

Developing Emotional Intelligence Skills for the Workplace

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Introduction

For this report, emotional acuity will be the only focus area. The acronym EQ is often used to refer to emotional IQ. Emotional intelligence refers to a person's capacity to understand and work productively with one's own emotions as well as those of others. The capacity to feel and express feelings, as well as recognize, interpret, and react to the feelings of others, is crucial. In this report, a company where my sister used to work, Google, will be taken to discuss emotional intelligence in their workplace and how they are using it for their own benefit. Three basic emotional intelligence frameworks such as capability-based, mixed framework and trait model will be discussed briefly. An evaluation will be done by discussing the positive and negative exchange of this emotional intelligence in the workplace of Google. Lastly, some recommendations for improving EQ and the area of improvement of individuals with the help of emotional intelligence will be discussed.

Company Overview

The mission of Google, Inc. is to expand and enhance people's access to information. It caters to both small and big publications, offering a suite of services and resources for promoting and delivering text, display, and mobile advertisements. Search, advertisements, operating systems, platforms, enterprise, and hardware are where the company's primary attention is directed. Using its search engine, anybody with access to the Internet may scour a massive directory of web pages and other online material. Search engine optimisation and internet advertising are its primary functions. Google is also involved in the development and distribution of computer hardware and software (Berg, 2019). But Google's internet advertising business is its primary cash cow. Google's online store and global delivery network spans more than 50 nations and regions. Google is considered the top company that uses emotional intelligence for the better performance of its organisation. Each Google developer is given 20% of their time to work on personal projects. Aside from being excellent for business, this is a great way to keep engineers interested and engaged. Relying on these models discussed, an overview of fostering EQ in the workspace of Google will be described along with the benefits and importance of EQ in that workplace.

Key models of emotional intelligence

It is common practice to calculate an individual's "Emotional Intelligence Quotient" (EQ) as a proxy for their ability to recognize, evaluate, and control their own and others' emotional states in a variety of social and work contexts. Some models have been proposed by different individuals for a better understanding of emotional intelligence (Caruso, 2020). Three basic emotional intelligence frameworks have emerged so far. These are:

The Capability-Based Perspective

- Emotions, based on the ability-based paradigm, are important streams of information that assist in creating knowledge of and getting around the social environment.
- The model predicts that people vary in how well they absorb emotional information and how well they link that processing to other types of cognition (Mayor, 2016).
- Adaptive behavior is viewed as evidence of this skill.

The concept suggests that there are four subsets of skills that make up EI:

1. Recognizing one's own emotions as well as those of others and being able to detect and interpret them in others via facial analysis, visual analysis, voice analysis, and cultural artefact analysis. To be able to process any other kind of emotion requires first being able to perceive emotions, hence this skill is essential to developing emotional intelligence.

Emotional facilitation, or the utilization of one's emotions to aid other mental processes like reasoning and problem-solving. An emotionally intelligent person can adapt to their shifting emotions and use them to their advantage.

2. Emotional literacy, or the proficiency to understand and articulate human emotions and the nuances of interpersonal interactions.
3. Emotional regulation, or the capacity to govern one's own and other people's emotional responses. An emotionally intelligent person can master their feelings, both positive and negative, to accomplish their goals.

Mixed Model

Another well-liked framework for analysing EQ is the Mixed Model. In his Emotional Intelligence model, Daniel Goleman places a premium on defining the concept in terms of a broad variety of abilities and competencies that impact leadership effectiveness. That's why the Mixed Model is so popular for use in corporate and other professional settings for assessing and developing managerial talent and aptitude (de Bruin, 2012).

The Mixed Model of Emotional Intelligence describes five main components:

1. Self-awareness is the capacity to recognize and comprehend one's own emotions, talents limitations, desires, values, aspirations, and the influence they have on others, and to use this knowledge to guide one's decision-making.
2. Managing one's own feelings and impulses, in addition to adjusting to new situations, falls under the umbrella of "self-regulation" or "self-management."
3. Social competence, or the capacity to manage connections to influence others to act desirably, is essential.
4. Empathy, or taking into consideration the sentiments of others, particularly while deciding on a course of action (Sambol, 2022).
5. Motivation, or the drive to strive for its own sake, is our fifth definition.

Goleman offers a group of emotional skills in each element of emotional intelligence. Emotional competencies are not innate traits but rather skills that may be honed through practice and development into outstanding performance (Calayen, 2019). According to Goleman, people's innate capacity to develop emotional skills is based on their overall emotional intelligence. The capacity to communicate or discharge one's inner sentiments is addressed as emotional ability (emotions). The term "emotional capital" is used to describe an individual's collection of private and social-emotional competencies which function as an opportunity for personal, professional, and managerial growth, as well as contribute to a sense of community and personal, social, and financial prosperity. Emotional capital ought to be taken seriously by public and educational administrators and businesses due to its influence on productivity (at work), good health (life satisfaction, health, etc.), and social integration.

Trait model.

Konstantin Vasil Petridis is the developer of this model. Differentiating from the ability-based construct, it argues that persons have emotional qualities or emotional opinions as part of their individuality.

- ✓ Trait emotional intelligence is a collection of emotional self-perceptions located at the base of personality hierarchies, and it is tested by submitting a questionnaire based on trait EI (Ball, 2013).
- ✓ The phrase "trait EI" is shorthand for a person's own estimation of their own emotional prowess. Contrary to skills, mental talents, or facilitators, the attribute EI aspects are characteristics of an individual's character.
- ✓ This self-reported definition of EI encompasses behavioral inclinations and self-perceived abilities, in contrast to the ability-based framework, which relates to real talents that have proved difficult to assess scientifically.

- ✓ Efficacy in Interpersonal Relationships (EI) as a characteristic should be studied using a person-centered approach. According to trait EI, one's emotional experiences are always unique. The trait EI theory provides a more comprehensive framework than the Goleman model (Aluja, 2016).
- ✓ The trait of emotional self-efficacy is a different designation for the same concept. Self-efficacy refers to a person's confidence in their own abilities to do certain activities and reach specific objectives.

Importance of developing EI in the Google

Tan, whom Wired has nicknamed an "Enlightenment engineer," has witnessed firsthand how emotional intelligence exercises can improve a person's professional and personal life. Search Inside Yourself (SIY) was created by Tan, Google's resident "Jolly Good Fellow," who aimed to improve employees' emotional intelligence via the practice of mindfulness. According to Tan's theory, a person may achieve a level of inner peace—the basis for pleasure, prosperity, and compassion—by developing emotional intelligence via mindfulness training and meditation.

Google uses the mixed model in its organization to bring success and make a better connection with the customers by providing much importance to the needs and preferences of each customer. Self-awareness, self-regulation, motivation, empathy, and social skills are the five areas of emotional intelligence that the programme focuses on building. Meditation and mindfulness training are the main ways that the programme does this because they help people pay more attention to the present moment (Schroeter, 2013).

Emotional intelligence has many benefits in the workplace, such as helping people advance in their careers, get along better with others, and be better leaders. Tan says it wasn't hard to get Silicon Valley passionate about a meditation program to teach employees emotional intelligence. Tan thinks EQ is beneficial to his business because it helps his staff work better together. He claims that the product has already been advertised. Goodness and global peace are inevitable byproducts of the emotional intelligence program he developed, which he believes will help individuals achieve success.

Attention training ("the ability to manipulate the mind to a state that is clear and composed, and to do it on demand," adds Tan), self-awareness, and social competence are the three main tenets of Tan's model for improving emotional intelligence (Crook, 2018). The first stage entails training one's attention via meditation. Tan is certain that developing one's "mental fitness" via meditation and mindfulness activities has a similar, if not greater, impact on one's well-being in all facets of life, from professional to personal to physical health. That means the use of EI has made Google capable of catching more customers and also earning existing customers satisfaction. Google provides its employees with several advantages, such as paid time off to raise a family and participate in the company's wellness initiatives, as well as medical, dental, vision, and plans. This is part of their plan to motivate workers and increase productivity. Because Google knows employees with high motivation are beneficial for the organization.

Google also choose employees for its organization keeping the use of and presence of emotional intelligence in mind of an individual. Companies assess an individual to understand the different characteristics of a person to find out the positive and negative traits which incline to emotional intelligence. The company goes for shining the positive characteristics and eradicating the negative ones by providing training or keeping sessions for individual development (Nezlek, 2020). The company is always careful about the use of emotional intelligence in every sector. Google has experienced a better outcome and a better brand image along with a competitive advantage over others. Their workplace is well-disciplined, and people are more aware of their own potential and strengths. Employees are adaptable as new technology is introduced regularly in the organization.

Potential Google employees who have gone through the recruiting process may be aware of "Goorneyess," a collection of traits shared by those who have excelled in their roles and contributed most to the company's culture. In its modern use, the eponymous adjective encompasses the following six characteristics:

- Embraces uncertainty.
- Respects comments
- Disturbs the established order.
- Focuses on the user's first.
- Obeys the rules.
- Concerned about the group's success.

According to Lindsey Stewart, manager of campus and entry-level recruitment at Google in the Americas, emotional intelligence is one of the crucial candidate skills weaved across those six criteria. She explains that "Goorneyess" and "how we evaluate Goorneyess" are both connected to emotional intelligence. Google indirectly try to find the emotional intelligence of an employee. For example, the HR of Google asks questions like- "have you worked in a team before?" While answering this question the words used by the candidate will provide the HR knowledge about the cooperative behaviour of the candidate which is a part of emotional intelligence.

According to Stewart, Google's "number one driver" is fostering diversity and inclusion, and having emotionally aware workers is crucial to this goal (Garon, 2019). Recruiters analyse the candidate's responses to stories and anecdotes to gauge their level of emotional intelligence. They try to find if there is anything that the candidate accomplished that demonstrates a quality that Google values.

Google HR might ask the candidate to describe an instance when they effectively communicated with others, worked together with others, or otherwise demonstrated emotional intelligence. The staff strives to eliminate surprises and advise the applicants on what to expect so that they may overcome their nervousness and be themselves throughout the interview process.

Evaluation

From the above discussion of Google's workplace, it is quite clear that Google has implemented emotional intelligence in their workplace, and they also prefer these criteria while recruiting an employee. They try to find employees who have self-control, motivation for work, empathy, cooperative nature etc. This proves the use of Daniel Goleman's mixed model of emotional intelligence in the workplace at Google. Emotional competencies are not innate traits but rather skills that may be honed through practice and development into outstanding performance. Tan understands this very well and that's why, he keeps training sessions for employees to enhance the emotional intelligence of individuals. He believes that this model will be beneficial in increasing the overall success of the organization. Some more benefits that the organisation aims to achieve are:

- Effective leaders may use this knowledge to encourage and inspire their teams to do their best job.
- This increases the diversity of perspectives and aids in avoiding the traps of groupthink (Lyons, 2015).
- It gives leaders the ability to see possibilities that others may miss.
- It aids in the identification and equitable settlement of conflicts.
- It can boost morale and help people realize their full potential in the workplace.

Emotional intelligence may become extremely subjective in a manner that isn't helpful to business if it isn't tempered by logical intelligence. However, when used properly, it may play a critical role in encouraging internal cooperation and external partnerships in business settings. Google's different campaign and Search Inside Yourself (SIY) launched by Google for improving emotional intelligence and some specific attributes of an individual is considered a successful program. While there is an IQ cut-off point required for advancement, leadership aptitude cannot be predicted only by IQ. The performance of people on the job is positively and significantly correlated with their emotional intelligence. All the characteristics that Goleman suggested were taken by Google as a parameter and Tan believes that raising these characteristics of a person will both benefit that individual and the organisation.

Having awareness of one's own emotions as well as those of others is a sign of emotional intelligence. While recruiting new employees, the HR of Google ask questions in a way that helps them find this self-awareness attribute. Successful collaboration and win-win outcomes are the result of high emotional intelligence. Conviction, resiliency, and self-assurance are all linked to emotional intelligence. So as Google is determined to teach emotional intelligence to its employees, it indirectly enhances the skill of an individual.

Leadership development and hiring processes can benefit from emotional intelligence testing and Google has been benefitted by this for a long time. By increasing motivation and teamwork, the feeling of cooperation among the employees google can increase its productivity along with sales.

Google has developed a joyful and exciting workplace that anybody would be happy to be a part of. There is a doctor and dentist on site, as well as massage and yoga, chances for professional growth, day-care, jogging paths along the water, and enough refreshments to keep the employees going (Macedonia, 2016). This will increase the adaptability characteristics of an individual, increase the motivation for work and increase satisfaction will lead to the retention of the best employees. Best employees are an asset to the company. By retaining them company will see growth and success.

Meetings that accomplish their goals and don't simply seem like time wasters are possible in an emotionally aware workplace. This is primarily because emotionally intelligent individuals recognize that everyone is preoccupied and that their time is short and precious, so they're less inclined to spend that time with useless chats. Their meetings are productive because they come prepared with an outline of what needs to be covered, keep the conversation focused, and close with a summary of the next steps.

Recommendations

- When workers see that their efforts are being rewarded, they are more likely to go above and beyond in their work. When employees are thanked for their hard work and given the chance to voice suggestions for how they might improve their position and responsibilities, they develop a stronger feeling of loyalty to the company (Krivenko, 2023). It is the easiest thing managers can do to aid their people in strengthening their interpersonal connections and their performance. As such, it falls under the umbrella of motivation, another crucial element of emotional intelligence. Google should follow this way of motivating its existing employees.
- Google's managers and higher-ups need to step up and assist in mediating any internal disputes that may develop. In this way, we may maintain a pleasant atmosphere at work.
- Motivating workers may be facilitated by fostering an environment where they feel safe expressing themselves honestly (Lyons, 2015). As a result of this autonomy, workers will not only feel more appreciated and invested in their jobs, but they will also see their workplace as an extension of their home life. So, Google must ensure a free work environment where everyone is free to express their opinions.
- The change to an emotionally aware workspace will likely be considerably simpler from a top-down viewpoint. While buy-in throughout the board is vital, leadership frequently establishes the tone for the whole team. Leaders need to demonstrate the conduct they wish to witness in their teams. Google can accomplish that by talking frankly about their achievements and problems to display deeper knowledge of their emotions, volunteering schedule in 1-on-1 meetings to monitor how workers are feeling – both within and outdoors of work and reacting with empathetic thinking, assistance and understanding when an individual is coping with a personal problem.
- The company can arrange a feedback session once a month. Managers may encourage employees to speak out about their experiences with EI and their hopes for its future use at the company in this session and utilizing this feedback company can take different measures of fostering emotional intelligence in the organization.

Conclusion

The purpose of this report has been to discuss emotional Intelligence. The acronym EQ is often used to refer to emotional IQ. Emotional intelligence refers to a person's capacity to understand and work productively with one's own emotions as well as those of others. The capacity to feel and express feelings, as well as recognize, interpret, and react to the feelings of others, is crucial. In this report, a company where my sister used to work, Google, has been taken to discuss emotional intelligence in their workplace and how they have been using it for their own benefit. Three basic emotional intelligence frameworks such as capability-based, mixed framework and trait model have been discussed briefly. An evaluation has been done discussing the positive and negative exchange of this emotional intelligence in the workplace of Google. Lastly, some recommendations for improving EQ and the area of improvement of individuals with the help of emotional intelligence have been discussed.

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Introduction

- Success is more probable for emotionally intelligent persons since they are better able to get along with others and show empathy and compassion. Utilising good emotions will be beneficial for my future endeavors. But, there are some negative emotions to work in me and these need to be altered for a better life and position everywhere and in every situation.

My Strength

Success is more probable for emotionally intelligent persons since they can better get along with others and show empathy and compassion. I have the ability to start communication and keep good communication with people

The atmosphere and approach to education in the West are distinct from those in India, where traditional methods are prioritised above the use of technology. But I've been able to adapt to these adjustments quickly. I have been able to accept and adapt to the new education system easily and going well with my studies.

I see myself as an excellent team performer and, an obedient and responsible person. Group work and team competitions, which I've participated in extensively, attest to these skills. I have participated in different case competitions with 3-4 members which makes me a better team performer and have experience working with different types of people. I have always been in teams which taught me to become co-operative and active.

My Weakness

My inability to conceive of novel solutions to problems or approach tasks differently from the norm. When the instructor in my business class seeks us for assistance in coming up with our own vision of a new product or plan, the only ideas that go through my head are the ones we've studied in the textbook.

Often people misinterpret me and I realise like, that I can't connect myself to their feelings. When someone is trying to get to know someone better, it's only natural to talk about himself. I prefer to state my opinions quite straightforwardly and frequently hear from my pals that I can't comprehend them.

I have trouble keeping my cool under pressure, which may hinder my performance. I'll never forget how nerve-racking it was to have my first public speaking experience in a school debate. I was so nervous and shaking while on stage that I blanked out on much of the material I had studied



Reasoning my own emotional intelligence

- I should not act on these sentiments either. I may, for instance, experience anger at a perceived unjust grading of a homework project in one of my university courses, but instead of acting on that anger, I could consider why I could have gotten that mark and apply that consideration to future situations.
- As I am a team player I can comfortably work with various people and it will help me in my future workplace. This helps me to increase my creativity and work motivation. I can solve various problems by discussing them with others.
- This will assist me in excelling in a leadership role since I will be able to more effectively relate to people as a consequence of getting more in sync with my personal feelings.
- Because of reacting without proper thought or with other fellow employees, and seniors, I might have a very bad image in front of others and it can also cause me to lose my job.

Improvement of myself

- I have to figure out what feelings I'm experiencing at the moment and whether or not I can give them a name. I need to know what feelings to expect and how to react in difficult circumstances. I have to fortify my emotional fortitude so that I can rein in my reaction. I need time to process information before I can respond.
- Empathy may be developed by reading about complicated individuals, according to a recent study.
- self-assessment by inquiring about how my superiors, coworkers, acquaintances, and family members see my interpersonal skills.
- By reflecting on my communication, I get insight into how I might improve my approach to similar circumstances in the future.

