgments, which must consider

the impact of engineering solutions in global, economic, environmental, and societal contexts

5. An ability to function effectively on a team whose members together provide leadership, create a collaborative and inclusive environment, establish goals, plan tasks, and meet objectives

6. An ability to develop and conduct appropriate experimentation, analyze and interpret data, and use engineering judgment to draw conclusions

7. An ability to acquire and apply new knowledge as needed, using appropriate learning strategies.

ABET has recognized communication skills as a key skill for engineers.

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### 8.3 CONCEPT OF EMOTIONAL INTELLIGENCE

Intelligence quotient (IQ) is widely used as a measure of an individual's intellectual abilities. Emotional intelligence is equally important in defining communication competences and social interaction. It is a relatively new concept. Emotional intelligence (EI) or emotional quotient (EQ), may be regarded a mental ability that involves the ability to reason validly with emotional information. It is a part of human personality. It is an effective way to distinguish potential high-performance workers. Emotional intelligence identifies certain natural skills and abilities that account for social competency. Figure 8.2 shows the essential 3-D global competencies for engineering graduate [5].



Figure 8.2 Essential 3-D global competencies for engineering graduate [5].

The education sector is responsible for preparing for the future workforce and leaders. Its main objective is to educate in terms of acquiring capacities, competencies, and values. Emotional intelligence in academia highly

impacts the learning process and cognitive intelligence of the students. Educators typically refer human behavior skills as “soft” or “non-technical skills.” One element of soft skills is emotional intelligence. What distinguish the best engineers from the average engineers are the following emotional competencies [6]:

1. Strong achievement drive and high achievement standards
2. Ability to influence
3. Conceptual thinking
4. Analytical ability
5. Initiative in taking on new challenges
6. Self-confidence

These emotional competences can be divided into two categories: personal competences and social competences.

Emotional intelligence is pivotal to the success of every profession. It is important for training engineers, lawyers, nurses, doctors, pharmacists, architects, teachers, etc. EI has been noticed as the missing element in engineering curriculum [6]. Emotional intelligence is important for engineers and engineering students for a number of reasons [8]. First, the ability of engineers to understand their customers’ needs and empathize with the end users are crucial for creating successful, user-friendly products and services. Secondly, engineers need people skills for communicating and delivering their tasks. Third, emotional intelligence gives engineers the ability to be appreciate cultural differences and effectively operate within different cultural settings. Fourth, emotional intelligence distinguishes outstanding engineers from average engineers. Engineers with higher



emotional intelligence take responsibility for the entire development process and prioritize their tasks themselves.

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## **8.4 CHARACTERISTICS OF EMOTIONAL INTELLIGENCE**

Emotional intelligence is not related to IQ but is related personality measures. EI promotes understanding, better relationship, stability and harmony in human relationship.

The five elements that characterize emotional intelligence were suggested by Daniel Goleman, an American psychologist who gave emotional intelligence its global popularity [9,10].

1. **Self-Awareness:** This is the ability to know your emotions, strengths, weaknesses, drives, and goals. Self-awareness involves realistic assessment of self-ability and self-confidence. It is something that can be made stronger over time with practice.
2. **Self-Regulation:** This is the ability to stay calm when emotions are running high. It includes qualities of self-control, ability to manage one's own actions, to hold back impatience, and not to wait for immediate success.
3. **Motivation:** This constitutes emotional factors that help one reach their goals. Motivating oneself refers to driving one towards goal, to strive to improve and excel.
4. **Empathy:** Empathy (understanding others; listening well and reading nonverbal cues) is an important aspect in the student-teacher relationship. It is awareness of others' feelings, needs and concerns.
5. **Social Skills:** These diverse skills are used to induce desirable responses in others. Social skills involve showing desirable emotions to others.

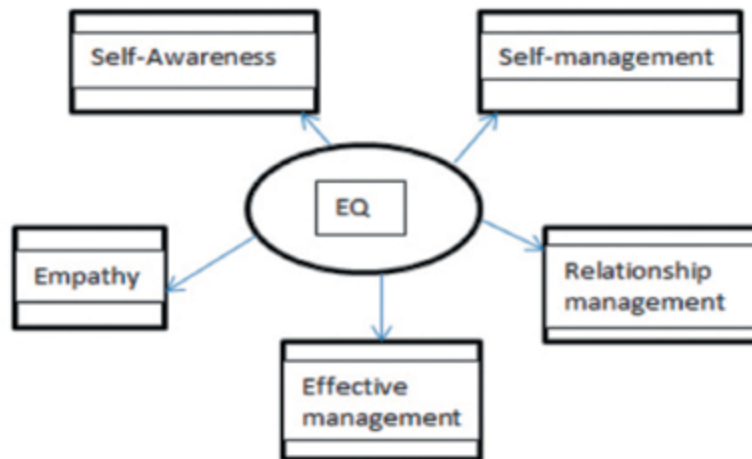


Figure 8.3 Five elements of emotional intelligence [11].

These five elements are illustrated in Figure 8.3 [11]. Individuals who exhibit high EI usually possess these five key elements. Daniel Goleman argues in his book that IQ contributes only about 20% to success in life, and other forces contribute the rest. Engineers with high EI are more likely to succeed in everything they undertake.

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## **8.5 IMPORTANCE OF EMOTIONAL INTELLIGENCE IN ENGINEERING**

Naturally, engineering is a profession that requires a high degree of cognitive intelligence. Engineers are expected to have an array of classic engineering skills or hard skills such as math skills, strong time management skills, creativity, problem solving, and quantitative skills. Some engineers struggle with their interpersonal skills. This negatively affects their productivity in meetings and communication with co-workers.

On daily basis, engineers face the following situations [12]:

- Giving and receiving feedback.
- Meeting tight deadlines.
- Dealing with challenging relationships.
- Not having enough resources.
- Dealing with change.
- Dealing with setbacks and failure.
- Negotiating with designers and product owners.
- Working in a team
- Attending meetings

Our handling of each of the above situations can benefit from emotional intelligence.

In order to succeed at work, engineers need a combination of technical skills, cognitive abilities (IQ), and emotional intelligence (EQ). The need for EQ begins at the interview. Then working together with other engineers and non-engineers in the workplace, completing projects in teams, making presentation, negotiating with clients, etc. All of these require emotional intelligence.

Emotional intelligence is important in engineering for a number of other reasons. First, engineers design things for other people to use. Engineers have to work with others in teams, as users, and customers. The ability to understand their customers' needs and empathize with the end users is important. Second, engineering has become more of a team endeavor, which requires that engineers to be people smart and communicate well when presenting their report. Third, due to diversity of workplace and globalization, emotional intelligence will help engineers operate effectively in different cultural settings and appreciate cultural differences [13]. Fourth, emotional intelligence enables you to excel at teamwork, develop and sustain relationships, show initiative, and collaborate well in the work place. Engineers with low EI may hinder their career growth potential. Fifth, for an engineer to succeed, high emotional intelligence is more important than a high IQ. The skills under the umbrella of emotional intelligence will play a huge role in the interactions which are made between the engineers and others. Sixth, emotional intelligence is crucial to employability. EI is important for an engineer because it will help to acquire a job and keep it. Millennials are no longer limiting their employment search to their home country or even continent. Emotionally intelligent engineers are better placed to solve problems. For example, when hiring a manager, emotional intelligence is the key feature to be considered. Seventh, emotional intelligence is crucial to the success of every engineer. It is a strong indicator of personal and professional success. It provides social skills enable you to communicate effectively, get along with others,

make friends, develop healthy relationships, and interact with others harmoniously. It will help you become a master of your emotions.



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## **8.6 IMPROVING YOUR EMOTIONAL SKILLS AS ENGINEERS**

Emotional intelligence is the set of “soft” skills that will increase your impact an engineer. Improving your emotional intelligence would help you make better decisions, communicate better, focus more, and become a better leader. Consequently, people from all walks of life are considering training and coaching in emotional intelligence to help them. Improving EI helps engineers to maximize their own careers and also contributes to successful enterprises.

Emotional intelligence needs practice to grow and we should work to improve it daily. As an engineer, you can use the following tips to improve your EQ [12,14]:

- **Start with Yourself:** By nature, emotional intelligence is a type of social intelligence that involves the ability to monitor one’s own and others’ emotions. It is how well an engineer can read and monitor their own emotions as well as the emotions of others and his co-workers. Developing emotional intelligence does not mean denying your feelings. Start by gaining perspective on your feelings so that you are able to manage negative emotions and harness positive ones, as in Figure 8.4 [15]. Know how to effectively use your own emotions. When you learn to validate your own feelings, you’re better able to validate others’ emotions, which is crucial to practicing empathy.



Figure 8.4 Appreciate your emotions [15].

- Practice Empathy: By understanding what others are thinking, feeling, or needing, you'll feel more confident in your ability to respond appropriately to any kind of situation. Put yourself in their shoes. Listen with an open mind. Be slow to judge the person or situation.
- Be Interested in Others: People are the most interesting thing in the universe because they are created by God to rule the universe. Show interest in others. Your emotional intelligence is proportional to your interest in other people. When you show genuine interest in somebody, that interest will be reciprocated. Although it is nice to be kind and helpful to others, but you have your limits. Learn to say no when necessary.
- Think Positive: It is important to maintain a positive and optimistic mindset. See problems and setbacks as learning opportunities instead of failings and try to avoid negative people and opt to surround yourself with positive, well-motivated people – they'll have a great effect on you.

- Seek and use feedback: Engineers often work in complex technical environments and may require collaboration with others in the workplace. The ability to openly exchange ideas and provide feedback helps people achieve. The feedback helps to find out where our strengths and weaknesses lie.

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## **8.7 APPLICATIONS OF EI IN ENGINEERING**

To be competitive in a continuously changing work environment, engineers need more than technical expertise. Emotional intelligence is applied to the engineering profession in the following ways [16-18].

- **Leadership:** EI influences leadership capability. EI related leadership skills manifest themselves in the context of self-awareness, self-management, social awareness, and relationship management. For being an admirable motivator, a leader must have the knowledge of the weakness of the individual worker under him/her.
- **Entrepreneurial Creativity:** Engineering education provides a solid foundation for exercising creativity and innovation. The engineer has all the technical knowledge to build and design. An engineer can be an entrepreneur. Emotional Intelligence influences creativity and innovations of the entrepreneurs. Creativity is the driving force behind innovation,
- **Communication:** This is one of major challenging engineers face. Engineers are often perceived as uncommunicative or sometimes difficult people. Communication is critical for engineers. Communication is the ability to convey ideas, work well in teams, influence others, and build trust. Emotional intelligence impacts many different aspects of our daily life, especially the ability to communicate effectively. Figure 8.5 illustrates the four communication skills [19].



Figure 8.5 Four communication skills [19].

- Equipping engineers: Technical skills alone are no longer enough, intercultural awareness and EI skills are prime components that will facilitate the adaptation of future engineering graduates. Colleges need equip their students on soft skills in engineering programs.
- Workplace: EI skills can be applied across different work environments. They will help engineers, construction workers, salespeople, office workers, etc. They improve teamworking skills. This is important whether the context be cultural, educational, professional, social or otherwise.
- Team Work: Due to the nature of engineering profession, it is not possible to handle a complete project alone. So there comes the importance of work together as team. An engineer has to deal with many persons throughout his career. So, for a successful career in engineering, engineers are expected to possess EI skills and be able to work efficiently in teams. Team work and cooperation will help engender EI qualities.

- **Job Performance:** Job performance is one of the various positive effects of high emotional intelligence on individuals. Emotional intelligence plays a critical role in job performance as a counterpart to intelligence quotient. It is important in defining excellent work performance. For this reason, an increasing number of employers have started seeking fresh graduates with high emotional intelligence.

Other areas where emotional intelligence is being used in engineering include project management and construction industry.



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## **8.8 BENEFITS AND CHALLENGES**

EI has been found to help people adapt to new technology. EI helps you to relate better to your managers and co-workers and develop better working relationships with others. It will help an engineer to be more productive, more purpose-driven, and more satisfied in their work. Developing EI skills is not only helps in achieving success in the workplace, it also helps develop happy, healthy, and balanced lives. EI can help students experience a successful professional career beyond graduation.

A major challenge that faces engineers is communication, the ability to convey ideas, work well in teams, influence others, and build trust. Sometimes engineers are perceived as uncommunicative. EI makes a considerable impact on communication skills. There is a bias among engineers against training sessions on EI that are led by HR. Robots are becoming increasingly smarter and taking over some tasks that used to represent the bread and butter of engineers. Some see emotional intelligence as a far more non-intelligible concept than a cognitive one.

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## **8.9 EMOTIONAL INTELLIGENCE IN GLOBAL ENGINEERING**

Engineering is a creative calling with a global dimension and it requires some of the world's most talented minds. Internationally, engineering education is finding that students need improved skills to function effectively in the workplace. Engineering education currently concerns all governments seeking new solutions for the global economic challenges. College education should prepare graduates, not just with engineering fundamentals, but also for actual on-the-job skills. Emotional intelligence will help the next generation of engineers gain global awareness.

Globalization has also caused dramatic changes in the high-tech industries, especially in the field of engineering. Engineering is often considered as having a global dimension. The effects of globalization on the job market for engineers has become international. We now consider how emotional intelligence in engineering is being practiced worldwide.

- United States: The engineer is expected to come up with solutions to our challenges such as diminishing the energy consumptions, reducing the greenhouse effect, lean manufacturing, minimal consumption of resources, increasing diversity of workforce, etc. Researchers have posited that future engineers need to have the classic “hard” engineering skills as well as “soft” skills. In addition, engineers must be able to function within the real constraints of economic, environmental, social, political, ethical, health and safety, manufacturability, and sustainability issues [20].
- Australia: EI core competencies are incorporated into the engineering curriculum in some Australian colleges. All students enrolled in a Bachelor or Masters are encouraged to undertake the leadership modules.

- Turkey: EI levels of the Turkish engineering students from different universities were investigated. It is found that EI is an important concept in terms of engineering education because the students with higher EI have a hobby similar to engineering profession. There is no significant difference in the students' emotional intelligence scores in terms of age and gender. However, it was found that female students' EI scores were higher than the male students' [21].
- Nigeria: Like in most African nations, engineering programs in Nigerian universities are geared towards the acquisition of technical skills with little or no regard for emotional competencies. Engineering graduates are not taught emotional intelligence throughout their engineering programs. Hence, they believe that their engineering skills are more critical than emotional intelligence to their employability, job performance, and leadership capability. There is a need for shift in thinking or mindset among university professors who should incorporate EI into engineering programs [8].
- Malaysia: Engineering educators in Malaysia seek to improve the university level of environmental performance. The five domains suggested by Goleman were found inadequate to describe emotional intelligence among Malaysian individuals. Researchers have incorporated two additional domains: spirituality and maturity. This proposed model addresses the traditional Malaysian culture, which highly values respect for the elderly and embraces spirituality in many aspects of life [22].

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## **8.10 CONCLUSION**

For engineers, success in the 21st century requires developing not only technical competencies but also emotional intelligence. It is their diverse perspectives, unique ideas, and emotional intelligence that propel them forward and make them winners. When hiring, more and more companies are seeking student with skills such as communication, decision in making, problem solving, leadership, emotional intelligence, and social ethics. It is imperative that engineering students have the qualifications and competence modern companies are looking for.

Since emotional intelligence is critical to engineers, its development should be incorporated into the engineering curriculum. It has been predicted that engineering and other professions will move on to demand and develop EI skills in future graduates. There has been changes in engineering education, including the effort to improve the human behavior skills and capabilities of undergraduate students through an emotional intelligence course [16]. Emotional intelligence will now be one of those important capabilities for successful engineering practice. In the future, engineers will have to become much more independent and entrepreneurial. To achieve this will require emotional intelligence skills. More information on emotional intelligence.in education can be found in the books [10,23,24].

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## CHAPTER 9

### EMOTIONAL INTELLIGENCE

#### IN RELATIONSHIPS

“Accept other people and their ideas and feelings about the issues that  
divide you  
as legitimate from their perspective. Don’t question their character,  
personality,  
interests, or feelings.” —Anonymous

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## 9.1 INTRODUCTION

As our society continues to evolve, we are becoming more informed, more educated, more knowledgeable, and “smarter.” In a multicultural society, social awareness is crucial because it plays an important role in how we relate to others and understand social differences. Whether in the United States or elsewhere in the world, dealing and relating to people is difficult. Whether it is one of our co-workers, our friend, our sibling, or our spouse, we need to be emotionally present in order to respond attentively and appropriately. As social creatures, satisfying relationships is paramount to our survival.

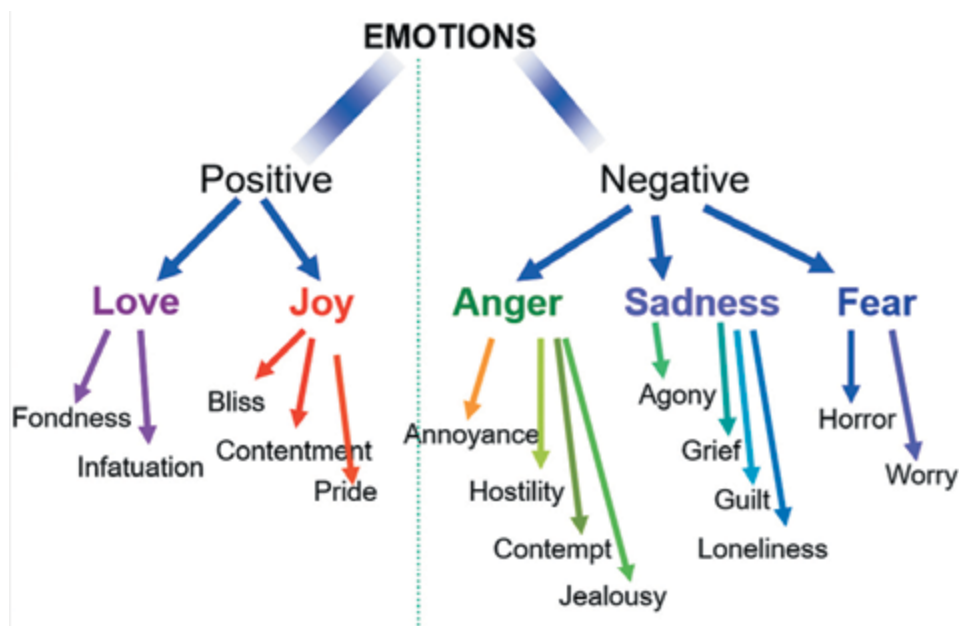


Figure 9.1 Different kinds of emotions [1].

Today, emotional abilities are considered to be important for social interaction because emotions serve communicative and social functions.

Emotions are at the core of human interaction and relationship. Emotion is an evaluative response, with a positive or negative feeling. As illustrated in Figure 9.1, positive emotions include joy, love, infatuation, pride, compassion, gratitude, and happiness, while negative emotions include anger, fear, anxiety, sadness, pain, frustration, and depression [1]. We can use our emotions to channel energy towards tasks and goals that are in the best interest of the relationship. No relationship can survive if starved emotionally. Emotional intelligence is needed in all forms of relationships, from professional to parental.

Emotional intelligence is essentially the way we reason with our emotions and about our emotions. It is a social capacity that plays an important role in relationships. Groundbreaking studies on EI and relationships indicate that improving emotional intelligence leads to better health and stronger relationships. We know that having successful friendships and romantic relationships brings great benefits in health, wealth, happiness, and longevity. Emotional intelligence enables you to connect on a deeper level and you cannot last in a relationship without it [2,3].

This chapter focuses on the role of emotional intelligence in relationships. It begins by describing the concept of emotional intelligence. It addresses building emotional intelligence in relationships in general and interpersonal relationship in particular. It applies emotional relationship in various types of relationships such as friendship, romance, and family. It highlights the benefits and challenges of EI in relationships. The last section concludes with comments.

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## **9.2 CONCEPT OF EMOTIONAL INTELLIGENCE**

The concept of emotional intelligence (EI), measured as a set of abilities, has received a widespread international attention. Its promotion has attracted the attention of the business world, the healthcare sector, and academic community. The most successful people are those who have a high EI. A person with a low EI has difficulty managing their emotions [4].

Emotional intelligence (EI), also widely known as emotional quotient (EQ), describes a person's ability to be aware of, control, and express emotions in a healthy manner. Some experts even claim that EI can be more important than IQ. A person's success in life largely depends on the emotional intelligence (EI) as well as the intelligence quotient (IQ). The relevance of emotional intelligence (EI) to various aspects of our life has been investigated during the last two decades both within and outside the field of psychology. EI has been identified as a factor in success, in life, in the workplace, business, family, and relationships.

The five elements that characterize emotional intelligence were suggested by Daniel Goleman, an American psychologist who helped to popularize emotional intelligence [5].

1. Self-Awareness: Emotional intelligence begins with the individual and becoming self-aware. Socrates's advice "Know thyself!"
2. Self-Regulation: As you become aware of your emotions, you are able to stay calm and direct your behavior towards achieving a positive goal.

3. Motivation: This is an ability to pursue goals with energy and persistence. Here is intrinsic energy to continue improving oneself and the business. Motivation is a desire that is beneficial to all human life.

4. Empathy: This requires that you postpone your agenda and really tune into to what someone else is feeling. Empathy is essential for supporting each other. People with low EI are seldom sympathetic.

5. Social Skills: Social skills are necessary to guide people effectively in a specific direction and influence them. They are highly valued in the workplace because they lead to better communication and job performance.

Thus, emotional intelligence is a combination of self-awareness, self-regulation, motivation, empathy, and social skills, as shown in Figure 9.2 [6]. These attributes can be taught, learned, and practiced so that you can increase your EI.



Figure 9.2 Five components of emotional intelligence [6].

There are four levels of emotionally intelligence [7].

1. Low emotional intelligence
2. Medium or growing emotional intelligence
3. Healthy emotional intelligence
4. High or very healthy emotional intelligence

People with low EI tend to believe that the world is against them. They are typically self-centered. They behave and speak inappropriately. High emotionally intelligent people are in touch with what they think and how they feel. Such individuals with high EI have strong networks of friends and acquaintances.

Emotional intelligence can help people to manage their relationships more effectively. It promotes healthy relationships by reducing stress and developing self-esteem. It is essential for long-term relationship. Fortunately, emotional intelligence is something that can be learned or improved. Training is the best way to learn, develop, and improve your EI skills. Improving emotional intelligence leads to great relationships at work with your customers, coworkers, and boss, and at home with your spouse and children.

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### **9.3 EI IN BUILDING RELATIONSHIPS**

There are different kinds of relationships that people get involved in. These include roommate relationship, employee–employer relationship, workplace friendship, a romantic relationship, parent-child relationship, sibling relationship, social relationship, religious relationship, etc. The main ingredients of a healthy relationship include trust, honesty, communication, emotional maturity, and emotional intelligence. Many relationships have been ruined by blame and shame. No relationship can be sustainable if it is emotionally starved. Therefore, improving emotional intelligence skills may be pivotal for saving a relationship.

The following three factors are important for a healthy relationship. First, you need emotional maturity. Emotional maturity is the ability to handle situations without escalating them. Mature people do not blame others for their problems. They accept full responsibility and accountability for their actions. They are always calm and think carefully before they speak. They know how to deal with anger, control negative thoughts, process constructive criticism, and deal with conflict.

Second, you need to build EI. Building emotional intelligence is hard, but it is a great way to improve how you relate with others. Emotionally intelligent people understand the following basic things [7]:

1. They can reason with their emotions and read others' emotions.
2. They can understand and regulate their own emotions.



3. They understand that their thoughts create their emotions, and that facilitating and controlling thought has the ability to decrease the power of their emotions.
4. They understand the connection between their actions and other people's emotional reactions. They respect boundaries.
5. They know how to make good decisions about their lives, who to marry, and how to handle problems with an employer.
6. They are pro-active rather than reactive.
7. They are better at taking perspective and self-monitoring.

Emotionally intelligent and emotionally mature people are able to create healthy and lasting relationships. A factor that determines if any relationship (romantic or friendship) will be successful is the compatibility of two individuals' levels of emotional intelligence. Communication in relationships is a key component of developing and maintaining intimacy.



Figure 9.3 The importance of communication in relationships [9].

Third, communication is very important in any relationship, especially in a marriage. It is often the missing link in unhappy marriages [8].

Communication in relationships is a key component of developing and maintaining intimacy. Figure 9.3 shows the importance of communication in relationships [9]. Communication is a gift as well as an art that can be worked on. If properly mastered, communication can serve as a stepping stone towards a more emotionally intelligent relationship. EI impacts the way we communicate in our relationship. In other words, the way we communicate with each other indicates whether or not you or your partner is emotionally intelligent?

When people lack in these three areas, it can lead to a breakup in relationship. Emotionally intelligent couples can be frank and honest with each other. Change is inevitable in relationships - to change careers, homes, hairstyles, etc. Emotional intelligence will make it easier for you to navigate these changes and survive. Someone has suggested that [10]:

Self-Esteem + Emotional Intelligence + Communication = Relationship Satisfaction

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## 9.4 EI IN INTERPERSONAL RELATIONSHIP

An interpersonal relationship is the ability to understand others, cooperate, communicate and connect with them. It could be relationship between roommates at college, colleagues at work, business partnership, friendship, family relations, romantic relations, etc. How difficult each of these relationships is may depend on how important it is to you and how long you have been in it. However, we can improve our interpersonal relationships. Emotional intelligence helps in building interpersonal relationships. EI skills help people to keep satisfying relationships with others. Since the skills cannot be compartmentalized, if you improve emotional intelligence at work, it will help you at home. Figure 9.4 shows some interpersonal skills that will help interpersonal relationship [11].



Figure 9.4 Interpersonal skills [11].

High emotional intelligence helps a person in many ways: better job performance, working better in teams, increased creativity, retention at work, and accepting change. It makes us more empathetic towards our colleagues and helps create a friendly atmosphere in the workplace. Emotionally intelligent people often enjoy better interpersonal relationships at workplace and at home. They are also more cooperative, get along better with others, and have better social skills. In the corporate world, an emotional intelligence employer knows how to engage with his or her employees.

Lack of emotional intelligence affects every aspect of one's life. Because they lack the basic social skills, they have trouble holding down jobs, difficulties maintaining friendships, and hard time sustaining long-term relationships. We know the co-worker who blames others for their fault and never takes responsibility for their behavior.

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## **9.5 EI IN FRIENDSHIP RELATIONSHIP**

At the core of a good relationship is friendship. Emotionally intelligent friends respect each other and have feelings of deep mutual admiration and affection. They stand the test of time because they are friends who support and care for each other.

For example, workplace friendship is the interaction between two or more people for certain purposes at workplace. Good workplace friendship tends to enhance job satisfaction and job performance [12].

As friends, there will be moments of disagreements and differences in your relationship. Although blood may be thicker than water, people have limits. If you have tried it all, and there is no change, there is no reason to hang in there or continue the friendship. If you cannot be emotionally honest with your friend, find somebody else.

Like other relations, friendship is mediated by social awareness and affect. Social awareness is essentially what keeps the relations between individuals relatively courteous and balanced. It is effective in that it enables individuals to [13].

- Relate and connect to people in a better fashion
- Identify with their emotions and find the right words for the given situation

- Recognize when others experience distress and help them to deal with it
- Have communication and problem-solving skills
- Be sensitive to group dynamics
- Seek to develop your empathy, listening, and observational skills.
- Be willing to be a mentor to someone with less experience and maturity
- Be accountable to yourself and responsible to others



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## **9.6 EI IN ROMANTIC RELATIONSHIP**

Managing a loving or romantic relationship is not easy. In dating, we are encouraged to find a partner who has assets (physical, money, and material). If we focus on looking for someone who's perfect, we set ourselves up for failure. Lost in their romanticized ideas of love, individuals often fail to realize that their lover does not function in an identical way. The relationship can quickly turn into nightmares if the two parties refuse to understand and accept another perspective. In fact, most of the grudges couples hold against one another are directly linked to emotional mismanagement.

How can we apply emotional intelligence in our romantic relationships? Emotional intelligence is the secret of lasting romantic relationships. Individuals with high EI tend to be better relationship partners. Therefore, couples must learn EI skills that will help them to be successful in their relationship. For a relationship to stay healthy, both partners need to grow together in their EI. You can use EI to strengthen your partnership, increase intimacy, stay connected, and build a marriage that lasts. EI will help you achieve deep intimacy, mutual kindness, real commitment, soulful caring, unconditional acceptance, and other things we dream of in intimate relationship.

Your spouse wants to be loved, cherished, valued, and celebrated for who they are. Be prepared to work at your relationship. You can improve your loving relationship by practicing the following tips [13]:

- Maintaining a transparent communication, discussing and finding solutions to points of contention.
- Active listening and meaningful engagement with the inner worlds of one another.
- Before speaking, focus on the positives that could come from the conversation.
- Take time to consider the feelings as well as the words that you want your partner to hear.
- Light-hearted humor, which can relieve stress and making challenging situations easier to handle.
- Part of your acceptance comes from laughter.
- Use change as an opportunity to grow your relationship.
- Apologizing to one another when necessary.
- Forgiving one another when necessary.
- Sacrificing and letting go of certain things for the sake of the relationship.
- Taking care of and helping one another, encouraging interdependence.
- Relieve one another from the stresses of life and provide unconditional emotional support.
- Doing little things in an unexpected way, to show them that you care.
- Be grateful, by telling the other how lucky they feel they have one another.
- Praying together and for one another.
- Know what works best to calm you and your spouse down.

- Occasionally, plan a romantic trip, e.g. catch a flight to Orlando, Florida and visit the happiest and most magical place on earth.
- Do not ignore signals of change until it is too late.
- Take responsibility for your destiny and life.
- Value your spouse's contribution.
- Do not be offended by criticism because criticism often has some truth to it.
- Keep in mind that some form of suffering usually follows the erosion of relationship.

For these tips to work and cause you to stay healthy in a relationship, both partners need to grow together. The tips work best if both partners put them into practice together. Men and women differ in their levels of emotional intelligence. For men, we must start by removing the stigma of men showing emotion. Emotions are a natural and integral part of our humanity, which should not be blocked but harnessed. Emotional intelligent man values his wife, and cherishes her opinions and feelings. [14]. A woman with high EI makes a fantastic partner and is an asset to her husband. Communication is her second nature. Although, she is not perfect, she is smart and does a really good job in many ways [15]. Compromise is key when it comes to getting along with your partner [16].

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## **9.7 EI IN FAMILY RELATIONSHIP**

Families change and evolve with time. Today we have same sex couple families, adoptive families, multi-ethnic families, single parents, etc. Nothing can replace the family, where people are related by blood and marriage. Family members ought to be our closest allies, our greatest sources of love and support. However, a lot can go wrong in a family and members can end up feeling like enemies. Managing a family relationship is not easy. This is why emotional intelligence thrives where other efforts at family harmony fail. EI puts you in control of your relationships with parents, children, siblings, in-laws, and extended family members. EI is an effective tool for bringing your family members closer. It will also help you run your family business if you have one. If you manage your business with emotional intelligence, your family business has a better chance to last. Conflict, strife, misunderstandings, or unmet emotional needs will harm a relationship and the well-being of the two parties involved. You can work on your problems and challenges through effective communication, negotiations, compromises, sacrifices so that the longevity or durability of a relationship can be increased.

The following tips will lead you closer to your family and emotional intelligence [14].

1. Take care of your health if you hope to take care of anyone else.
2. Listen if you expect to be heard. Lack of communication is the loudest complaint in most families.
3. Teach emotional choice. Model behavior that respects and encourages the feelings and rights of others.

4. Teach generosity by receiving as well as giving.
5. Take responsibility for what you communicate silently.
6. Do not try to solve problems for your loved ones.
7. Make a lasting impression through actions.
8. Acknowledge your errors to everyone and say you are sorry when you hurt someone you love.
9. Discover what each person's unique needs are.
10. Be generous in expressing love.
11. During conflict, compromise and seek a middle ground
12. Forgiving one another and let love cover a multitude of sins
13. To keep things amicable, a little thoughtfulness can go a long way.
14. Correct someone in private and never in front of others.

Parenting has never been easy. It is hard to figure out how to raise emotionally healthy and intelligent people today. Children want to be loved and accepted. Just as EI can affect the professional lives of adults, it can affect the academic lives of children. Emotionally intelligent parents are the best role models for their kids. Since emotional intelligence appears to be a strong predictor of success, parents are the most important people to teach these life-changing, world-changing EI skills to their children. Such emotion coaching parental effort produces kids who are physically healthier, do better in school, get along better with friends, and cope with anger and stress. With practice, children improve their capacity for emotional intelligence. Teaching your children to trust and rely on you based on past experience is a sign of high IE. Frameworks, with a mission to instill social and emotional skills in children in grades K-12, offers

programs for elementary school, middle school, and high school level students.



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## **9.8 BENEFITS AND CHALLENGES**

While we need the ingredients of trust, honesty, commitment, and communication to build healthy, lasting relationships, emotional intelligence is equally important. Having high emotional intelligence is a huge asset and is useful in all types relationships since EI can foster better relationships. Emotional intelligence plays a major role in your ability to deal effectively with individuals in many varied cultural settings from Latin America to Africa. It helps you understand where the other person is coming from. It breaks down barriers between spouses and allows them to understand one another. It will help you manage change and deal with conflict. It will help you enjoy your friends, spouses, children, and co-workers. Research suggests that individuals with high EI lead more successful careers and nurture better relationships than those with low EI. Also, emotional intelligent parents are confident and are effective parents and leaders in the family. Such parents know that their children's emotional needs come before their own. They also have the skills to mediate in sibling rivalry, which is common among children.

Women with high EI do things differently. Communication is second nature to such women. They can quickly read a situation. They know when to say yes or no. Although they are not perfect or perfectionist, they do their best in all situations. They know the appropriate thing to say. In short, they make fantastic partners and friends [18].

Building emotional intelligence is a tough task. It is even tougher to incorporate emotional intelligence in relationships. Since emotional intelligence relates to the regulation of other people's emotions, the issues of morality, ethics, and trust raised by this process should be addressed.

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## 9.9 CONCLUSION

Emotional intelligence has become “a ground-breaking, paradigm-shattering idea.” The unparalleled interest in the subject of emotional intelligence therefore is taking place. Emotional intelligence is a social capacity that plays an important role in our relationships. As intelligence, emotional intelligence can be measured. Unlike IQ, emotional intelligence is a trait that can be worked on and developed over time. Take advantage of the endless resources on the Internet that provide tools for individuals to hone their own emotional intelligence skills. A relationship that is emotionally starved will eventually break up [19].

By increasing our emotional intelligence, we can recognize patterns and alter our behaviors accordingly. The set of EI skills can be a serious game-changer in virtually every relationship of your life. Since EI skills cannot be compartmentalized, if you improve emotional intelligence in one relationship, it will help you in other relationships. Practicing EI skills in your relationships will make a better person, better employer/employee, better friend, better husband or wife, better parent, and better citizen. It will lead to greater satisfaction in life and will make you to be happier. To learn more about how to apply emotional intelligence in your relationships, consult the books in [5,18-33] and journals related to it: *Personal Relationships* and *European Journal of Personality*,

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## CHAPTER 10

# EMOTIONAL INTELLIGENCE IN CHILDREN

“It is easier and better to build boys than to repair men.” — Anonymous

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## **10.1 INTRODUCTION**

Emotions influence our attention, memory, learning, health, and our ability to get along with others. When emotions run high, people do and say things they normally would not. Emotions that are not properly dealt with can disrupt the mind and body. Emotional skills help us to better face daily challenges. Noticing a child's emotions early is critical.

Schools ensure that all students master basic skills such as reading and math. Recently, educators and parents have started to realize the importance of social and emotional skills. Without emotional intelligence, it is difficult to envisage the human personality of the 21st century. We often think that children are not sophisticated and incapable of understanding the emotional complexities of their world. Emotional intelligence has been linked to academic success, school dropout, or the development of behavioral problems in children. Children grow emotionally in their childhood. Research has shown that the best time to build lifelong needed emotional-social skills is in early childhood, which is the most rapid period of development in a human life. Lifetime habits are generally formed during early childhood [1].

Emotional intelligence is an important skill for children to develop, for their future wellbeing as well as their future workplace success. Emotional intelligence in children is the ability to identify, control, and express their emotions. Since emotional intelligence appears to be a strong predictor of success and happiness in life, it is expedient for parents and teachers to encourage its development in children.

Today, the rapidly changing world causes the child to experience a lot of stress, loneliness, anxiety, and mental health problems. These challenges serve as barriers to their success as learners. These may have impact on children's developmental outcomes such as school performance, peer acceptance, and behavior. What is obvious is lack of personal, social, and emotional competencies. But children cannot develop their own emotional intelligence. Parents and teachers must help them.

This chapter helps teachers and parents understand children's emotions and how to deal with the emotions in a healthy way. It begins by explaining the concept and characteristics of emotional intelligence. It addresses why emotional intelligence is important in children and how it can be detected in children. It provides some instructions on how teachers and parents can help in developing emotional intelligence in children. It highlights the benefits and challenges of emotional intelligence in children. The last section concludes with comments.



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## **10.2 CONCEPT OF EMOTIONAL INTELLIGENCE**

About a century ago, Thorndike announced to the world that IQ is not the only type of intelligence. There are other forms of intelligence such as social intelligence, military intelligence, machine intelligence, etc. Although the idea of social intelligence was proposed earlier, it was abandoned for many decades before it was brought into focus again in 1983 by Howard Gardner.

Emotional intelligence (EI) or emotional quotient (EQ) is a type of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to differentiate between different feelings, and to use emotional information to guide thinking and behavior. It is person's ability to identify, evaluate, control, understand, express, and manage emotions in positive ways in us, in others, and in our relationships. It is the ability to be smart about emotions. IQ measures a person's academic intelligence, while EQ measures emotional intelligence.

Emotional intelligence consists of awareness, understanding, and the ability to express, and manage one's emotions. It has been regarded as the power to act under pressure, the trust of having efficient relationships, the courage to make decisions, and the vision to create the future. It has a strong relationship with creativity, communication, and leadership [2].

Emotional intelligence is a very useful tool for solving school-related issues. It is a set of skills that children of all ages can learn and improve, as illustrated in Figure 10.1 [3]. Children have the capacity to learn emotional intelligence skills and they need adults to teach and train them. There are a

number of programs that develop emotional intelligence in young people. These include Friends, The Heart Masters, You Can do It, Mind Matters, Kids Matter, and Bounce Back [4]. Children can develop their EI in many ways including social interactions, camping, playing games, dancing, listening to music, oral storytelling, dramatic play, role-playing with dolls, etc.



Figure 10.1 Emotional intelligence in children [3].

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### **10.3 CHARACTERISTICS OF EMOTIONAL INTELLIGENCE**

Emotional intelligence refers to the ability to express and manage emotions appropriately while respecting the feelings of others. The five elements that characterize emotional intelligence were suggested by Daniel Goleman, an American psychologist who gave emotional intelligence its global popularity [5,6].

1. Self-Awareness: A person understands what he is feeling at a particular time and how his feelings affect others. Self-awareness is fundamental to emotional management. It is the basis of emotional literacy that supports the other EI elements.
2. Self-Regulation: A person can manage his experience and expression of emotions. This is important in predicting achievement in children. Children high in self-control will be healthier and successful, earn higher grades, and are less likely to have criminal records.
3. Motivation: A person can accomplish goals in spite of negative feelings he may be having. He has a sense of what's important in life.
4. Empathy: A person can understand how others feel. Emotionally intelligent people are empathetic. They are good at putting themselves in someone else's shoes and seeing challenges from different perspectives. Children can develop empathy for others and respond well to the emotional ups and downs of others.
5. Social Skills: A person can manage relationship and build social connections. These diverse skills are used to induce desirable responses in others. Social skills involve showing desirable emotions to others.

These five elements are illustrated in Figure 10.2 [7]. Individuals who exhibit high EI usually possess these five key elements. Daniel Goleman argues in his book that IQ contributes only about 20% to success in life, and other forces contribute the rest.



Figure 10.2 Five components of emotional intelligence [7].

Emotional intelligence enables one to consider the emotional state of another in order to motivate, plan, and achieve one's desires. It is a set of skills that children need to learn at the age.

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## **10.4 IMPORTANCE OF EMOTIONAL INTELLIGENCE IN CHILDREN**

Emotions impact your child's attention, memory, learning, and their ability to build relationships with others. It also affects their physical and mental health and their performance at school. In order to have mental wellbeing and balanced relationship in life, children need to be trained on emotional intelligence in early childhood.

Emotional intelligence is of the most important life skills we can teach our children. We as parents and teachers need to do everything in our power to transform the next generation of adults into happy, confident, and successful adults. Emotional intelligence skills can be learned at early age. Your child's emotional experience when he becomes an adult is closely related with his early life experience. All the skills like teamwork, motivation, diligence, patience, self-awareness, self-control, stress handling, empathy, mood, temperament, commitment, ability to listen to, integrity, influence, ability to change, logical deduction, etc. belong to emotional intelligence [8].

EI skills can help children [9]:

- Gain confidence
- Resolve conflicts
- Manage stress and anxiety
- Learn social norms



- Make appropriate decisions
- Resist negative social pressure
- Learn strengths and weaknesses
- Gain awareness of what others are feeling

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## **10.5 SIGNS OF EMOTIONAL INTELLIGENCE IN CHILDREN**

Emotional development starts in early childhood. Babies start learning EI skills from childhood, as soon as they begin interacting with the people who care for them. They learn from their parents how to respond to their social and emotional needs. There are signs that indicate that your child is emotionally intelligent, and parents should look for the signs.

The early signs of emotional intelligence in children include [10,11]:

- They cry
- They show empathy
- They can name their emotions
- They can talk about their own feelings
- They recognition and understand other people's feelings
- They can associate feelings and actions
- They talk about their own feelings and feelings of other people
- They are curious
- They listen
- They can interact well with others
- They are kind towards other people, especially those in need

- They can shift gears
- They can calm down

These signs are some ways of assessing if your child's emotional intelligence is developing. If your child does not show signs of emotional intelligence, do not worry. Do not punish or scold your child for being emotional.

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## 10.6 HOW TEACHERS CAN DEVELOP EI IN STUDENTS

Emotional intelligence can be developed in children through learning, training, and education. All educators need to integrate emotional intelligence skills into their classrooms. Early childhood educators need high emotional intelligence to cope with job-related stress and to serve as positive role models for the children they teach. Teachers can use their own emotional intelligence to acknowledge the feelings children. Both students and teachers can use the mood meter (e.g., happy, scared, frustrated, annoyed, calm) to acknowledge their feelings.

The Yale Center for Emotional Intelligence has developed the RULER program for schools. As shown in Figure 10.3, RULER is an acronym that stands for Recognizing emotions in self and others, Understanding the causes and consequences of emotions, Labeling emotions accurately, expressing emotions appropriately, and Regulating emotions effectively [12]. The five RULER skills for children are presented as follows [13,14].

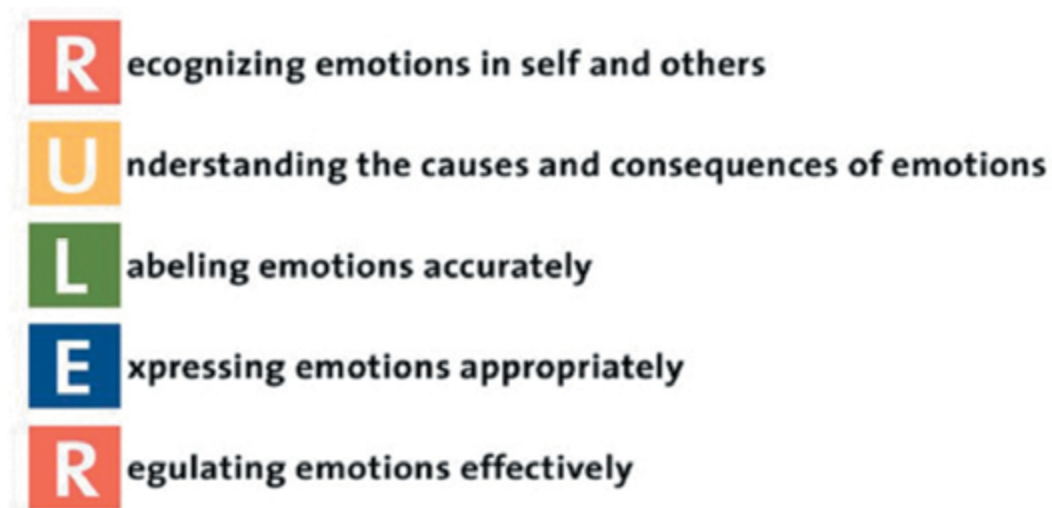


Figure 10.3 Five key skills of emotional intelligence [12].

- **Recognize:** How am I feeling? Cues from our bodies (e.g., posture, energy level, breathing, and heart rate) can help us identify our levels of pleasantness and energy.
- **Understand:** What happened that led me to feel this way? As feelings change throughout the day, think about the possible causes (e.g., people, thoughts, and events) of these feelings.
- **Label:** What word best describes how I am feeling? We use a very limited number of words to describe how we are feeling (e.g., happy, sad, mad). Cultivating a rich vocabulary allows us to pinpoint and communicate our emotions accurately.
- **Express:** How can I express appropriately what I am feeling for this time and place? Explaining to children what we are doing and why, as we express different feelings at school, provides them with models of different strategies to express their own emotions.
- **Regulate:** What can I do to maintain my feeling (if I want to continue feeling this way) or shift my feeling (if I do not want to continue feeling this way)? Having short-term and long-term strategies to manage emotions is a critical part of effective regulation.

The program has been shown to boost student's emotional intelligence and social skills, productivity, academic performance, leadership skills, and attention while reducing anxiety, depression, and bullying [15]. The RULER acronym can help teachers communicate better with children. By using a wide range of activities (such as creative arts, music, games), teachers can help children develop RULER skills. Practicing RULER can be done at school as well as at home. Some school districts offer social and emotional learning (SEL) programs to help build EI in kids and teach them

how to manage their emotions. Figure 10.4 shows an example of teaching children emotional intelligence [16].



Figure 10.4 Teaching emotional intelligence in early childhood [16].



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## **10.7 HOW PARENTS CAN DEVELOP EI IN CHILDREN**

The family is the most vital unit of society in which children are raised. It is one of the most important social environments through which they learn many values, behaviors, and skills that help them adapt to life. The family environment plays a key role in the formation of a child's personality [17]. The development of personality in children is strongly influenced by parents. Parenting styles are crucial to developing children's emotional intelligence. No one understands children emotions better than parents.

A family environment that is full of trust and loyalty will foster a healthy personality, in contrast to a family environment with quarrels and fighting. The absence of one parent or both will have negative impacts on their growth and will make them susceptible to behavioral disorders [18]. Parents naturally want the very best for our children and can be the best teachers of their own children. They should be willing to teach their children emotional intelligence, a skill that will make them successful in life.

Children often need an exhausting amount of attention and help and parenting can be stressful. Moms and dads do not need to be "super-parents," hiding their emotions from their children. Kids need to learn from their parents in order to learn how to regulate their feelings and behave when outside home environment.

Professor John Gottman observed that parents respond to children's emotions through one of four possible ways [19]. These responses represent four types of parents.

1. Dismissing parents see children's emotions as unimportant and attempt to eliminate them quickly, often through the use of distraction.
2. Disapproving parents see negative emotions as something to be squashed, usually through punishment.
3. Laissez-faire parents accept all emotions from child, but fail to help the child solve problems or put limits on appropriate behaviors.
4. Emotion coaching parents value negative emotions, are not impatient with a child's expression of them, and use emotional experience as an opportunity for bonding by offering guidance through labeling emotions and problem-solving the issue at hand.

Developing emotional intelligence in your child now will help him or her become a good leader, a good citizen, and a good parent. The following tips will help parents become their kids' "emotion coach" and raise emotionally intelligence of children [20].

- Recognize their own emotions: Parents need to be aware of their own emotions and sensitive to the emotions of their children - anger, disgust, fear, happiness, jealousy sadness, silliness, shyness. Figure 10.5 shows five core emotions [21]. Once you help your children recognize their own emotions, whether it is anger or disappointment, they can start taking ownership. Lead by example. Talk the talk and walk the walk. Be a positive role model of the emotions you want your children to show. Children are like sponges, constantly copying what they see and hear.



Figure 10.5 Five core emotions [21].

- Emotion is an opportunity for intimacy and teaching: The best lessons about dealing with emotions are learned when things get emotional. Think about the challenges your child faces every day and how you can help. The American Academy of Pediatrics advises parents not use technology as a way to calm or pacify negative emotions in their child.
- Listen and validate feelings: Pay full attention while you listen to your child's emotional expression. Put yourself in their shoes. Let your child know you understand how he or she is feeling. Use your child's mistakes as opportunities to grow better.
- Help them label their emotions: Help them put words and meaning to how they are feeling. You have the words; they do not. Negative emotional words such as "angry," "upset," "scared," "shy" and "frustration" as well as positive emotional words such as "joy," "excited," "happy" and "hopeful" can all build a vocabulary to express feeling.

- Help them regulate their emotions: Children need to learn the appropriate ways to express their feelings in a socially acceptable manner. Make emotional intelligence become part of your family's culture. Provide your children with boundaries that will guide them as they experience charged moments. Do set limits. Spending family time together can bring out both the best and worst in each of us. You can ask children to take a few deep breaths and calm down when they are angry.
- Teach problem-solving skills: One of the key roles of EI is determining how we respond to challenges. Teach your child to breathe through them. Work on helping your child see that he has the ability to solve problems peacefully and effectively on his own.
- Teach them songs: Singing songs together is a great way of developing emotional intelligence in children. It is equally helpful to just let children listen to songs. Songs like "If you're happy and you know it, clap your hands (clap clap)" and "Wonderful You" are very popular with kids. Songs teach simple lessons that children will not forget. Song can also serve as a guide for developing an emotional vocabulary.

Figure 10.6 illustrates how children emotional intelligence is being developed using songs [22].



Figure 10.6 Developing emotional intelligence in children through songs [22].

- Use a mood meter: Yale University's RULER program developed the mood meter as an easy way for kids to express their emotions., Children at home or school can use mood meter, a color-coded tool, to acknowledge their feelings. As shown in Figure 10.7, the mood meter has two axes. The horizontal axis represents pleasantness and ranges from -5 to +5, with -5 being the least pleasant you can imagine feeling and +5 being the most pleasant you can imagine feeling. The vertical axis has the same range, but represents the energy we experience in our bodies. Together, the two axes form four colored quadrants. With the mood meter, children learn that there are no good or bad feelings. Children can learn how to put these feelings on the mood meter [23].



Figure 10.7 The mood meter [23].

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## **10.8 BENEFITS**

Emotional intelligence is regarded as an important stepping stone to success. It helps children do better in school and get along better with their mates and friends. It provides a variety of benefits that will serve your child well throughout her entire life.

Children with higher emotional intelligence can pay attention, are more engaged in school, and have more positive relationships with others. Emotional intelligence in children can help to end or reduce bullying and violence.

No matter how high your child's emotionally intelligent is, there is always room for improvement. Improving emotional intelligence in children can help them in the following ways [24]:

- Improve self-awareness
- Manage stress
- Boost self-motivation
- Build empathy
- Make good decisions
- Communicate effectively
- Develop better relationships

- Higher success and happiness during adulthood
- Improved mental health
- Better prepared for workplace

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## **10.9 CHALLENGES**

Raising kids with high emotional intelligence is a major challenge to parents' competence. Establishing respect for emotion is a difficult childrearing task parents face.

No one can reduce the complexities of raising children, with each child being uniquely different. Adolescence creates difficulties for many families, because they go through enormous changes [25]. Incorporating emotional intelligence into learning programs can be challenging, as programs must address a variety of topics.

Children as young as three need to spend time with each other to learn to share, socialize, communicate effectively with their peers and develop their emotions. Being occupied with smart phones and tablets, playing high-tech games, and spending endless hours watching TV can inhibit their emotional skills. Children go through tough times – academic failure, bullying, loss of a loved one, etc. Growing up is tough, but it gets even harder if you're believing lies. They need to know God's truth.

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## **10.10 CONCLUSION**

One of the most important life skills parents can teach their children is emotional intelligence, which is a conjoint of different abilities. Early childhood is the part of human life where it is best to develop emotional intelligence. Emotional intelligence grows from sound conversations and one-on-one time with our children. Today, employers are looking for individuals with high EI. Teachers and parents should help raise the emotional intelligence of future generations by working together to get our schools to implement programs like RULER. Emotional intelligence development of children depends on the quality of children's relationships with the adults and early care experience. For more information about emotional intelligence in children, one should consult the books in [6, 26-38] and the following related journals:

- My Journal of Monstrous Emotions
- Young Children
- The Family Journal

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## CHAPTER 11

### EMOTIONAL INTELLIGENCE IN SPORTS

“Anyone can be angry – that is easy. But to be angry with the right person,  
to the

right degree, at the right time, for the right purpose, and in the right way –  
that is

not easy.” — Aristotle

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## **11.1 INTRODUCTION**

Sport is a highly specialized and competitive activity. Sports have a significance place in American institutions of learning, from elementary to higher education. The commercialization of athletics has led to an increase in the study of athletic coaching leadership. At the college level, high performance of a basketball team seems to yield positive effects on revenue, tuition increases, and institutional image. College athletes brings in millions of dollars to their institutions. Consequently, college coaches are under extreme pressure to win, while athletes dedicate numerous hours to improving their skills [1].

Sport psychology has recently emerged as a research field that provides a foundation for direct application to athletes. In the US, sport psychology began in the 1920s with applied research that was focused on improving the performance of coaches and athletes. Sport psychology has three main primary areas: clinical, educational, and research. Today, sport psychologists perform numerous tasks such as improving athletes' performance, enhancing the communication between coach and athlete, providing training, and serving as clinical psychologists for coaches and athletes [2].

Successful performance in sports is usually associated physical fitness and mental toughness. Sports psychologists and practitioner have started to realize the connection between emotion and competitive sporting performance. Athletes experience intense emotions before, during, and after a competition or race. Runners experience significant changes in their emotions during a long-distance running. Figure 11.1 shows sport participation pyramid, which indicates different levels on where someone may be working at [3].



Figure 11.1 Sport participation pyramid [3]

Emotions are important feature of human nature and the inspiration for behavior. They affect the way people think, act, decide and communicate. Emotions play a crucial role in sport performance. Studies have shown that emotions and success in sports go hand in hand in an athlete. People commonly think that success in sport is often associated with vigor, a strong, coordinated body, and lots of practice [4]. Athletes need to train both their bodies and minds in order to succeed. Emotions play just as an important role in sport as any other factor such as personality and physical fitness. They are the lifeblood of every team and every winning athlete.

Today we recognize athletes having high levels of competency in emotional intelligence. Emotional intelligence represents the ability to identify and manage your own emotions and the emotions of others. It is the sum of balance, expression, and rational thinking. Sport is a highly-charged and emotional activity. Evidence shows that emotional intelligence positively influences athlete and coach performances [5].

This chapter introduces the reader to the role of emotional intelligence in sports. It begins by explaining the concept and characteristics of emotional intelligence. It mentions different types of sports. It provides ways athletes and sport coaches can develop their emotional intelligence. It covers sports intelligence. It highlights the benefits and challenges of emotional intelligence in sports. The last section concludes with comments.

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## **11.2 CONCEPT OF EMOTIONAL INTELLIGENCE**

Emotional intelligence (EI) is a relatively new concept. Salovey and Mayer first coined the term “emotional intelligence” in 1990 to capture a form of “social intelligence” that enables individuals to manage their emotions. They were among the first to propose that intelligence included more than what was measured by IQ tests. Emotional intelligence refers a person’s inherent ability to be aware of his own emotions and to reflexively self-regulate the emotions. It presents a self-perceived ability to manage the emotions of oneself and of others. It is the ability to detect and decipher emotions in faces, pictures, voices, and cultural artifacts. Emotional intelligence empowers individuals to deal with situations that arise and control immediate demands. It plays a pivotal role in defining the success of an individual, whether one is an athlete or not. It has been identified as a key factor in success, in workplace, business, and life in general.

Emotions have been found to affect sports performance. In the sport domain, EI is important for both athletes and their leaders or coaches. Evidence shows that EI is advantageous for both athletes and coaches concerning performance and psychological skills. For the athletes, higher EI is associated with higher performance in team sports such as cricket, hockey, soccer, basketball, and football. For the coaches, high EI is associated with coaching efficacy. To be able to perform at the highest levels, athletes must be able to cope efficiently with stress, anxiety, and injuries, which are commonplace in sports and physical activities [6]. Coping effectiveness refers to the degree in which a coping strategy is successful in alleviating the negative emotions caused by stress and anxiety. Figure 11.2 shows how EI contributes to success in sport [7].



Figure 11.2 EI contributes to success in sports [7].

The development of emotional intelligence is directly related to three main factors: individual's age, sex/gender, and family/environment. Gender has a positive correlation with emotional intelligence. Male athletes perform than female counterparts in overall emotional intelligence, particularly in self-management, and self-awareness [8].



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### **11.3 CHARACTERISTICS OF EMOTIONAL INTELLIGENCE**

Emotions play a vital role in our society. They impact our social interactions as well as our decision-making. The five elements that characterize emotional intelligence were suggested by Daniel Goleman, an American psychologist who gave emotional intelligence its global popularity [9,10].

1. Self-Awareness: This is the ability to know your emotions, strengths, weaknesses, drives, and goals. It involves reading one's own emotions and recognizing their impact. Self-awareness is the most important when it comes to sports, whether you are a coach, athlete, referee, umpire or in sports manager. It is the cornerstone of further development of emotional intelligence in sports.

2. Self-Regulation: This is the ability to stay calm when emotions are running high. It includes qualities of self-control, ability to manage one's own actions, to hold back impatience, and not to wait for immediate success. Regulation of emotion helps individuals to control their actions. This can effectively reduce the risk of sport-related injuries.

3. Motivation: This constitutes emotional factors that help one reach their goals. Motivating oneself refers to driving one towards goal, to strive to improve and excel. Self-motivation in sports entails persistence, determination, and focus.

4. Empathy: This represents the ability to be sensitive to the emotions of others, active listening, understanding, and respecting the others' points of view. Athletes should be able to show empathy to their teammates when they are not performing well.

5. Social Skills: These refer to assertiveness, tolerance, political conscience, conflict management, building interpersonal relationships, collaboration,

cooperation, and team-working skills. Coaches who are socially skilled are effective in managing relationships and good in persuasion.

These five elements are illustrated in Figure 11.3 [11]. Individuals who exhibit high EI usually possess these five key elements. The elements can benefit athletes. EI differentiates high from low performance among athletes.



Figure 11.3 Five elements of emotional intelligence [11].

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## **11.4 DIFFERENT TYPES OF SPORTS**

There are many types of sports including cricket, hockey, soccer, basketball, football, golf, running (or foot race), boxing/wrestling, judo, tennis, and volleyball. These sports fall into three categories: individual-sport, team-sport, or both together. Emotion-related variables might differ with type of sport under consideration. The emotional influence on sport performance is often demonstrated in most comments of spectators, team managers, and sports analysts on the performance of athletes during and after competitions. Positive and negative emotions such as excitement, anger, fear, happiness, sadness, embarrassment, and joy are usually experienced during sport participation. Sports coaches experience various emotions such joy and exuberance when winning a contest, grief and frustration when losing, anger at referees' calls, disappointment with players' performance, and so on.

Training on emotional intelligence is usually implemented by a sport psychologist, who can improve players' emotional. The training has been implemented in sports teams, like in cricket and in netball. The training is designed to increase EI in athletes and coaches. Higher EI has been associated with increased performance in sports, including cricket, hockey, and baseball.

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## **11.5 ATHLETE FOR EMOTIONAL INTELLIGENCE**

The key to emotional intelligence in athlete is the ability to control their emotions and create peak performance on demand. Emotional intelligence is not inherent in any of us, but it can be taught, learned, and developed continually. Athletes must recognize and manage their emotions in order to perform well in sports. They need to recognize their own optimal performance states by developing skills to manage their emotions and control their energy levels. Endurance sports, such as marathon running, provide examples of athletes using their EI in order to harness increased motivation.

Emotionally intelligence provides some advantages for the athlete. Emotionally intelligence athletes are able to [12]: (a) Manage their stress better; (b) Identify and change negative emotions that are blocking performance; (c) Remain in better physical health; (d) Respond more positively to athletic coach's feedback, criticism and direction; (e) Play their sport with more confidence; (f) Be less impulsive; (g) Remain more flexibility with trades, team transitions, etc.; (h) Maintain more consistent play; (i) Maintain and increase their positive mind-set and get over mistakes and failures better; (j) Follow through more successfully on personal; (k) Minimize conflict with teammates, coaches, and trainers; (l) Enhance team play in games; (m) Communicate better with teams and rally team effort; (n) Perform better in interviews; (o) See themselves as part of the team vision; (p) Think and act respectfully to league organization and administration; (q) Remain loyal to their team, coach, and teammates.

Trait EI is usually found to be positively correlated with age. Sport psychologists and practitioners claim the children can develop and even master emotional intelligence through sport participation. For every sport

participation, a child experiences several life lessons, including working with his teammates, obeying his coach, respecting opponents, and managing his emotions so that he/she wins. These “teachable moments” make children feel good about themselves and believe they have the skills needed to succeed in life [13]. Emotional contagion within and between teams has been found to play a role in team communication, collective moods, and team performance.



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## 11.6 COACHING FOR EMOTIONAL INTELLIGENCE

In the sport arena, emotional intelligence is important for both coaches and athletes. The coach has a specific proximal relationship with the athletes. Satisfying coach–athlete relationships are built on mutual trust, respect, and support. The coach has a significant influence on players' psychological states. Coaches are leaders and play a very critical role. Building relationships involves understanding what makes that individual tick. Coaches who build close relationships with their athletes do so because they are able to develop trust and learn to coach their athletes according to their individual needs.



Figure 11.4 Emotional intelligence coaching [15].

It has been observed that a number of parallels between EI of business executives and that of sports team coaches exist. In order for coaches to be effective as leaders, sport coaches must have high level competency in core areas. Coaches who lead with self-awareness, self-regulation, motivation, empathy, and social skill create a team environment conducive to maximum participation, trust, and maximal effort of the athletes [14]. Coaches with high emotional intelligence are most likely to lead performers to increased success. Figure 11.4 shows emotional intelligence coaching [15].

To be effective in coaching on emotional intelligence, the coach must exhibit and master the following five behaviors [16]:

1. Continuous improvement of your own emotional intelligence – This involves becoming a student of EI and modeling the behaviors you are asking people to develop. In order to effectively coach others for EI, you need to first foster the competencies within yourself.
2. Personal mastery of vision and values – This involves declaring your vision and values. As a leader, you should have a personal vision statement and a list of core values.
3. Strong personal relationships with your direct reports - This entails reaching out and establishing contact with people. You learn about their aspirations, dreams, families, and things that important to them. To motivate others, sound coach-athlete relationships must be maintained.
4. Frequent spontaneous coaching - People need feedback from time to time about your appreciation of their performance as well as how they can improve.
5. Structured conversations when spontaneous coaching does not get the job done - On occasion, some athletes may not respond to your coaching. You may need to apply a more rigorous and disciplined approach to your coaching.

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## 11.7 SPORT INTELLIGENCE

Intelligence is possibly the most extensively researched human trait in psychology. The term “sport intelligence” was introduced by sport psychologists and it refers to the ability of athletes to solve problems and make decisions while taking part in competition. Athletes with a high level of sport intelligence can perceive the environment, make a decision, and respond quickly and accurately.

Sport intelligence is related to several concepts such as including (a) decision making, (b) self-awareness, (c) perception, (d) learning ability, (e) tacit knowledge, and (f) the learning orientation. Figure 11.5 shows the components of sport intelligence [17].

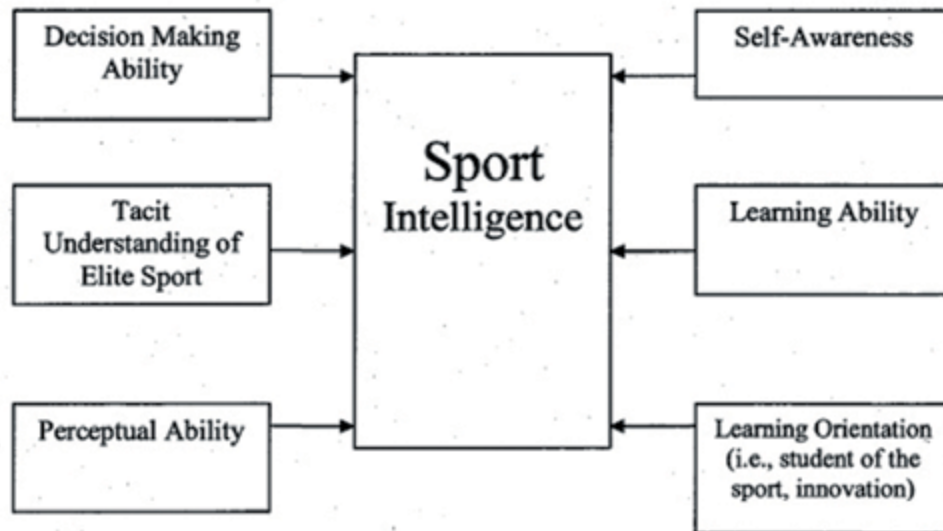


Figure 11.5 Components of sport intelligence [17].

In the life of an athlete, managing emotions is crucial to staying optimistic and motivated. Athletes with high EI have more positive feelings when a competition turns out to be negative and they move on easily to the next competition [18]. Inability to appropriately manage emotions experienced in competitive situations may lead to inappropriate behavior which can lead athletes to be excluded from competition.

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## **11.8 BENEFITS AND CHALLENGES**

Emotional intelligence (EI) helps increase performance in athletes and also provides healthy engagement with exercise in the general population including adults and children.

EI makes an athlete become a better team leader or coach. Sports psychologists help athletes control their stress because stress produces an emotional imbalance which negatively affects performance. Sport and physical educators can contribute to improving the psychological well-being and health of children and adolescents. Parents and teachers can help children develop EI through sports. This will benefit the children not just for sports but for life. Becoming fluent in the language of EI helps us sustain our relationships.

Other benefits of emotional intelligence in sports include [19].

- On an emotional level, EI makes the desire to achieve goals stronger. It also strengthens competitiveness, personal and professional values, self-assessment, teamwork, leadership, empathy, and emotional control.
- On a physical level, it helps the athlete prioritize and not obsess about the sport. It helps with time management, knowing when to rest, and establishing proper eating habits.
- On a social level, it improves the relationship with teammates, coaches, physiotherapists, etc.



- On a rational level, it helps athletes learn how the game works on both technical and tactical levels.

Although it is generally believed that women are not more emotional than men, there is no significant difference on emotional intelligence among men and women in sports. Athletes have higher level of emotional intelligence and a healthier body image compared to non-athletes. Emotional intelligence plays a huge role in the sports performance of high school students and girls are found to be more emotionally intelligently than boys [20]. There is negative significant relationship between EI and athlete burnout.

Sport is an environment in which athletes motivate themselves intensely in order to win. In such a competitive environment, student-athletes are tempted to substance abuse. Some of them are high-risk alcohol drinkers [21].

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## 11.9 CONCLUSION

Emotions affect behavior, perception, cognition, motivation, subject feeling and decisions, thereby impacting on athletic performance. How you feel is how you will play. Although emotional intelligence is still a relatively new concept in the sports community, it has been found to have positive influence on sports performance. This paper has shown how emotional intelligence boost sports performance. Emotional intelligence represents the ability to carry out accurate reasoning about emotions and the ability to use emotions and emotional knowledge to enhance thought. Emotion is inherently part of the competitive experience and competitive sport is an emotion-laden environment. The ability to manage and control emotions may be a deciding factor to successful career as an athlete.

It is highly recommended that emotional intelligence be included in the educational planning of athletes and sports managers. If the sports industry fails to consider the impact of EI on athletes, it may have long term negative impacts as lower employee satisfaction, reduced commitment, higher turnover, greater absenteeism, etc. [22]. More information about emotional intelligence in sports can be found in the books in [10,23-26] and the following related journals:

- The Sport Journal
- Sport Psychologist
- Journal of Sport Behavior
- Journal of Physical Education and Sports Management

- Journal of Human Sport and Exercise
- International Journal of Sports Science
- International Journal of Sports Science & Coaching
- Asian Journal of Sports Medicine
- European Journal of Physical Education and Sport Science

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## CHAPTER 12

### EMOTIONAL INTELLIGENCE

### ASSESSMENT

“If it can’t be expressed in figures, it is not science; it is opinion.” - Lazarus Long

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## 12.1 INTRODUCTION

Humans are predominantly emotional beings. Emotion forms the basis for our entity and gives meaning to our lives. It is a fundamental domain of personality. Emotions can provide essential information to solve daily problems. They alter our thinking in many ways.

Emotional intelligence (EI) may be simply regarded as the ability to perceive, control, and evaluate emotions. It refers to the mental processes involved in the recognition, use, understanding, and management of one's own and others' emotional states to solve problems and regulate behavior. It is an umbrella term that consists elements such as "soft skills," "people skills," and an ability to cope with the challenges of life. EI is often considered as an ability, a trait or a mixture of both. It is a subset of social intelligence; a set of mental abilities separate from personality [1]. Researchers and practitioners have shown interest in emotional intelligence (EI) over the last decade.

Lazarus Long once said, "If it can't be expressed in figures, it is not science; it is opinion." Therefore, to study emotional intelligence scientifically requires measuring it. An EI test is an extensive battery of psychological assessments that can be used to measure EI in business, workplace, healthcare, education, healthcare, and sports. These are scientifically developed and validated tests. Over the years, intelligence tests have been developed and used in quantifying a person's cognitive ability or their capacity to reason, learn, and think. IQ tests are widely known assessments of cognitive capacity. IQ hardly changes over the lifespan of an individual. IQ tests have become popular assessments of cognitive capacity. On the other hand, the emotional quotient (EQ) is a flexible group of skills, which can be learned and acquired. Someone has well said that [2]:

$$\text{IQ} + \text{EQ} = \text{SUCCESS}$$

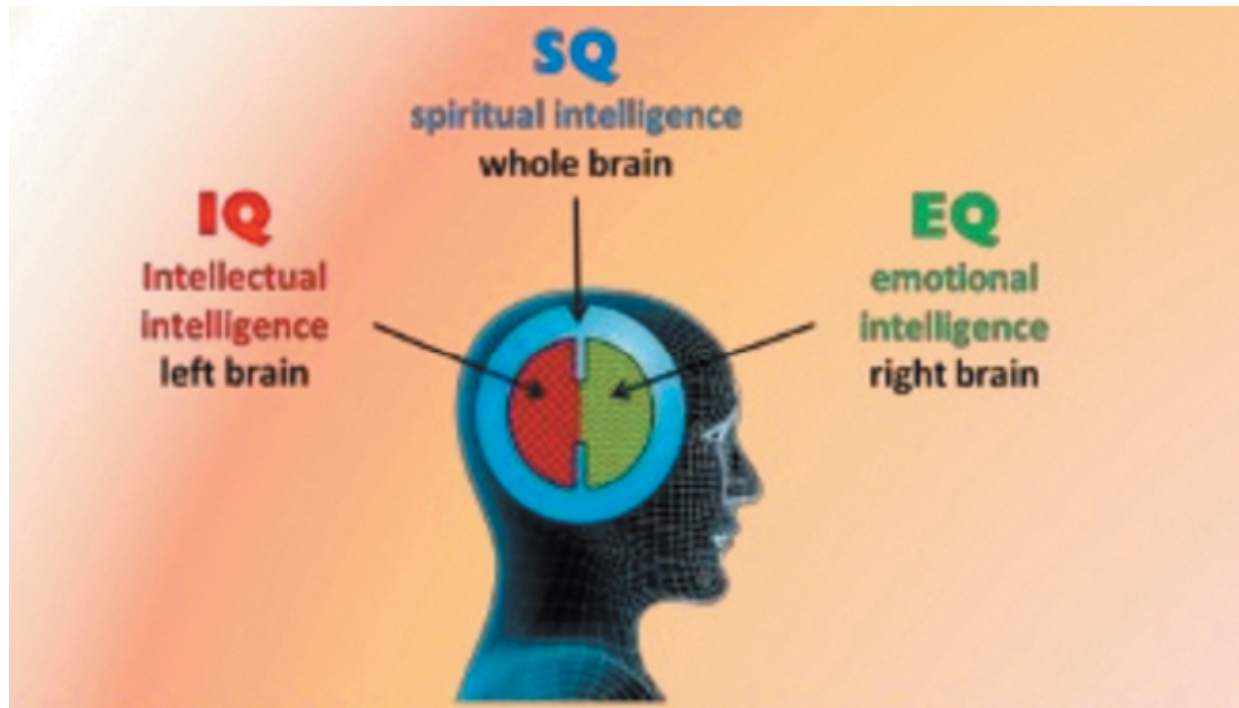


Figure 12.1 Three main intelligences [3]

As shown Figure 12.1, EI and EQ are some of the multiple intelligences in humans [3]. Therefore, an EI test is developed and administered differently. Various EI tests have been developed by psychologists and other researchers to assess the actual emotional ability of an individual just as an IQ test measures cognitive ability [4].

The purpose of this chapter is to review the widely-used measures of EI and how they are used in applied settings. It begins by explaining the concept of emotional intelligence. It reviews seven widely used measures of EI. It provides a sample EI test. It presents how to measure EI in seven different areas: business, workplace, education, healthcare, relationship, children, and



sports. It highlights the benefits and challenges of EI assessment. The last section concludes with comments.

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## **12.2 CONCEPT OF EMOTIONAL INTELLIGENCE**

The concept of emotional intelligence (EI) emerged in the early 1990s as an ability-based construct analogous to general intelligence. EI is measured as a set of abilities. Although it is a relatively new area in psychology, it has received a widespread international attention. It is a type of social intelligence that may be more important than traditional intelligence. It is a critical soft skill for leaders and one of the major missing parts in the success equation. EI aims at complementing the traditional view of intelligence by emphasizing the emotional contributions to human behavior.

Emotional intelligence may be regarded as the ability to understand and to regulate emotions in oneself and in others. The five elements that characterize emotional intelligence were suggested by Daniel Goleman, an American psychologist who helped to popularize emotional intelligence [5].

1. Self-Awareness: You must understand your strengths and weaknesses. To increase self-awareness, one must learn about mindfulness, which entails focusing on the present moment.
2. Self-Regulation: This is the ability to stay focused and think clearly even when experiencing powerful emotions. It entails staying in control. Managing emotions involves the ability to regulate emotions in self and others in a given situation.
3. Motivation: This is an ability to pursue goals with energy and persistence. It requires focusing on what really matters to you.
4. Empathy: This is the ability to sense, understand, and respond to what other people are feeling. It is regarded to be a multidimensional concept that

has moral, cognitive, emotive, and behavioral components.

5. Social Skills: These involve the ability to manage, influence, and inspire emotions in others. Social skills facilitate interaction and communication with others.

Thus, emotional intelligence is a combination of self-awareness, self-regulation, motivation, empathy, and social skills, as shown in Figure 12.2 [6]. Whether you are new to the concept of emotional intelligence or a seasoned veteran, we can all increase our EI.

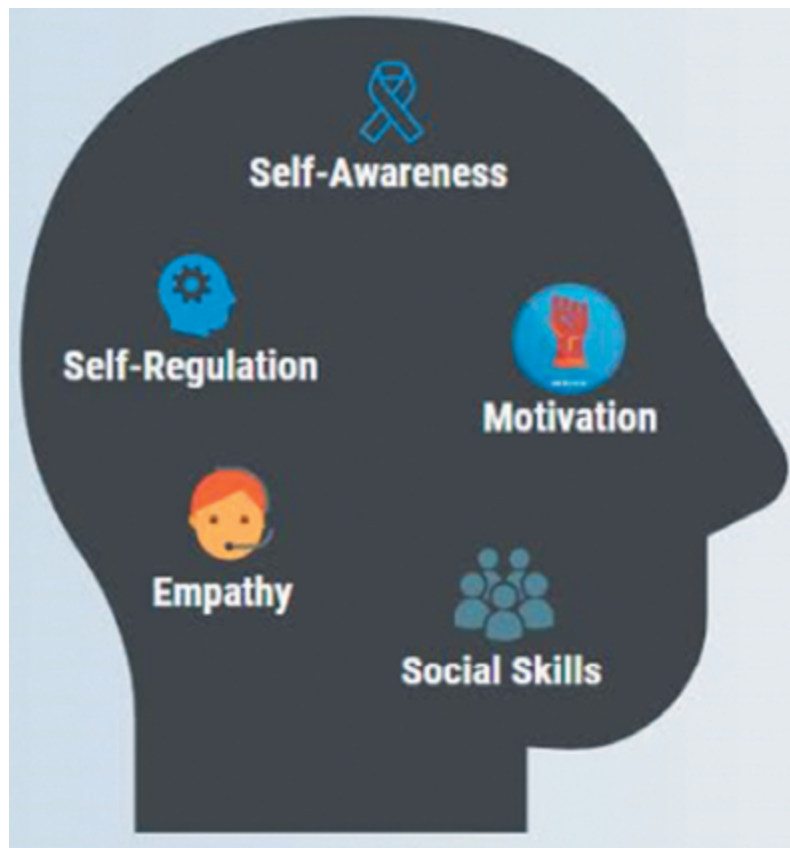


Figure 12.2 Five components of emotional intelligence [6].

Different models of EI have emerged: trait, ability, and mixed. To incorporate EI measures into your work, you should utilize a trait, ability or mixed measure of EI. Measures based on ability EI utilize questions/items comparable to those found in IQ tests. The measures give a good indication of individuals' ability to understand emotions and how they work.

Ability-based measures of EI can be applied to education, healthcare, and workplace. A popular example of ability measure of EI is the Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT). Measures based on trait EI utilize self-report items to measure EI. Trait EI measures tend to measure typical actual behaviors rather than maximal performance. Measures based on mixed EI refers to questionnaires that measure a combination of traits, social skills, and competencies. In this case, one chooses to use both ability and trait measures [7]. Examples of mixed EI instruments include the Emotional Quotient Inventory (EQ-i), the Schutte Self-Report Emotional Intelligence Test (SSREIT), and the Emotional Competence Inventory (ECI).

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## 12.3 EMOTIONAL INTELLIGENCE TESTS

An EI test is designed to measure how well one can recognize, assess, control, and express emotions. There is a key difference between testing EQ and testing IQ. IQ (the intelligence quotient) measures the ability to learn, while EQ (emotional quotient) taps into emotional intelligence, which is a flexible set of skills, which can be improved with practice. More than 30 different widely-used tests have been developed in recent years to measure emotional intelligence. They are based on three models of EI: trait, ability, and mixed. For example, Trait Emotional Intelligence Questionnaire (TEIQue) is based on trait EI model, while the Bar-On (EQ-i) is based on mixed EI model. The tests are different because they were developed by different people for different purposes. One reason for the proliferation of these psychometric tools was the commercial and economic opportunities such tools offered to developers. The following seven emotional intelligence scales are reviewed here because they are popularly used [8]. We summarize evidence for their validity, reliability, and conceptual basis.

1. The MSCEIT: This is Mayer-Salovey-Caruso Emotional Intelligence Test. It is an ability-based (or performance-based), comprehensive test of EI. It is regarded as an ability model of EI because of its capability to measure one's capacity to reason with emotional content. This is most widely used measure of ability EI. It is an update (a shortened and improved version) of the Multifactor Emotional Intelligence Scale (MEIS) that was first developed in 1999. The MSCEIT is a 141 scale developed in 203 to measure the four key branches (or facets) of EI: (1) Perceiving Emotions, (2) Emotional Facilitation, (3) Understanding Emotions, and (4) Managing Emotions. Each of these four branches is measured in the MSCEIT using two tasks [3]. MSCEIT branches have a standardized mean of 50, while total scores on all tests are expressed as a standardized mean of 100. MSCEIT is a highly commercialized test and expensive. The test is also relatively long (141

items) and time consuming to complete (30–45 min). Figure 12.3 shows the subscales of the MSCEIT [9].

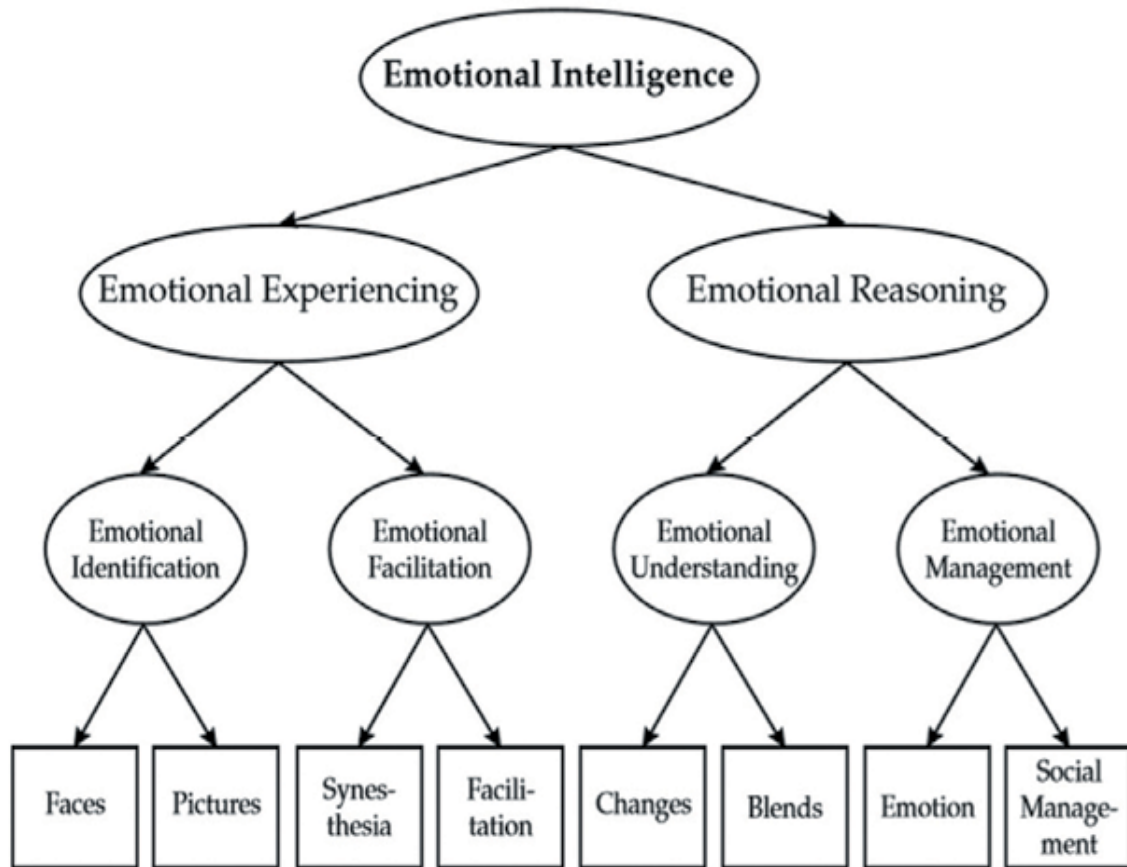


Figure 12.3 The subscales of the MSCEIT [9].

2. Bar-On Emotional Quotient Inventory (EQ-i): This defines EI as an array of noncognitive capabilities, competencies, and skills that influence one's ability to succeed. The Bar-On model is the most widely used mixed ability model. In contrast to ability-based MSCEIT) tests, a mixed model such as the Bar-On (EQ-i) employs self-report measures to assess competencies across five subscales: intrapersonal, interpersonal, stress management, adaptability, and general mood. It is a 133-item self-report measure with a five-point response scale, e.g. 1 "very seldom true or not true of me" to 5 "very often true or true of me" [10]. The Youth Version (EQ-i:YV) is a self-



report EI measure for children and adolescents aged 7–18 years. The EQ-i and its shortened forms have been translated into several languages. Figure 12.4 illustrates subscales of the EQ-i. [11]. The MSCEIT and the EQ-i tests appear to measure different things and have low correlation. The Emotional Quotient Inventory 2.0 (EQ-i-2.0) is now the most extensively used, EI assessment worldwide (e.g. in Australia).

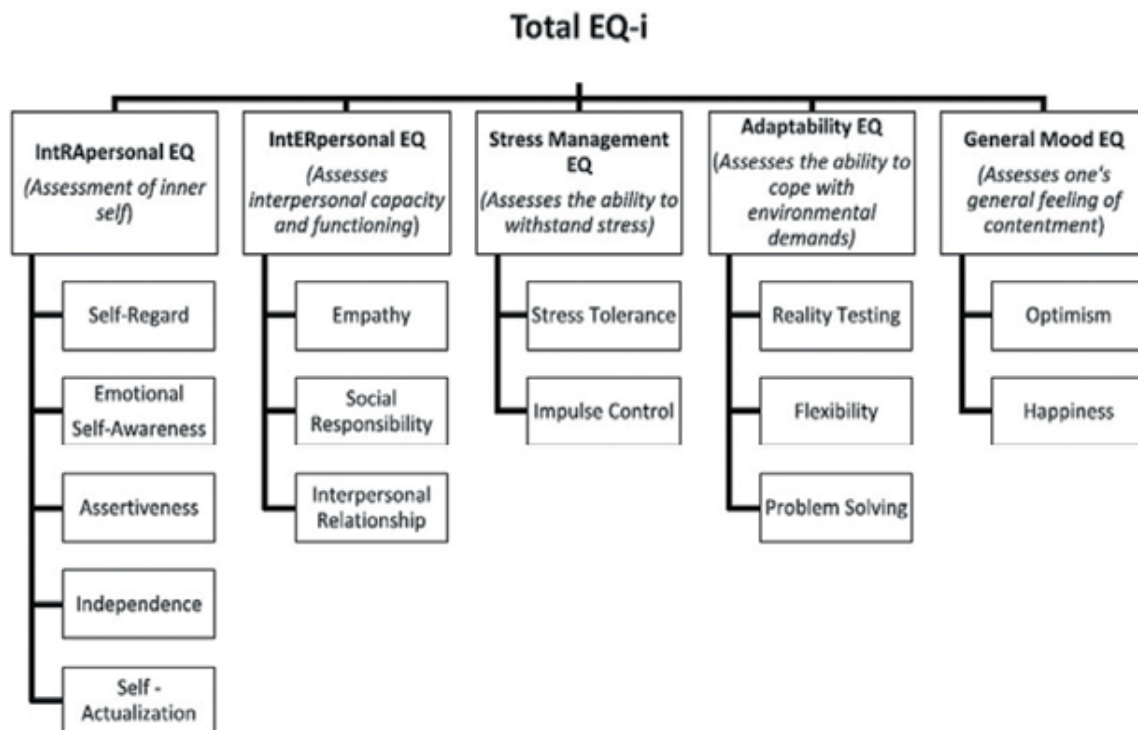


Figure 12.4 Subscales of the EQ-I [11].

3. Wong's Emotional Intelligence Scale (WEIS): This is a scale or measure of EI based on the four ability dimensions mentioned previously and designed to be used by Chinese respondents. It consists of two parts: The first part has 20 scenarios and respondents are required to choose one option that best reflects their likely reaction in each scenario. The second part is made of 20 ability pairs and respondents are required to choose one out of the two types of abilities that best represent their strengths.

4. Emotional Intelligence Scale (EIS): This was developed by Schutte et al. in 1998. It is a 33-item instrument that measures three sub-dimensions namely: appraisal and expression of emotion, regulation of emotion, and utilization of emotion. The items are measured on a 5-point Likert scale with responses ranging from strongly disagree (score 1) to strongly agree (score 5) [12]. The 33 items can assess global trait EI and four facets.

5. Trait Emotional Intelligence Questionnaire (TEIQue): This is predicated on trait EI. Its early version was developed in 1998. The instrument aims to capture the affective aspects of personality. The 153-item TEIQue assesses 15 trait EI facets, four higher order factors and a global score (as previously described), rated using a 7-point Likert scale, ranging from completely disagree to 7 completely agree. Internal consistencies in this sample were .97 (total score), .71–.94 (15 subscales) and .90–.95 (four higher order factors).

6. Emotional Competence Inventory (ECI): This was developed by Boyatzis et al and it measures four domains of emotional intelligence: Self-Awareness, Self-Management, Social-Awareness, and Social-Skills. The four domains were regarded relevant for the construct of measuring emotional intelligence. The ECI takes approximately 15 min to complete.

7. Schutte Self-Report Emotional Intelligence Test (SSEIT): This is a method of measuring EI, using four sub-scales: emotion perception, utilizing emotions, managing self- relevant emotions, and managing others' emotions. The SSEIT was developed in 1990 by Salovey and Mayer. It includes a 33-item self-report using a 1 (strongly agree) to 5 (strongly disagree) scale for responses.

Some of these tests have become standardized instruments for measuring EI. Other popular EI tests include the Situational Test of Emotion Management (STEM), Situational Test of Emotional Understanding (STEU), Affect Intensity Measure (AIM), the Emotional and Social Intelligence Inventory (ESCI), Mobile Emotional Intelligence Test (MEIT), Schutte Self-Report Inventory (SSRI), Multidimensional Emotional Intelligence Assessment (MEIA), and Emotional Intelligence Appraisal (EIA). The Consortium for Research on Emotional Intelligence in Organizations (CREIO) have

reviewed some of the tests that promise to measure EI in different settings. It is highly recommended that all researchers/practitioners using any of these tools should have a good understanding of the principles of psychological assessment and the limitations of psychological testing and assessment.

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## 12.4 A SAMPLE EI TEST

Due to lack of space, we cannot discuss the actual test for each of the popular EI measures mentioned above. For the purpose of illustration, we present a sample EI test (self-report EI scale), called the Schutte Self-Report Emotional Intelligence Test (SSREIT) [13]. Respondents rate themselves on the items using the following five-point scale:

1 = strongly disagree

2 = disagree

3 = neither disagree nor agree

4 = agree

5 = strongly agree

1. I know when to speak about my personal problems to others

2. When I am faced with obstacles, I remember times I faced similar obstacles and overcame them

3. I expect that I will do well on most things I try
4. Other people find it easy to confide in me
5. I find it hard to understand the non-verbal messages of other people
6. Some of the major events of my life have led me to re-evaluate what is important and not important
7. When my mood changes, I see new possibilities
8. Emotions are one of the things that make my life worth living
9. I am aware of my emotions as I experience them
10. I expect good things to happen
11. I like to share my emotions with others
12. When I experience a positive emotion, I know how to make it last
13. I arrange events others enjoy
14. I seek out activities that make me happy
15. I am aware of the non-verbal messages I send to others
16. I present myself in a way that makes a good impression on others
17. When I am in a positive mood, solving problems is easy for me
18. By looking at their facial expressions, I recognize the emotions people are experiencing
19. I know why my emotions change
20. When I am in a positive mood, I am able to come up with new ideas
21. I have control over my emotions

22. I easily recognize my emotions as I experience them
23. I motivate myself by imagining a good outcome to tasks I take on
24. I compliment others when they have done something well
25. I am aware of the non-verbal messages other people send
26. When another person tells me about an important event in his or her life, I almost feel as though I have experienced this event myself
27. When I feel a change in emotions, I tend to come up with new ideas
28. When I am faced with a challenge, I give up because I believe I will fail
29. I know what other people are feeling just by looking at them
30. I help other people feel better when they are down
31. I use good moods to help myself keep trying in the face of obstacles
32. I can tell how people are feeling by listening to the tone of their voice
33. It is difficult for me to understand why people feel the way they do

You can take the test to know your emotional intelligent level.

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## **12.5 MEASURING EMOTIONAL INTELLIGENCE IN BUSINESS**

Emotional intelligence is attractive to business. It has enabled business managers to understand the contribution of emotions in creating desirable qualities in business such as enthusiasm, motivation, commitment, and loyalty. One can apply emotion measurement to assess the level of engagement of customers with your product, marketing materials, website design, etc. Studies have shown that EI is a better predictor of job performance, job satisfaction, employee engagement, and leadership ability than technical skills and industry experience alone. Training employees in emotional intelligence is the new approach to solve some human resource problems. EI developments focus on management, organizational behavior, and leadership. Studies have shown that EI is a far better indicator of business success than IQ [14]. There are various EI instruments commercially available to businesses.

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## **12.6 MEASURING EMOTIONAL INTELLIGENCE IN THE WORKPLACE**

A lot has been written about the crucial role of EI in the workplace. EI plays an important role in deciding success across varied professions. It helps in coping with stressful situation at work. It has been claimed that EI or EQ is twice as important as IQ in predicting workplace job performance. “Soft skills”, like emotional intelligence, are regarded as effective ways to distinguish between potential high- or low-performance workers. Companies and organizations are increasingly using EI when they hire and promote. Psychometric assessments can help your company measure psychological characteristics of potential employees such as personality traits, behavioral styles, cognitive abilities, and motivations. Hiring managers must be cautious when using EI measures to evaluate suitability of job applicants. These measures should be regarded as only part of the assessment. Hiring employees with high EI may have a positive impact on the extent to which an organization succeeds in retaining its most critical asset, i.e., its workforce [15].

Performance in the workplace can be assessed in several ways. In fact, some assessments of EI are designed specially for the workplace. For example, the Emotional Competency Inventory (ECI) was developed to meet some HR practitioner criteria. The ECI takes approximately 15 min to complete. Mixed EI measures are appropriate in the workplace settings. The Bar-On model (self-report measure) is the most widely used.

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## **12.7 MEASURING EMOTIONAL INTELLIGENCE IN LEADERSHIP**

While regular qualities of a leader, such as intelligence, determination, and vision, are important, the best leaders also have high levels of self-awareness, empathy, motivation, social skills, and self-regulation. There is a strong link between emotional intelligence and leadership. EI competencies have been shown to predict effectiveness in leaders in countries around the world. EI can make the difference between a good leader and a great one. Corporate leaders' tasks, such as setting the vision and supervising management, all require substantial levels of EI. Leaders with high EQ build supportive environments which in turn leads to success. Some EI tests are made for leaders. A leadership-focused assessment may use the mixed traits-skills test.

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## **12.8 MEASURING EMOTIONAL INTELLIGENCE IN EDUCATION**

It is well known that classrooms are emotional places, filled at different times with enjoyment, anger, hurt, and boredom. EI is related to interpersonal and communication skills, and is important in the assessment of students. For example, EI is an important quality medical schools are looking for in applicants today. Majority of studies use university students as participants because academic pressures at university can be much more diverse and stress inducing. There is limited investigation on the link between EI and academic success at the elementary school level.

The MSCEIT and SSRI have been applied in assessing students in school or university, especially gifted children. Some students have been evaluated with “Emotional Intelligence Appraisal,” a skill-based self-report EI measurement created in 2001 by Drs. Travis Bradberry and Jean Greaves. The Bar-On Emotional Quotient Inventory (EQ-i) has also been used for university students. Higher scores on the EQ-i have been found to predict fewer daily hassles and fewer emotional strain symptoms among university students [16]. When academically gifted students participate MSCEIT and SSRI, gifted students scored higher on the MSCEIT, but lower on the SSRI. This shows that individual differences are measure dependent.

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## **12.9 MEASURING EMOTIONAL INTELLIGENCE IN HEALTHCARE**

There has been a growing expectation in recent years for physicians to demonstrate clinical knowledge and technical skill as well as personal social qualities and characteristics embodied in the concept of emotional intelligence (EI). EI is recognized to be a vital component of the doctor–patient relationship. It has emerged as an important factor in identifying the potential abilities of graduates in the health professions to achieve success. There is a link between EI and physical health, manifested through stress management and successful coping with life demands.

EI is measured using a single electronic instrument, the EQ-i 2.0, which is self-assessment with 133 items in length and takes approximately twenty minutes to complete. Such test identifies EI strengths and weaknesses in a cohort of emergency medicine residents [17].

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## **12.10 MEASURING EMOTIONAL INTELLIGENCE IN RELATIONSHIPS**

People with high EI are usually successful in whatever they do. They get along well with others and they go through life much more easily than people who are easily irritated or upset. Peer relations have an impact on antisocial behavior and early withdrawal from school. Sex offenders display emotional deficits, which seem to be related to the commission of offence. The assessment of EI, using some branches of the MSCEIT, may prove to be useful in assessing the emotional deficiencies of offenders [18]. The Bar On EQ-i2.0 assessment of individuals can be completed on-line.

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## **12.11 MEASURING EMOTIONAL INTELLIGENCE IN CHILDREN**

Parents and teachers desire to have children knowledgeable, responsible, and dependable. They want children to have the foundational social, emotional, and academic skills to succeed in school and life. One of the main goals of successful parenting is to form their children's emotional competencies for them while preparing them for adulthood. The nature of life experiences of children has changed drastically during the 20th century due to technological advances, easy access to media, and social pressures on families. Students enjoy academic and behavioral benefits when school teachers and parents collaborate [19].

Measures of typical children behavior are used predominantly in personality psychology. The Emotional Quotient Inventory: Youth Version (EQ-i: YV) has been used to measure emotional intelligence in children. Psychometric requirements on test validity and reliability are guaranteed, besides being confirmed in different cultures such as American, Hungarian, and Spanish [20].

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## **12.12 MEASURING EMOTIONAL INTELLIGENCE IN SPORTS**

Importance of EI is increasingly being recognized and assessed across various professions like sports. Sport is a highly specialized, emotional activity, where each athlete basically desires to surpass others and win. Sports have become an indispensable component of just about every society and every nation in our planet. Emotional intelligence has been considered to be playing an important role in successful performance of athletes and sport coaches. Language is a barrier in assessing athlete and sports coaches who are not well versed with English [21].

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## **12.13 BENEFITS AND CHALLENGES**

Emotional intelligence can be measured as an ability, using a test similar to an IQ test. One benefit of ability based EI measures is that they cannot be faked. Compared to ability based EI measures, trait based EI measures tend to have good psychometric properties. These measures are useful for professional purposes such as in EI training and executive coaching. Emotion measurement helps you to better understand your employees and customers in order to improve your product, service, website, marketing materials, etc. Although some measures do not show adequate validity, they have demonstrated adequate internal reliability.

Several intelligence researchers question the very existence of ability EI. Some critics have argued that self-report measures of EI measure nothing fundamentally different from the Big Five. Some researchers faced some difficulties in developing measures with good psychometric properties. There is no consensus on the correct way to measure emotional intelligence. Some EI tests seem promising, but many have not been empirically validated.

Most EI tools are not freely available for commercial use. Using them without prior permission is strictly prohibited. Trait EI based measure is susceptible to faking due to its use of a self-report nature. Participants may answer questions in a strategic, socially desirable manner. Different EI measures are used to validate different model of EI constructs by different researchers producing different results; this causes confusion [22]. Developers of EI tests must ensure that the test have internal consistency, usefulness, validity, and reliability. Some of the tests need to be further explored in future research. There are also some challenges in translating

the EI assessment questionnaire from English into other languages such as Spanish and French.

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## **12.14 GLOBAL ASSESSMENT OF EI**

In recent years, psychologists all over the world have developed a variety of methods for assessing different aspects of personality and behavior. Many tests that promise to measure emotional intelligence have appeared in the market. Assessment of EI can help to know the customers better and to understand not only what they think, but what they feel as well. Emotional Intelligence (EI) skills have been used to predict effectiveness in leaders in several nations around the world. Much of the research on EI assessment has been in English-speaking nations. There are problems with translation and cultural interpretation of the behavior being assessed [23] in other nations. In view of these challenges, a Global Emotional Intelligence Test has been developed. It uses 40 questions which are derived from, the Global EI Capability Assessment instrument. The test will give you a guide to which EI areas you are doing well in and those which you need developed [24]. Here we consider how EI is being assessed in different countries.

- United States: Emotional intelligence has been applied to clinical medicine given its ties with academic and professional leadership, enhanced job performance, stress management, and emotional well-being. It is the key determinant promoting resilience among health professionals against burnout. It has been incorporated in the obstetrics and gynecology (OBGYN), orthopedics, otolaryngology, pathology, pediatrics, and general surgery residency programs. EI was measured using a single electronic instrument, the EQ-i 2.0. The overarching goal is to align training in EI with core competencies and milestones set by the Accreditation Council for Graduate Medical Education [25].
- Nigeria: Some researchers believe that emotional intelligence could not be a single trait or ability but a composite of specialized reasoning abilities. Others regard emotional intelligence as so important in everyday life that it cannot be over-emphasized. In Nigeria, it appears that there is sparse of

indigenous measure of emotional intelligence. The existing measures of EI were either developed in US, Europe, Asia, etc. They are not culturally relevant and have limited applicability in Africa. Some researchers have developed a reliable and valid measure of individual's abilities to understand the true state of their emotional intelligence [26].

- Australia: The concept of emotional intelligence has recognized as an important component in doctor-patient relationship. It has been incorporated into interpersonal skills of the medical aptitudes tests. Australian medical educators have identified EI as one of the major missing parts in the success equation. EI can help move the culture of medical education forward by creating a better learning and caring environment [11].

- India: Social work is essentially a change-oriented profession. Empathy, emotional intelligence, and resilience are three personality attributes that social workers need to work effectively. Students in different years of their social work degree manifest these traits to varying degrees. Studies from India indicate a strong positive association between role efficacy and EI in social work professionals. The classroom ethos needs to be inclusive and free of prejudice and one that fosters open sharing of opinions, feelings, and emotions [27].

- Ghana: Researchers have over the years conceptualized EI as a predictor of several performance indicators such as job performance, employee satisfaction, service quality, and productivity. Health workers in Accra North are emotionally intelligent. The level of EI in a population and the individual items to use in measuring EI in that population are not the same for different measurement scales. There is always a scale that is the most reliable and valid and therefore represents the most useful tool of measurement. Every researcher measuring or assessing EI must validate his/her adopted scales from their theoretical points of view [28].

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## **12.15 CONCLUSION**

Emotional intelligence (EI) represents a global capacity to understand and manage emotion. Importance of EI is increasingly being recognized and assessed across various professions. Measures of EI vary widely in both their content and in their method of assessment. Tests of EI are increasingly being used around the world in different disciplines. Seven widely used measures of EI have been reviewed in this chapter. Users of these EI tools should employ single, complete tests and choose most suitable tool for their purpose. Although some EI test do not show adequate validity, they generally have demonstrated adequate internal consistency reliability. Unfortunately, these tests cannot assess all there is to emotional intelligence [29]. Thus, the science of assessing EI remains a challenge. To learn more about how to measure or assess emotional intelligence, consult the books in [5, 8, 30-34] and the following related journals: *Intelligence* and *Journal of Personality Assessment*.

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## Endnotes

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