Emotional Intelligence

“Emotional Intelligence Sets Apart Good Leaders”\textsuperscript{1}

An Introduction
What is Intelligence?

• Typically focused on
  - analytic reasoning
  - verbal skills
  - spatial ability
  - attention
  - memory
  - judgement

• Murky concept with definitions by many experts...
One Definition

- Individuals differ from one another in their ability to understand complex ideas, to adapt effectively to the environment, to learn from experience, to engage in various forms of reasoning, to overcome obstacles by taking thought... Concepts of intelligence are attempts to clarify and organize this complex set of phenomena.

Neisser et al, 1996.
IQ

• A weak predictor for
  - achievement
  - job performance success
  - overall success, wealth, & happiness

• Accounts for a major component of employment success according to numbers of studies covering career success; maybe as much as 20-25%.
More potent predictors of career success were

- Ability to handle frustrations
- manage own emotions
- manage own social skills

Do you know any highly intelligent people who aren’t socially adept?
How do we view emotions?

• chaotic
• haphazard
• superfluous
• incompatible with reason
• disorganized
• largely visceral
• resulting from the lack of effective adjustment

In the 1940's
How do we view emotions?

- Arouse, sustain, direct activity
- Part of the total economy of living organisms
- Not in opposition to intelligence
- Themselves a higher order of intelligence

Emotional processing may be an essential part of rational decision making.

See the notes pages for more on Phineas Gage.
The main purpose of the innermost part of the brain is survival. To get at emotion, go deep... Amygdala is deep within the most elemental parts of the brain. The main purpose of the innermost part of the brain is survival.
There is a Biological Purpose for Emotion

- Signaling function (that we might take action)
- Promote unique, stereotypical patterns of physiological change
- Provide strong impulse to take action
Basic Emotions--presumed to be hard wired and physiologically distinctive

- Joy
- Surprise
- Sadness
- Anger
- Disgust
- Fear
Evolutionary Advantage to Emotion

• For example:
  - Fight or flight response
  - but can basic emotions overwhelm rational thinking?
Neurobiology of Rationality

- Damasio’s work shows how neurobiology can help us understand the role of emotion in thinking. We constantly learn more about this important area.
- Work like his underlies the concepts of emotional intelligence.
- There are less obvious advantages to emotional experience.
- Emotion is emerging as an essential contributor to rational decision making.
What is Emotional Intelligence (EI)?

The capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.

- a field in infancy
- fast-growing
- aspects harken to research of the 1940's

“Being nice”
- Letting feelings hang out
The 5 Components of EI

• Emotional Self-Awareness
• Managing one’s own emotions
• Using emotions to maximize intellectual processing and decision-making
• Developing empathy
• The art of social relationships (managing emotions in others)
Emotional self-awareness

- The inability to notice our true feelings leaves us at their mercy.
- People with greater certainty about their feelings are better pilots of their lives and have a surer sense about how they feel about personal decisions.

Stay open to our emotional experience--can we tolerate the entire bouquet?
Value of taking time for self-awareness requires abilities

- to recognize appropriate body cues and emotions
- to label cues and emotions accurately
- to stay open to unpleasant as well as pleasant emotions
- Includes the capacity for experiencing and recognizing multiple and conflicting emotions
Alexithymia; when self awareness is impoverished.
• No words for emotion
• Difficulty in distinguishing between emotions
• Impoverished capacity for fantasy
• Over-concern with physical symptoms
Managing one's own emotions

• EI is like a smoke alarm—we’re not good at influencing whether a particular emotion will arise. EI tells us something is arising.

• We do have tremendous individual variability in the degree to which we can consciously limit the duration of unpleasant emotions and the degree of influence over the behaviors which may arise.

Self regulation

Distraction

Reframing

anger

worry

melancholy
Out of control emotions

- Impair reasoning (even smart people sometimes act stupidly)
- May increase the likelihood that chronic emotional problems will result, (e.g., clinical depression or chronic anxiety or hostility)

Managing one’s own emotions
Emotional development

• We develop external strategies first
• Then we develop social strategies
• Girls do better at developing strategies overall

Managing one's own emotions
Using emotions to maximize intellectual processing and decision making

• As a person matures, emotions begin to shape and improve thinking by directing a person’s attention to important changes, (e.g., a child worries about his homework while continually watching TV. A teacher becomes concerned about a lesson that needs to be completed for the next day. The teacher moves on to complete the task before concern takes over enjoyment.

Mayer and Salovey, 1995
Utilizing mild emotional swings to perform one’s options more effectively

• “Gut feeling” can be used to effectively guide decisions—a neurological understanding of how unconscious and conscious gut feelings guide decisions, e.g., when prioritizing, emotions help move the decisions.

• Harness emotions to promote or hinder motivation. (Anxiety, hostility, sadness)

• Emotional swings to increase the accuracy of one’s perspective on future events.
Developing empathy

• Empathy is the ability to recognize another's emotional state, which is very similar to what you are experiencing.

• In research on married couples, empathy appears to include matching the physiological changes of the other person.
Developing empathy links to:

- Greater emotional stability
- Greater interpersonal sensitivity
- Better school performance
The art of social relationships--managing emotions in others

• To excel at people skills means having and using the competencies to be an effective friend, negotiator, and leader. One should be able to guide an interaction, inspire others, make others comfortable in social situations, and influence and persuade others.
The subtle and complex abilities which underlie people skills

- Being attuned to others’ emotions
- Promoting comfort in others through the proper use of display rules
- Using own emotional display to establish a sense of rapport
The danger of the nice personality

- Have you ever met a nice person, but the “bells have gone off?”
- Charisma draws in but not always to desired ends, e.g., Hitler, Jim Jones.
- Empathy can be faked; so can other emotions.

The art of social relationships--managing emotions in others
The development of EI

- A genetic contribution is likely
- They are not destiny (timidity)
- Early expression of emotion by parents helps learning
- Early abuse hinders learning

- Poor ability to read others’ emotion may lead to the development of poor social skills.
Some Gender Differences

• More willing to compromise social connectedness for independence
• Not as good as women at this
• Less adept than women overall
• More physiologically overwhelmed by marital conflict

• Greater need for connectedness
• Have a wider range of emotions
• Better at reading emotions
• Better at developing social strategies overall
• Perhaps more engaged in marital conflict
Emotion related dysfunction

- all or nothing thinking
- overgeneralization
- excessive worrying
- worrying as magical thinking
- disqualifying the position
- jumping to negative conclusions
- “should” statements
- labeling & mislabeling
- personalization
- stonewalling
- criticism; contempt

- Impacts on physical health
  - cardiovascular disease
  - progression of diabetes
  - progression of cancer
  - onset of hypertension

- Impacts on relationships

- Impacts on mental health
Dysfunction at Work

• Is the person in the wrong job?
• Does the job require the person to be difficult?
• What is remarkable about the group dynamics of the organization?
• What about individuals, personal and interpersonal?
Some Business Examples

• Airlines are similar in price structure. The competitive edge = how well personnel treat passengers

• Others/Yours?
  - Implementing credit card use
  - Getting contractors paid when the system won’t work
  - ABC; JLIMS
Importance of EI in Organizations

- The higher you go, the more EI matters--the more SOCIAL COMPETENCE matters

- SES ECQ’s
  - influence, communication, leadership, change catalyst, conflict management, building bonds, collaboration and cooperation; team capabilities

- Army Values
  - leadership, duty, respect, selfless service, honor, integrity, personal courage
Importance of EI to Organizations, too

• 50% of work satisfaction is determined by the relationship a worker has with... his/her boss.

• EI is a prerequisite for effective leadership across borders.
  - Requires a high level of self-mastery and people skills; ability to put yourself into the positions of others.
A one-day seminar won't do it.

Unlearn old habits
What is Training in EI Worth?

- Increases retention.
- Decreases absenteeism.
- Increases overall organizational growth.

Could increase production as much as 20%

Current estimates to American Business:
- Losing between $5.6 and $16.8 Billion annually
If we knew nothing about a store except that employee attitudes had improved 5%, we could predict that its revenue would rise .5% above what it otherwise would have been.

Nine Strategies for Promoting Emotional Intelligence

- Taking the time for mindfulness
- Recognizing and naming emotions
- Understanding the causes of feelings
- Differentiating between emotion and the need to take action
- Preventing depression through “learned optimism”
- Managing anger through learned behavior or distraction techniques
- Listening for the lessons of feelings
- Using “gut feelings” in decision making
- Developing listening skills
There are instruments to measure EI...

- Take time for mindfulness
- Recognize and name emotions
- ID the causes of feelings
- Differentiate having the emotion and doing something about it
- Learn optimism to challenge distortion
- Learn distraction techniques
- Listen to voice of experience
- Develop Listening skills
Selected Links to EI Information Sites

• http://www.eq.org/