

Skills for the Workplace

Module Assignment Submission

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Introduction

The focus of this report is to evaluate the importance of emotional intelligence (EI), and the impact it plays not only in the workplace, but also in our everyday lives. According to Brown (2018), being in touch with our emotions is a skill, once measured enables you to think critically and understand, not just your emotions, but also that of others. Further research by Segal (2002, 2015), suggests that emotional skills vary as each individual's circumstances are different. However, Schutte et al., (2007), explains that one's wellbeing can be a major factor in handling your emotions. Martins et al., (2017), outlined that in order to effectively handle your emotions, your mind-set must be open, so you are able to improve and develop oneself to take full advantage of the business world (Hagemann, 2017). Leaders who adapt and learn how to reshape their brain using neuroplasticity, are encouraging new innovative management tools and methods to help train staff how to think more critically and positively for productive outcomes (Politi, 2011). One of such organisations The NeuroLeadership Institute has helped change the way people think by sharing, encouraging and generating neuroscience research. These objectives are paramount not only for the institute but human beings the world over (Politi, 2011). The author will further hypothesise different models of EI, and present a case study to determine whether EI works.

What is Emotional Intelligence?

Emotional Intelligence (EI), is a relationship with your inner being, the better you know yourself and your key competencies, the better you are at solving and dealing with problems (Begley and Schwartz, 2004). In the 1920s, Thorndike introduced the concept of social intelligence, which is a relation to both motivational intelligence and EI. Mayer et al., (2004,2007), define EI as the capacity to perceive, process and regulate emotional information accurately and effectively, within oneself and in others. Leaders who adopt EI, use the data information gathered to help influence and guide one's thinking for positive outcomes. EI is not quite as quantifiable as Intelligence Quotient (IQ), as the data does not support it the same way as it supports IQ.

There is a collective received wisdom that says, "the more intelligent you are or perceived to be, the more successful you are", basically, your IQ reflects your academic achievements, and that the reverse must also be true. Hence,

levels of intelligence, your IQ and educational attainment, supposedly dictate success - you will not find many people refuting this notion.

What if success does not involve these traditional routes to success? Surely, those who are not academically minded but obtain success via less conventional route have developed a recognisable intelligence that places emphasis on interaction. This is often referred to as EI or emotional quotient (EQ) where the ability to navigate social circles and develop successful (business) relationships, are sophisticated or sufficiently eloquent to achieve positive outcomes.

For the purpose of this report, EI is an ability to exercise a level of control over feelings within the work environment, that would have a direct impact on work performance. This intelligence suggests a range of competencies which facilitate one's feelings and exercise control over feelings or impulses within a work role. EI articulates a set of competencies that reveal personality traits to cope with difference within the workplace, and navigate different opinions, ideas and suggestions between various sets of people.

EI is important and necessary for team harmony (Mayer et al, 2004). In an organisation, it is the leaders or managers who require a higher or honed EI. This is because they not only represent their business to customers, but set direction, and seek to develop as many meaningful internal and external relationships to sustain morale and improve business growth. In order to carry this forward successfully EI is utilised to understand the needs of customers, partners, and evidence of that need (Begley and Schwartz, 2004).

It is the responsibility of, and incumbent on an organisation to commodify EI and identify complimentary personality traits which support a successful business. EI, like the Belbin assessment (2010, 2012), is another tool to reward behaviours or personality traits that impact an organisation positively. Identifying behaviours is important when collating employment appraisals and targeting reward through promotions, for example, or to identify where more training or support is required to bring employees who need improvement, up to standard.

EQ can be thought of as an individual's abilities to be highly self-conscious and self-aware, which enables the individual to have a better and clearer understanding and knowledge of themselves. Recognising patterns in our behaviour, and how we self-manage and regulate our responses to handle our emotions is very necessary in the workplace. According to Amory (2011), self-

motivation is paramount in developing EI, as this drives you to perform and ultimately reach your goals.

It is one thing knowing and understanding yourself, however, having the ability to understand the feelings of others and understand their emotions can be more important. Showing empathy is critical to any relationship, whether at home or in the workplace, as the more you are able to relate, breeds positivity, which effectively makes all parties feel good about themselves mentally (Stein 2017). In fact, most, if not all job descriptions, include a statement about the role of pastoral care to the people you work with, such as colleagues, customers, students, stakeholders.

Leaders must view the world and its challenges and maintain a positive mental attitude (Hagemann, 2017). Subsequently, creating a mental picture not just to yourself but also to reinforce this to colleagues, family and friends, to see the world as an opportunity to find and create better solutions (Politi, 2011). Being a good global citizen is something all good leaders and managers should practice, hence, thinking and staying positive should be part and parcel of your everyday life. However, it is easier said than done, ask anyone, furthermore, the top football coaches around the globe, why is it that if the team do not perform the coach is the one who is made the scape goat? Is this because it is far easier to get rid of the one man as opposed to the whole team? Another underlying question is how does this effect the coach and the team? What impact does negative stimuli have on the brain as opposed to positive stimuli?

There is growing focus and interest on EI, mental health and wellbeing internationally (Brown, 2018). More and more, you hear on the news of new mental health initiatives. In fact, this week, Prince William announced the launch of a new campaign “Shout” in collaboration with his wife and the Duke and Duchess of Sussex, to coincide with Mental Health Week. This allows people suffering from mental awareness to send a text message to advisors (BBC news, 10 May 2019). It has been reported that work stress and anxiety have continued to increase in the workplace (Stein 2017). Rapidly, leaders and managers are understanding the benefits of being more emotionally intelligent, mindful and selfless (Carter and Hougaard, 2018). More and more employers are introducing mental health awareness programmes, such as, mindfulness classes, art and massage therapies to help their staff to help manage and alleviate stress and anxiety, and improve well-being and work life balance.

Leaders instill vision, passion and most importantly build and create shared goals for the organisation using EI (Stein, 2017). Neale et al., (2009, 2011), says good leaders must be able to examine and recognise the value EI has, not just on themselves, but also on others within the organisation, as failing to do so can limit staff potential and business growth. For example, Maurizio Sarri, the current head coach at Chelsea Football Club, was recently undermined by one of his players, who categorically refused to be substituted. This football match was televised on national TV, and watched by millions of people across the globe. Sarri could not hide his anger or emotions – he was so furious he threw a bottle of water on the ground, and was attempting to leave the pitch until members of his coaching team helped calm him down. Barrett (2017) and Scazzero (2015), agree that it is healthy to show emotions, however, was Sarri correct to react this way? Bryant H. McGill famously quoted “there is comfort in expressing your emotions as it will allow you to share the best of yourself with others”. That said, not being able to control your emotions can reveal your worst behaviour as observed with Sarri – he lost control and coincidentally, lost the game. It is more imperative as a leader to control your emotions to the best of your ability, as not good example for your team and colleagues working with you.

One thing for sure, a team that is working in tandem will be more effective and productive, as opposed to a team or a “house divided”, once quoted by Lincoln in 1858. One of my favourite acronyms is **TEAM Together Everyone Achieves More**. Leaders lead by example, and attempt to bring the best out of any given situation. Emotionally intelligent leaders are tasked to find ways of solving problems, good leaders know how to delegate and share responsibility, at the same time engaging the team so they feel they are vital in the process of change (Packard, 2019). Recently in lectures, I took the role of the lecturer for one class, and explained why Team-Working is vitally important for any organisation to flourish. I added the working acronym so it now reads. **Together Everyone Achieves More With Outlined Realistic Knowledge Incorporating Necessary Goals** (Ojugo, 2019). Teams using EI benefit most, as over time, they develop an understanding of one another, and when in need of a shoulder to lean or cry on, they know it is there with no prejudice. A team works well together particularly if each member can rely on the support from their colleagues when needed.

Effective Leadership at Workplace

In today's business environment, the high demand for productivity and effectiveness, by the managers and staff is increasing to new heights. The measure of an organisation's effectiveness is concerned with the extent to which intended objectives have been understood and then achieved. These spheres of understanding are part of what I would call a working symbiosis, where one trait or task area impacts, and is thus impacted by another. They can be summarised by the following areas:

- Developing leadership.
- The organisational structure to optimise efficiencies.
- Implementing an effective change control process to manage transformation.
- Understanding and utilising smart technologies and smart ways of working to manage human resources/capital.
- The above will then feed into the development of a much wider exercise to optimise Human Resources.

Organisational effectiveness is a measurable outcome, based on the above, which at its most basic, reflects the performance of a given organisation against its own objectives, and the efficiency with which they were achieved. Typically, in any organisation, there are redlines and targets to be met that represent its brand capital. Therefore, the extent to which these targets are achieved in part, in full, or not at all, ultimately have an economic dimension that is a matter for their paymasters, usually shareholders, and internal performances are judged according to the perception of the customers. Richard (2009).

Successful leaders in organisation are able to use every tools and methods to build an effective workplace environment among staff. Leaders know by being mindful, motivated and charismatic, help in developing relationships. In doing so, it provides the prerequisite qualities that enhance relationships between emotionally intelligent managers and the staff. It is a necessity for managers to motivate employees by creating a workplace with a pleasant comfortable atmosphere, in order to achieve the organisation's goals. EI plays a key role to facilitate the leader to delegate tasks fairly and effectively. Consequently, putting people in key positions in the organisation, maintains motivation and keeps the teams spirit up. When you feel at home you are comfortable,

emotionally intelligent leaders will help maintain good comradery, making staff feel engaged increases productivity.

Stein (2017), agrees for an organisation to optimise effectiveness, the members of the team must have job satisfaction and commitment, that way, they will perform to the best of their ability, and maintain a high standard and level of performance. Luthans (1998), has shown that being effective in terms of leadership is fairly challenging but can be equally rewarding. However, it is very important in the business world these days, and also the foreseeable future, that being an effective leader, with great management skills depends a lot on one's understanding of emotions, and the set of abilities which bond the EI capabilities (Goleman, 1998). Goleman also cited that EI is a better differentiator for effective leadership than IQ. EI is able to reveal how effective, individuals are dealing with different problems and issues within the organisation, even when they facing issues from others or within themselves.

Developing Emotional Intelligence

By developing one's EI, individuals can become more productive and successful at what they do, and help others become more productive and successful too. The process and outcomes of EI development also contain many elements known to reduce stress, something we all want. Leaders, individuals, governments and organisations can benefit from applying EI as it helps by reducing conflict, and ultimately promoting understanding, builds relationships, which equally foster stability, continuity, and harmony. EI leaders can truly become better global citizens who promote love, peace, harmony and spirituality (Scarezzo, 2015).

In today's ever evolving world, where new innovative technologies are being produced faster than concorde, it is of immense importance for a leader to have the ability to change the brain and the way it thinks. In the brain, the neurons forge new connections to the brain, which can be described as rewiring a circuit board. How the information is processed, and how leaders respond to the information, having a better understanding can help leaders become better in their roles regardless of negative or positive information. Neuro-leadership is a solid foundation to build upon for the success of any organisation now and in the future.

Once neuroplasticity is applied effectively leaders can find solutions without fear of getting stressed. The brain, if executed correctly will be able to solve any problem if you put your mind to it (Amory, 2011). Leaders must train their brains and learn how to use them to “turn people on”. As Albert Einstein once said “We cannot solve problems with the same thinking we used to create those problems”. Therefore, using your brain, which I believe is a free gift from God, once applied correctly, can set a new direction in the way we manage our organisations (Scarezzo, 2015). When the brain is used appropriately, all facts are considered, and assessed, and analysed rationally, correctly and appropriately for each situation or problem - this evidently will help leaders, individuals, teams, educators and organisations across the globe to realize far greater results when we “manage with the brain in mind” (Rock and Ringleb, 2013). Leaders who use EI, see things from a holistic view, and studies show that EI will equip the leader with the necessary competencies to know how and who to delegate task to, by recognising behavioural patterns. According to Skinner (2014), he explains that our behaviour is determined by consequences, and suggests that it is likely this pattern of behaviour will occur again. This is reinforced by Vroom (1964), who proposes that people behave or act a certain way expecting a particular result, demonstrating and influencing a pattern of behaviour. I found that applying Mayer and Salovey’s ability model, gave me a clearer perception of perceiving emotions and understanding nonverbal signs, such as, other peoples body language and facial expressions, a behaviour which was demonstrated by one of my managers when placed on a training schedule. “Emotions can lead to our worst decisions or our best ones, the difference is emotional intelligence” (M. Murray 2013).

I understood by way of reasoning with my emotions maybe the manager is not upset with me but the predicament he has found himself in. I asked myself did I do enough as a leader to motivate and guide him? Anyway, enough of this story I will elaborate on it later on in this report.

Business Advantage

Motivational skills are vitally important as a leader’s behaviour, generally has an impact on the team and it is extremely important when building and boosting morale (Weiss et al., 2002 ; Brief and Weiss, 2002). Leaders should be mindful and use their brains to assist when necessary, as sometimes it is best to take a back seat to allow those around you to improve (Bennis, 1998).

Coaches, mentors and leaders know the importance of being emotionally intelligent and know who to delegate certain tasks to get the best out of their team. Being fair and unbiased is essential for keeping team spirit Brennan and Wildflower, (2011).

Kouzes and Posner, (2007) explain in their five practices of exemplary leadership, that the more the individuals feel about the leader and organisation the outcomes are generally positive. Coaches have a vision and by investing in the human resources (people) setting aside egos, leaders generally find they can accomplish far more, when a team is working in tandem (Goleman, 2009). Organisations that build a culture of everyone feels like a leader find that staff are more passionate about their jobs and go the extra mile to drive the business forward (Bennis and Nanus, 2003).

Teams the world over generally are all working towards attaining, achieving meaningful goals. As mentioned earlier an organisation that has engaged members of staff leads to better results and a happy workforce. Company culture is becoming more significant to individuals as they look for businesses to work, and grow with. By implementing a coaching system as part of the company culture will attract the best team members and retain the best members of staff.

Leaders know that using effective intelligent management will help increase productivity, and that communicating well with team members, is key to solving problems and finding solutions.

The Models of Emotional Intelligence

There are numerous models of EI, however, the major theoretical models of emotional intelligence that have been recognised around the world like Salovey and Mayer's (1990, 1997) four-dimensional ability model, Goleman's (1995, 1998) four-dimensional personality-based model, Bar-On's (1997) five-dimensional trait-based model, Dulewicz and Higgs's (1999, 2000) seven-dimensional personality-based model and Palmer and Stough's (2001) seven-dimensional trait-based behavioural model.

Ability Model

The ability model was developed by Peter Salovey and John Mayer,

- Perceiving emotions: understanding nonverbal signs such as other peoples body language or facial expressions.
- Reasoning with Emotions: using emotions to promote thinking and cognitive activity.
- Understanding Emotions: Interpreting emotions of others around you, being able to recognize people display emotions of anger when they might not be angry at you but rather the situation.
- Managing Emotions: regulating emotions, responding appropriately and consistently.

John Mayer and Peter Salovey developed ability model of Emotional Intelligence, this model mentioned that emotional intelligence is the ability to perceive and to express emotions, assimilate emotions in thought, understand and reason with emotion and regulate emotion in self and others. Salovey and Mayer (1990) introduced the first emotional intelligence theoretical framework. Their ability-based model of emotional intelligence has been viewed as a subset of Gardner's (1983) social intelligence: a combination of interpersonal and intrapersonal intelligences emphasizing the non-cognitive aspects of intelligence as described by Wechsler (1940). Salovey and Mayer

In short the model claims that EI includes four types of abilities:

Perceiving emotions – the ability to detect and decipher emotions in faces, pictures, voices, and cultural artifacts, including the ability to identify one's own emotions. Perceiving emotions represents a basic aspect of emotional intelligence, as it makes all other processing of emotional information possible. Using emotions – the ability to harness emotions to facilitate various cognitive activities, such as thinking and problem solving.

The emotionally intelligent person can capitalize fully upon his or her changing moods in order to best fit the task at hand.

Understanding emotions – the ability to comprehend emotion language and to appreciate complicated relationships among emotions. For example, understanding emotions encompasses the ability to be sensitive to slight variations between emotions, and the ability to recognize and describe how emotions evolve over time.

Managing emotions – the ability to regulate emotions in both ourselves and in others. Therefore, the emotionally intelligent person can harness emotions, even negative ones and manage them to achieve intended goals.

Mixed Model

The mixed model was developed by David Goleman. Golemans model uses "The Five Components" to efficiently describe emotional intelligence.

- Self-Awareness (confidence, recognition of feelings)
- Self-Regulation (self-control, trustworthiness, adaptability)
- Motivation (drive, commitment, initiative, optimism)
- Empathy (understanding others feelings, diversity, political awareness)
- Social Skills (leadership, conflict management, communication skills)

Trait Model

The trait model was developed by Konstantin Vasily Petrides. He defined the trait model as "a constellation of emotional self-perceptions located at the lower levels of personality."

One's understanding and perception of their emotions. The use of personality framework to investigate trait emotional intelligence. This model proposes a conceptual distinction between both the ability based model and trait based model which relates to actual abilities.

Emotional Intelligence and Mindfulness

There has been an unprecedented amount of studies conducted on different variations of mindfulness. Being mindful in an organisation and every day is important for development in emotional intelligence. Mindfulness can be defined as the quality or state of being aware or conscious of something.

The following areas can summarise mindfulness and its effectiveness in an organisation:

- It enhances focus and enables greater attention to detail

- increases self-awareness and the awareness of others
- raises levels of resilience and emotional intelligence
- strengthens cognitive effectiveness

Once these transferable skills have been mastered it will teach and enable you to

- listen attentively and be more emotionally alert and aware
- communicate more clearly and precisely by directing your thoughts more appropriately.
- focus on a more consistent basis and always being ready to show empathy;
- Reinvent and renew yourself effectively.

With these emotional intelligent tools and practices it will equip leaders to perform better. Benefitting not only themselves but their teams, and all other stakeholders, or people you interact with the world over.

(Case Study)

Leaders thrive in creating future leaders and managers, however, sometimes leaders can get it wrong. In that said leaders tend to look for corrective actions as soon as viably possible.

A senior member of staff (manager x) has shown that possibly he is out of his comfort zone and depth. On paper he was the best candidate to fill the position as his Intelligent Quotient is extremely high, in fact he was not far from being a genius, his nick name in the office is Einstein because of his high level of intelligence. As mentioned earlier a person's success in school depends on his IQ level, as opposed to a person's EQ level reflects his success in real life.

This was quite evident when it was down to the selection process as (manager x) was far more qualified and demonstrated a willingness to learn and develop. However, (manager x) is not a people's person and lacked empathy and charisma which is vitally important for an organisation to flourish.

As the Director I had to make a decision that evidently was not taken lightly after discussing with the CEO. It was established that (manager x) would be

put on a training program for three (3) months to see if there are any improvements.

During the training program where open question are asked to get a clearer picture of where manager x's mind is; it was clear he was still upset and confused. Due to the fact manager x was the smartest on paper his attitude and body language was showing signs of egotism and if his facial expressions could speak it was saying "how dare you haul me in for training."

Leaders generally, maintain job retention for staff, it is key to boosting team morale and leaders are always ready to communicate and lend a hand or give an opportunity for the employees to flourish. The Director did not want to lose manager x but thought of the impact he was having on the team and in particular a team member, it was getting out of hand.

I recall the personality clash as if it was yesterday, between one of the managers and the team member, I quickly decided not to automatically take sides with management, a reason why organisations can lose good employees. Leaders must know that applying various models of leadership is necessary to handle any given situation. Bono, (1980, 2008) agrees sometimes managers must choose the best hat to wear in doing so can handle the situation effectively. Instead I advised them both to first listen to each other's concerns and may have to compromise. However, they could not compromise, so I moved the employee to another team, which turned out to be a better fit – the employee works for me and has been promoted. I found it is also important that during team and one-to-one discussions, meetings, with my staff, not treat such incidents as a disciplinary or confrontational situation, rather as a lesson learnt that evidently can be implemented into the organisations training manual. Leaders should be approachable and open for discussion whereby all staff at all levels are able to speak freely (Kekale, 2005). I have learned over the years that better leaders always reinvent themselves to keep up to date with the changing times (Bennis and Townsend, 2005). This is one of the many reasons I chose to enrol on this university course, and why you as the reader are perusing my report (Ojugo, 2019).

Despite having to create another manager which the new manager is developing perfectly, manager x has no other option either to step up or step down, the latter is highly unlikely due to manager x's new found ego. However, it turned out the inevitable happened, manager x was dismissed for insubordination - a decision I did not take lightly. I believe it was fair, and the right course of action to take, because, this manager x would have undermined

my leadership and eventually would slowly erode my authority – having a damaging effect to team morale which evidently causes stress in the workplace. I made sure to follow the correct disciplinary procedures, such as verbal and written warnings, provide training where necessary, detailed task list and clear outcomes and deadlines which enable me to deliver a full explanation of why said employee contract had to be terminated. In all that said, I am proud to say the team member who was promoted is excelling under my tutelage and it just goes to show sometimes leaders can get it wrong. As I have expressed earlier it is how you handle the situation after the fact is crucial. EI is something more leaders should adopt having a contingency of options is also key to good leadership as this enables corrective actions to be implemented promptly. As a leader I encourage healthy competition at times it can enhance and motivate a work force or diminish and subdue it. Leaders recognising this is vitally important as I demonstrated with my EI skills, by applying Golemans mixed model theory that incorporates self-awareness and confidence as well as recognition of feelings. I constantly thought of the best way to handle the situation, although something not so good happened in the broader scheme of things it worked out as an advantage.

Organisations Using Emotional Intelligence to Gain Competitive Advantage

A workforce that is equipped with individuals possessing high levels of emotional intelligence can differentiate your business from its competitors.

Here's how high levels of EI maintain team members can make a difference in your organisation:

Empathy evidently improves communications: When a leader can see things from a different perspective and are willing to put themselves in another individual(s) shoes (Stein, 2017).

Demonstrating your ability to handle pressure to improves business outcomes: Remaining calm and collected when everything around you is not going your way. Obstacles and threats become options and opportunities (Downey, 2016)

Being tactful improves trust in the workplace: Maintaining diplomacy is a skill worth enhancing. Being mindful and thoughtful are of essential importance to create a strong work force capable of taking advantage the world over (Stein, 2017)

Maintaining adaptability evidently improves collaboration: Maintaining team members are highly adaptable and this adaptability improves their chances of becoming better leaders (Stein, 2017).

Emotionally intelligent leaders embrace and engage team members performances with inspiration and motivation personality improves team performance (Segal, 2002)

Teamwork is enhanced when all of the players are engaged and working towards the same goals, this inspire others to do their best (Hagemann, 2017)

Leaders have the ability to influence others improves which in turn improves leadership capabilities within the business (Stein, 2017).

Highly emotional intelligent people are often seen as natural born leaders. This is so because of their ability to influence others. Cultivating and developing talent in the organisation to establish the leadership needed to steer the direction of the company and manage change well into the foreseeable future.

Conclusion

Emotional Intelligent leadership is the way forward, it is clear organisations the world over should begin to seek out people that have a naturally high EQ; and invest in the training and development needed to improve the EQ of their entire workforce. Generally, EI works and if applied correctly using the tools and techniques available, the brain can lead you to grow to unprecedented heights. A good workplace will synergise both IQ and EQ from academic and non-academic staff members enabling all to become better global citizens.

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