Working with Emotional Intelligence
Book by Daniel Goleman

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Plus slide on Emotional pain reduction, and measurement of EQ at interview

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Introduction of E.Q. and What employers want

• We are being judged by a new yard-stick; not just by how smart we are, or by our training and expertise, but also by how well we handle ourselves and each other.

• In times of no job security, concept of job is being replaced by “portable skills”

• Intelligence Quotient takes second position to emotional Intelligence in determining outstanding job performance

• What employers want: Listening and oral communication,

• Adaptability and creative responses to setbacks and obstacles,

• Personal management, confidence, motivation to work towards goals, a sense of wanting to develop one’s career and take pride in accomplishments,

• Group and interpersonal effectiveness, cooperativeness and team work, skills at negotiating disagreements

• Effectiveness in the organization, wanting to make a contribution, leadership potential
Cost of rising IQ than EQ, New Business Environment demands

• Children who grow smarter in IQ, have their EQ on decline, such children are growing more lonely and depressed, more angry and un-ruley, more nervous and prone to worry, more impulsive and aggressive. This generation is entering workforce today

• In the turbulent job market for the future, inter qualities such as resilience (ability to recover soon from misfortune or depression), optimism and adaptability are taking new valuation

• Variety of names, from “character” and “personality” to “soft skills” and “competence”, there is new name for them: emotional Intelligence

• E.I. counts more than IQ or expertise for determining who excels at a job-any job and that for outstanding leadership it counts for everything.

• There are twelve specific job capabilities, all based on self-mastery-initiative, trustworthiness, self-confidence, and achievement drive among them- and describes the unique contribution each makes to star performance
There are thirteen relationship skills—such as empathy and political awareness, leveraging diversity, team capabilities, and leadership. They navigate the currents of an organization effortlessly.

Whatever competencies we may be weak in, we can always learn to be better. There are guidelines for best ways to doing so. The companies that ignore the emotional realities of their employees do so at their own risk, while those organizations with E.I. are best equipped to survive—and to do well—in ever turbulent years ahead.

**The Inner Rudder** (i.e. gut instinct and about trusting it) or gut feeling/hunch: it is intuitive feeling about how the future may unfold, where a person has insufficient evidence to establish the veracity (or conformity to fact) of his assertion. It is sixth sense says it feels right. Learn to trust that. Hunches start much deeper in the brain. They are a function of emotional centres that ring the brain stem atop of the spinal cord—most particularly at the amygdala and its neural circuitry, stretches up to the banks executive centre in prefrontal lobes, just behind forehead. Amygdala is site of emotions experience and store
Anatomy of the Brain

Where IQ Resides: **Neocortex**
- Frontal lobe
- Parietal lobe
- Occipital lobe
- Temporal lobe
- Pons
- Medulla oblongata
- Cerebellum

Where EQ Resides: **Limbic System**
- Thalamus
- Cingulate gyrus
- Fornix
- Prefrontal Cortex
- Amygdala
- Hippocampus
- Parahippocampal gyrus
The Power of intuition, सहज-ज्ञान, बिना विचार या प्रमाण के ज्ञान की शक्ति

• अंतर्ज्ञान की शक्ति: an intuition decision is nothing but a subconscious logical analysis, it seems more right to do it this way than that way.

• Example: Intuition may play big role in work life when it comes to people. Bjorn Johansson of Zurich says "I know within thirty seconds of meeting someone whether this persons chemistry fits with my client. I analyze his career, his references etc., if my brains, heart, and gut all say this is the right person, I recommend him for the job.

• Harvard study “People can sense intuitively in the first thirty seconds of an encounter what basic impression they will have of the other person after fifteen minutes after fifteen minutes- or half a year.

• Intuition and gut feeling ability lies at the heart of self- awareness, which is vital foundation skill for three emotional competencies.

1. Emotional awareness: The recognition how our emotions affect our performance, and the ability to use our values to guide our decision making.

2. Accurate self- assessment: A candid sense of our personal strengths and limits, a clear vision of where we need to improve, and the ability to learn from experience.

3. Self confidence: The courage that comes from certainty about our capabilities, values and goals.
Emotional Awareness

• **People with this competence:** 1. Know which emotions they are feeling and why
  2. Realize the links between their feelings and what they think, do, and say, 3. Recognize how their feelings affect their performance, 4. Have a guiding awareness of their values and goals,

• They have more empathy for clients, they were able to build long term, trusting relationships, which translated into higher sales per customer. They are aware of emotions at a given moment, articulate those feelings in social expressions

• The stream of feeling: allow intuitive feeling space, take time out “do nothing”

• Living by Inner rudder: reserve eight hours a week for solitary reflection. People do not work for money alone. People gravitate to what gives them meaning, to what engages to the fullest their commitment, talent, energy and skill.

• Attention our most precious resource: The enthusiasm of odyssey (creative problem-solving program) provides opportunity to find answer questions like ‘who am I’, “where am I going” and “what do I want”
Emotional Awareness: Managing your Career

• The drive to establish ourselves from 20 to 50 years age make our mark in the world is most urgent, beyond it typically people reevaluate their goals on realization that life is limited. By midlife there are many corporate executives and lawyers putting down seven figure salaries who wish instead they were doing social-work etc. Self-awareness helps for keeping our career decisions in harmony with our deepest values.

• The less aware we are of what makes us passionate, the more lost we will be, and this drifting can even affect our health.

• Some men and women executives are high-achieving ending up in senior management, suffer from relationship deprivation. The cost for them is their personal lives wither. They never really thought it important about their inner landscape. In their late forties it might be triggered by a marriage falling apart and facing inner turmoil. But these can be fruitful crises. It starts to crack open their hard vaneer- they start emotions they never let themselves feel before, and to take a new look at that side of their lives.
Accurate Self-Assessment: knowing one’s inner resources, abilities & limits

• People with this competence are

1. Aware of their strength and weakness, 2. Reflective, learning from experience, 3. Open to candid feedback, new perspective, continuous learning and self development, 4. Able to show a sense of humor and perspective about themselves

• A leader today needs to be receptive to honest, direct messages from anywhere and every where in a company. Before you can help others, you have to discipline yourself.

• Blind spots of a leader affecting group: 1. Blind ambition to win or appear right., 2. Unrealistic goals for the group., 3. Relentless striving at the expense of all else in life., 4. Drives others causing emotional harm to them. 5. Power hungry pushes a personal agenda and is exploitative. 6. Insatiable need for recognition, takes credit for other’s effort and put blames on others. 7. Preoccupation with appearances looking good at all costs. 8. Need to seem perfect, rejects criticism, even if realistic, blames others for his failures, can not admit mistakes or personal weakness.

• Seek feedback for improvement to hear how others perceive them and act on it
People with **self-Confidence**, a strong sense of one’s self-worth and capabilities are: 1. Present themselves with self-assurance, have “presence”. 2. Can voice views that are unpopular and go out on a limb for what is right. 3. Are decisive, able to make sound decisions despite uncertainties and pressure.

**Self-Control**: The prefrontal area is the site of “working memory”, the capacity to pay attention and keep in mind whatever information is salient or important. When the mind is calm, working memory functions at its best. Circuitry for emergencies evolved millions of years ago, we experience its operation today in the form of troubling emotions, worries, surges of anxieties, panic, frustration and irritation, anger, rage.

**Role of amygdala**: it pays the key role in emotional emergencies— that makes us snap. Prefrontal area, the executive center, links to the amygdala through what amounts to neural superhighway, which acts as the brain’s alarm, a setup that has had immense survival value during millions of years of human evolution.

The **amygdala** is the brain’s emotional memory bank, repository for all our moments of triumphs and failure, hope and fear, indignation and frustration.
When emotions boil over: when amygdala hits the brains panic button, it induces a cascade that begins with the release of CRF hormone and ends up with a flood of hormones, mainly cortisol, causing fight or flight physical condition, along with heart rate shooting up, they stay in the body for hours, with blood is shunted from brain’s cognitive centers to other sites.

The just-say-no-neurons: There are two group of people, highly resilient to life’s up and downs, the other easily upset by them. Resilient have rapid recovery from stress, with their prefrontal areas starting to calm the amygdala. The inhibitory circuit between prefrontal lobes and amygdala underlines many of the self-regulation competencies, specially in stress condition of work life, crises, uncertainties and shifting challenges.

The Marshmallow kids, age 4 years, grow up and go to work: To the extent we are preoccupied by emotionally thoughts, for school children it means less attention in learning and at work. In their late twenties, those who resisted the marshmallow in childhood were more intellectually skilled, attentive, better able to develop genuine and close relationships and were more reliable having better self-control in face of frustration. Other group unable to pursuing their goals.
• When workers are ordered to display a given emotion, it is commercialization of human feelings” or “emotional labor or tyranny’. The notion of emotional self-control does not mean denying or repressing true feelings. Shared sadness can knit people together.

• People who stifle (दबाना) their feelings, specially strong negative ones, raise their heart rate, a sign of increased tension. When such emotional suppression is chronic, it can impair thinking, hamper intellectual performance, and interfere with smooth social interactions.

• Within the intimate zone of friends and family, we can bring up and mull over whatever weighs on our heart- and should. At work, a different set of emotional ground rules more often prevails.

• Two primal skills-handling impulse and dealing with upsets are at the core of five emotional competencies viz. Self-control, Trustworthiness, conscientiousness, Adaptability and Innovation.
People with this competence: 1. manage their impulsive feelings and distressing emotions well. 2. Stay composed, positive and unflappable even in trying moments. 3. think clearly and stay focused under pressure

• The skill is largely invisible-self-control manifests largely in the absence of more obvious emotional fireworks. Signs include being unfazed under stress or handling a hostile person without lashing out in return. Another mundane example is time management, keeping ourselves on a daily schedule demands self control.

• There is anatomical link between brain and body that connect our mental state with practical health, the emotional centers play the critical role, with the richest web of connection to both immune system and cardiovascular system. At low levels, cortisol can help the body fight a virus or heal damaged tissues.

• When heart rate exceeds 150 per minute, too little oxygen reaches heart muscle. More accurately we can monitor our emotional upsets, sooner we recover. Emotional implosion has several drawbacks, Imploders often fail to take any action to better their situation.
• The principle of remaining calm despite provocation applies to any one who routinely faces obnoxious or agitated people on the job. Executives having superior performance balance their drive, ambition and assertiveness with self-control, harnessing personal needs in the service to organization’s goals.

• A paradox of work life is that a situation can be seen by one person as a devastating threat but by another as invigorating (स्फूर्तिदायक) challenge. There is crucial difference in brain function between “good stress” and “bad stress”. Brain chemicals are at work when our energy is high, our efforts maximal and our mood positive.

• The biochemistry of these productive states revolves around activating the sympathetic nervous system and adrenals to secure chemicals called catecholamines. The catecholamines, adrenaline and noradrenaline, arouse us to action, in more productive way than the frantic urgency of cortisol.

• In a sense there are two kinds of stress—good and bad—and two distinct biological systems at work. There is also a balance point. Here lies our peak performance.
Self-control contd.- 6. Trustworthiness and Conscientiousness

Maintaining integrity and taking responsibility for personal performance, people with this competence (a) For trustworthiness: act ethically and are above reproach (तिरस्कार), build trust through their reliability and authenticity, admit their own mistakes and confront unethical actions in others, take tough, principled stands if they are unpopular. (b) For Conscientiousness: meet commitments and keep promises, hold themselves accountable for meeting their objectives, are organized and careful in their work

- **When business is business:** Ethic survey at USA found 3% engaged in copyright and software infringement, 2% have forged someone’s name on a document, 1% filed false information on Government forms. By contrast there is a competence called “courage” are professionals like accountant willing to stand up to their clients and against pressure.

- **Emotional Control, an emotional fault line:** while selecting people for jobs—at all levels—it is wise to reject candidates who are low or very low in self-restraint, since the odds of them creating problems of some kind are extremely high
Conscientiousness is outstanding effectiveness of for virtues of all jobs. It offers buffer against the threat to job loss in today’s ever changing market. There is an aura of sorts around such people, there is reputation for their reliability. But Conscientiousness in absence of empathy or social skills can lead to problems, it can put a damper on creativity.

Innovation and adaptability: Being open to novel ideas and approaches, and being Flexible in responding for change.

People with innovation competence

- Seek out fresh ideas from a wide variety of sources
- Entertain original solutions to problems
- Generate new ideas
- Take fresh perspective and risks in their thinking
- Example: In High-tech industry, which is fast changing of all, when success does—in any company, it breeds arrogance. They stop listening to customers and employees, finally get leapfrogged by competitors economically
Change is constant:

• Example of Intel. It faced two major crisis. First the loss of memory chip market and the disaster when a flaw in the company’s then new Pentium processor The company promised to replace product whoever asked , costing $475 million. It was done to save its commercial brand.

• *For any organization to reinvent itself*, basic assumptions, visions, strategies, and identities have to be questioned. But people held emotional attachments to all these elements of their work life, making change all the harder. Changes in market realities are inevitable part of competition in business large and small

**Surviving Changes-the emotional Pre-requisites**

• Adaptability requires the flexibility to take into account multiple perspectives on a given situation. *The flexibility depends, on an emotional strength*: the ability to stay comfortable with ambiguity and remain calm in the face of the unexpected and ability of self-confidence for quick adjustment
9. The Innovators and new paradigms for them

• **The innovative response** offers for MNCs to seek CCSR activity. The emotional foundation of the innovator at work is taking pleasure in originality. Creativity on the job revolves around applying new ideas to achieve results. The creative mind is, by nature a bit unruly. There is natural tension between orderly self-control and the innovative urge. In entrepreneurial companies and in creative jobs like adverting, being overly controlled predicts failure.

• **Old and New paradigm for Innovators**: The act of innovation is both cognitive and emotional. “Those who can follow through and execute their ideas, tend to have a high emotional intelligence level. They see that a variety of elements—most of them human—have to come together to make something new happen. You have to communicate with people and persuade them, solve problems with them, collaborate.”

• Courage is essential if you are going to get a creative project off the ground. In fields of complex modern technology and business, the ideas of a single person seldom lead progress. It must fit into matrix of innovation that spreads across a group of researchers around the world. You have to talk everybody, for it you need more emotional intelligence and form collaborations for ideas fruition.
New ideas are fragile and all too easily killed by criticism. Teresa Amabile at HBS describes four “creativity killers”. 1. Surveillance i.e. hovering and constant scrutiny. 2. Evaluation: Creative ideas should be critiqued and promising ones can be refined. 3. Overcontrol: Micromanaging every step of the way fosters an oppressive sense of constriction. 4. Relentless deadlines: A too intense schedule creates panic and kill the fertile “off time” for fresh ideas flourish.

**Collective Creativity:** Adapting shifting market realities require a collective creativity, a comfort with uncertainty at every level of a company. There are two crucial *initiation*, coming with the bright idea and *implementation*, getting the idea enacted. Idea generators tend to have strengths in narrow range of expertise and have pleasure in it.

Those who are effective champions of the resulting innovations are particularly adept at influence and political awareness: selling the ideas and finding support and allies. The relevant technical expertise is vital to generating innovative ideas, when it comes to putting ideas to practical use, navigating the web of influence that permeates an organization makes all the difference.
12 Tips for Recovering from Emotional Pain

1. Embrace with grace all that you face: Everything you are for empowers you
2. Give yourself time: Time to rest, time to heal and time to fully recover
3. Let go of control: Allow things to follow their natural course
4. Suffer consciously: when you feel, sense and accept the suffering.
5. Love your pain away: Darkness cannot drive out darkness; only light can do that
7. Spend time alone with yourself: , spending time alone with ourselves is best gift
8. Reach out for help. Surround yourself with people who make you happy/ laugh
9. Let nature heal and comfort you: to be your wise friend, teacher and companion
10. Claim nothing as your own. Love everything but cling on to nothing
11. Turn your wounds into wisdom: Seek to learn from every painful experience
12. No pain is forever: Don’t let a rainy day dampen your fun. Never forget that the Sun always shines above the clouds
Measurement of Emotional Intelligence, 15 interview questions

- How will this role help you to achieve what you want?
- What makes you laugh?
- When is the last time you were embarrassed? (What happened? How did you handle the situation?)
- What activities energize and excite you?
- How do you have fun?
- What are two personal habits that have served you well?
- How good are you at accepting help from others?
- How good are you at asking for help?
- What is one of the internal battles to have each day?
- What makes you angry?
- What aspect of your work are you passionate about?
- How could you create more balance in your life?
- Who inspires you? Why?
- On an “average day” would you consider yourself a high or low energy person?
- On an “average day” is your main focus on results and tasks or people and emotions?